

**DEVELOPING A STRATEGY IMPLEMENTATION FRAMEWORK FOR
STATE-OWNED ENTERPRISES IN NAMIBIA: A CASE STUDY OF NAMIBIA
WATER CORPORATION**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS
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ABSTRACT

For an organisation to ensure constant competitiveness in the dynamic and changeable environment, a successful strategy implementation is critical. Therefore adopting a comprehensive and successful implementation framework is not an option but rather a necessity to all organisations. This research aims to develop a strategy implementation framework for state-owned enterprises in Namibia, with a specific case study on Namibia Water Corporation (NamWater). A strategy implementation framework offers a significant structure which enables and provides guidance toward a successful strategy implementation that improves organisational performance as well as efficient accomplishment of intended objectives. In today's dynamic economy the organisational competitive advantage is not on the market environment solely, but also from its capability to replicate its strategy into action in a manner that allows it to achieve its strategies and goals.

In order to realise the purpose of this study, a case study research design was adopted. A purposeful sampling technique was utilised and a questionnaire with non-structured questions was employed to gather data on the implementation challenges, views and thoughts from the organisation's strategy implementation team. This all aided towards the development of an impactful framework. The data collected through the non-structured questions was analysed by means of a qualitative approach in general, and content analysis in particular.

The study unearthed several strategy implementation challenges in NamWater, such as: the lack of participation of employees in strategy formulation, absence of strategy alignment to organisational structure, lack of organisational policy reviews to govern and enforce new strategies, poor communication channels, substandard rewards and remuneration systems to retain critical human resources, poor leadership and inadequate technical skills. On further investigation, the study also identified key elements critical to successful strategy implementation such as skilled human resources, adequate financial allocation, and the usage of information and technologies to best attain the intended objectives. In closing, the study proposes a strategy implementation framework to achieve the desired strategy implementation results. The developed framework was developed

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God bless you all.

DEDICATION

This project is dedicated to my aunt, Mrs. Lucia Munyala Nghitukwa; my late aunt and friend, Miss. Aina Thomas and Miss Elizabeth Tuwilika Ekandjo (May your souls continue resting in peace); my father, Mr. Donatus Munyala whom I will never stop praising for what he did and in which this project is dedicated. To my cousin, Dr. Natasha Nghitukwa this project is mainly dedicated to her and we shall never stop praising to Almighty God for what he did for you; my personal assistant, Dr. Maria Magdalena Munyala, and to my grandmother, Kuku Emilia Nakavula kAmoomo.

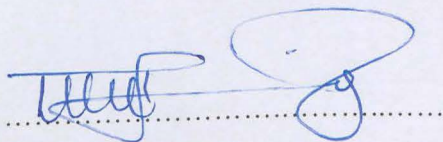
To my serene late aunt and late friend, I could not live with the pain of your departure, hence I had to turn the pain of your departure into anger, turn anger into motivation, and finally turn motivation into an energy to thrush this academic exercise. To my cousin and my personal assistant, you two made this study surmountable because you always assisted and encouraged me when I was on the verge of quitting. To my father, I appreciate all your support and to my grandmother, thank you very much, you gave me the necessary educational foundation from which I will continue to cover more milestones of this nature, so long as you are there watching.

DECLARATION

I, Demwiinekela Fillemon Munyala, student number 201614366, a Master in Business Administration (MBA): Management Strategy Student, hereby declares that this thesis is my own original work and that it has not been previously submitted elsewhere at any other academic institution in order to obtain an academic qualification.

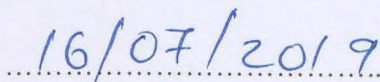
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ACRONYMS AND ABBREVIATIONS

SOEs – State-Owned Enterprises

UNAM – University of Namibia

NSA – Namibia Statistics Agency

CEO – Chief Executive Officer

PKI – Performance Key Indicators

ICT – Information Communication Technology (ICT)

NamWater – Namibia Water Corporation Ltd.

E-Strategies – Electronic Strategies

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Background of the Study

Namibia is a developing country situated in the southern part of Africa. Namibia is a semi desert country with a landscape of 825 615 square kilometres. The country's population is close to 2.4 million (Namibia Statistics Agency, 2018). It was previously known as South West Africa, under German colonisation. The country gained independence in 1990 from the successor to the German colonisers: The South African apartheid regime. At independence, the initial task for the Namibian democratically elected government was to acquire ownership of its economic resources. However, Namibia inherited an economy with various macro-economic and social challenges, such as unemployment, poor economic growth, poverty and income inequality. Many citizens, especially the previously disadvantaged citizens had no access to clean portable water, to electricity, to a road network and other services (Krugmann, 2001).

Faced with these challenges, the Namibian government implemented several economic policies and development plans (National Planning Commission, 2018) to stimulate economic growth, industrial productivity, employment creation, and various strategies to enable citizens' access to portable clean water, electricity and to road network facilities. In addition, and as part of an institutional arrangement to implement policies and plans, the Namibian government created 98 state-owned enterprises (SOEs). These were to help make available public goods and services such as to mention a few: electricity (NAMPOWER), for postal services (NAMPOST), for Sea Port operations (NAMPORT), NAMWATER, for water supply (Chilenga, 2016).

Muzapu, Havadi, Mandizvidza and Xiongyi (2016), indicated that SOEs play a crucial role in the promotion of socio-economic development by availing a diversity of goods and services to the nation. Most of the SOEs are established to pursue economic objectives as not all SOEs are merely financially driven.

Chilenga (2016), referred to SOEs as legal bodies that are established and mandated to carry out business activities on behalf of the state. He further argued that when one is defining SOEs, it is important to consider the fact that not all SOEs are commercially driven. Accordingly, non-commercial SOEs are expected to break-even sustainably while fulfilling their public mandate to carry out certain functions on behalf of the state and these institutions are regulated by the state and other statutes that govern companies.

In 2006, the Government of the Republic of Namibia passed the promulgation of State-Owned Enterprises Governance Act, 2006 (Act No.2 of 2006) to govern and regulate the establishment and operations of SOEs. To action the policy provisions, SOEs are further expected to develop or adopt their own tailor-made operational strategies to realise their goals. To this end, the Finance Minister, Call Schlettwein supports the Namibian debt-ridden economy (Namibia Broadcasting Corporation, 2017). Strategic management involves activities such as the environmental scanning process, strategy formulation and implementation, before strategy monitoring, evaluation and continuous reviews of the implementation process to deliver effective and efficient achievement of the organisation's long-term goals (Tapera, 2014).

Despite differences in mandates, all SOEs seem to share a common duty of creating job opportunities for the Namibian citizens and that of availing key resources for economic growth purposes. However, unemployment remains a structural macroeconomic challenge in Namibia at 34 percent. Of this, the unemployment rate among the youth stands at 42.4 percent (Namibia Statistics Agency (NSA), 2017). According to Guarino (2016), unemployment is further aggravated by the contraction of the manufacturing sector due to limited water resources.

Nyangove (2016), reported that close to 40 000 construction workers lost their jobs from the decision of the City of Windhoek to ban construction activities due to the lack of water in the central area. The Namibian Broadcasting Corporation (NBC) (2017), reported that between 40-60 employees lost their jobs at Coca-Cola Namibia Bottling Company (CCNBC) following the company's decision to close two production lines due to the water challenges in Namibia. Some 300 car washes around the City of Windhoek were closed as part of those businesses regarded as consuming a large amount of water. Many workers lost their jobs (Namibia Broadcasting Corporation (NBC), 2017).

On the other hand, the lack of water in Namibia has negatively affected the Namibian GDP growth rate. The manufacturing sector's contribution to GDP growth rate has declined from 11.3% in the 1st quarter of 2016 to -10.7% in the 1st quarter of 2017 (Namibia Statistics Agency (NSA), 2017). Companies such as Namibia Dairies, Namibia Breweries Limited and Coca-Cola are among the manufacturing companies which play a crucial role in the country's GDP. It was unfortunate that due to the water challenges in the central areas, these companies had to reduce their production as well as their exported products (Mail & Guardian Africa, 2016). Kahiurika (2016), reported that the water

challenges in Namibia would cost the country's GDP N\$4.2 billion. He further argued that the crisis did not only limit development, result in job losses, restrict sustainable development growth and GDP goals, but also triggered a decline in the tourism industry. Some mining projects were put on hold due to the water crisis and it hampered the plans for poverty reduction from taking off the ground.

Considering the negative impact that the lack of water has on an economy, it is important to acknowledge that water is a scarce yet again a key economic resource that should be managed well and should be available in any economic system (Guarino, 2016).

Despite water being a key economic resource, and irrespective of the government creating a crucial SOE entity, namely: NamWater, to provide portable water; availability of this key economic resource is determined by the level to which NamWater was able to successfully implement its organisational strategy.

NamWater, has 24 offices across the country and employs more than 600 workers (NamWater, 2018). The company was founded mainly to provide the key economic resource, water. Although run on the basis of strategic business plan's balance score card since 2012, NamWater has had hard times discharging strategic prerogatives effectively (Welbert, 2017). The 2012-2017 NamWater strategic plan appears to have failed dealing with crucial strategic challenges such as high debt, maintenance of water infrastructure, execution of water expansion projects and other strategies which could ensure the availability, accessibility and sustainable provision of water across the country (Welbert, 2017). Although strategic plan development entails the organisation's vision and mission statements, long-term objectives, alternative and specific strategies, and policies, it

remains just a valueless piece of paper until its content is well applied and effectively implemented (Braduțan & Sârbu, 2012).

1.1.1 Definition of Concepts

1.1.1.1 Strategy

Before proceeding to the definition of the term strategy. It is important to acknowledge that the term “strategy” definitions may differ from country to country and it is important to note that there is no single definition of the term strategy. There is no standard meaning of what strategy really entail, because strategy itself entails several dimensions and situations that vary from various industries and circumstances (Johansson & Svensson, 2017).

That said, Walters (2017) defined strategy as a technique or plan adopted to convey about an anticipated future, which maybe a solution to a problem or aimed to achieve a certain goal. On the other hand, Hittma’r and Jankal (2015) defined strategy as a process to implement a long-term blueprint to achieve specific organisational goals. Andrews, Beynon and Genc (2017), defines strategy as a structural road map design and a scope that contain the organisation’s medium and long-term goals, that are aimed to achieve competitive advantage for the organisation, attained through the appropriate utilization of the organisation’s limited resources while meeting the needs of the stakeholder at the present moment. In conclusion, different scholars might have used different terms to define the term strategy but is however also evident that the terms used in the above definitions simply contain the same meanings and they are all appropriate and accepted for this study. Practically, the success of a strategy is realizable within its implementation phase, which will be deliberated below.

1.1.1.2 Strategy Implementation

First and foremost, it is important to acknowledge that the term “strategy implementation” definitions’ might vary from industry to industry or from organisations to organisations, and it is equally important to admit that there is not a universally accepted definition of strategy implementation as it can be defined based on the organisation’s needs or on the process adopted by an organisation to execute it. Wheelen and Hunger (2012), stated that strategy implementation is a concept that considers the planned ideas, decisions, objectives, policies, strategies and other factors of the preferred strategic plan and executing them into action. Strategy implementation is comprised of a comprehensive execution efforts that enables the organisation to transform its strategic objectives into actions (Weernink, 2014). According to Masekela (2016), strategy implementation embraces the process of adoption, understanding, interpretation, communication and presentation of strategic plans.

The process undertaken by the organization to achieve its strategic needs, commonly a channel that is followed by the organisation to attain its intended goals and objectives, outlines the strategy execution process. The implementation process is aimed at delivering an organisation to its anticipated goals. Strategy implementation is a path that ensures that the factors within the design and the scope of the planned concept are actually realised, by the implementers (managers and employees), within a projected timeframe, scope and through the attainment of the anticipated objectives (Ramadan, 2015). Strategy execution is a set of interlinked tasks that an organisation adopt to attain its forecasted future (Ramadan, 2015).

Strategy implementation is an interactive process to realise visions, missions, objectives through executing strategies complemented by policies, programs and supported by action plans that enables the organisation to absorb its limited resources to capitalize on opportunities existing within and beyond the organisation's internal economical space (Buul, 2010). According to Zaidi, Zawawi, Nordin and Ahnuar (2018), implementation process is also concerned with the transition of structural design through fitting it to an organisation structure complimented by policies to turn the organisation's planned strategy into realism.

Strategy implementation is a continuous process which assess and controls the business environment and the market in which the organisation operates. It analyses competitors and apply appropriate strategies to compete with existing and potential competitors, and again, the review of every strategy adopted is a continuous routine that determines the effectiveness and the competence of the adopted strategy and whether or not it has produced the expected results and if not, there is a need to modify or completely replaced it with a new competent strategy to mitigate the newly identified challenges (Muogbo, 2013).

Tiemersma (2015), summarized and revised numerous research studies on the subject area of strategy implementation and three different perceptions concerning the definition of the term implementation were proposed; the first opinion was based on the process perspective, which considers implementation as a set of interlinked activities of meaningful planned phases. According to Ramadan (2015), strategy execution is a *process* that transform plans into action, an intensely complex and interactive process with various elements which executes strategies, programs and policies that supports an organization

to best manage its limited resources and an action-based process which requires control measures.

Ramadan (2015)'s second observation foresaw strategy execution from the *behavioural* perspective, which regard strategy implementation as a succession of the behavior and actions of the management structure - managing the organisation. Li, Guohui and Eppler (2008), view strategy execution as an outcome of the organisational leadership behaviors and actions that convert the designed plan into practicality. To this end, a set of interferences by management regarding the overall structural design, key resources and assessment frameworks, comes into play to measure the performance intended to attain anticipated results.

Lastly, the final viewpoint is that of hybrid perspective, which is a combination of both the process and the behavioural perceptions. From the hybrid viewpoint, implementation is demonstrated as the sum of both sequence of activities and management preferences required to execute the strategic plan, simply, the process adopted to transform strategies and to realise the action plan of the management (Wheelen & Hunger, 2012).

Most of the definitions of strategy implementation reviewed above, tend to define execution from different point of views, yet, most of these definitions includes terms such as strategic plans, strategies, processes, policies and recourses which should be well turned into actions inputs that should be effectively executed to achieve an organisation objective and its long-term goals, more importantly, to enable the organisation to survive and compete in the fast-changing environment.

Moreover, regardless of several terminologies used to define strategy implementation by various authors, and regardless of the fact that certain views from some researchers and experts in the areas of strategy implementation are overlapping, noticeably, the core themes of all these definitions mostly remains determined to strategy implementation. There also do not seem to be a standard or generally accepted or developed definitions for implementation. However, there is a convergence among researchers in acknowledging the centrality and evolving significance of strategy implementation as a practice in general.

In conclusion, and for the purpose of this paper, the following definition of strategy implementation was adopted. The proposed definitions were derived from both the hybrid viewpoint. Within this, strategy implementation can be regarded as a process concerned with transforming organisational management decisions and activities, vision, mission, objectives, strategies, processes, frameworks, and policies into meaningful commercial gains. The next section continuous to

1.1.2 Understanding Strategy Implementation Frameworks

Understanding the nature of a strategy implementation framework for the purpose of this study, an implementation framework was defined as an integration of tools, processes and methodologies for turning an organisation's strategic plan into action, and most important to enable a sustainable strategy implementation (Sial, Usman, Zufiqar, Satti, & Khursheed, 2013).

Kimber (2013), noted that an implementation framework is a need, and leaders of an organisation need a model of strategy execution to facilitate implementation decisions and actions. Failure to adopt a framework, implementation process creates uncertainties as

employees and managers carry out the implementation process based on their interpersonal thinking which results in a poorly implemented strategy. The adoption of a clearly designed implementation roadmap can positively impact the successful implementation of a strategic plan in an organisation (Brinkschröder, 2014).

Furthermore, the implementation framework does not only set standard procedures for strategy implementation, but it also directs and guides the executives, managers and employees to adopt and follow a standard architectural road-map during the strategy implementation process. This allows all managers to work in a cohesive manner by following and applying similar implementation standards. Its absence on the other hand, presents strategy implementation inconsistency from the involved parties (Chetty, 2010).

It was from this point of view that this study was undertaken to determine how best NamWater's strategic plan can be implemented and how such challenges can be overcome in the quest for providing water to citizens and to the economy. The determination of how best NamWater's strategic plan could be implemented was done through the development of a strategy implementation framework which was a key objective of this study.

1.2 Problem Statement

Many studies have revealed that various organisations have either failed or struggled to properly implement their strategies successfully regardless of them having well-articulated strategies. According to Köseoğlu, Barca, & Karayormuk (2009), close to 90 percent of organisations' strategic plans fail during the strategy implementation stage. Similarly, Kiplagat (2014) indicated that based on a survey conducted in 2006 by the White Paper of Strategy Implementation of a Chinese Corporation, 83% of organisations failed to implement their strategy successfully as only 17% had reflected consistency

within their strategy implementation processes. Thus, the above revelations were some indication that strategy implementation was a key challenge that needed researchers' exploration.

In response to the call for exploration on strategy implementation challenges and based on a study conducted by Chetty (2010), the study revealed that among the challenges contributing to the failure of strategy implementation was the absence of strategy implementation frameworks in many organisations. There were many revelations which presented how many parastatals in Namibia were faced with various strategy implementation challenges. According to Welbert (2017), NamWater's Chief Strategy Officer, NamWater has failed to implement its 2012-2017 strategic plan, and among other challenges faced the water utility such as inadequate rainfall, high debts, inadequate financial support from the government, the water utility also lacked a comprehensive strategy implementation framework. Among other challenges this study focused only on a single challenge; the lack of a comprehensive strategy implementation framework.

Therefore, the problem necessitating this study was the lack of a strategy implementation framework in NamWater to guide its strategy implementation process. This study therefore seeks to develop an appropriate strategy implementation framework for NamWater to best guide the company's strategy implementation process. Numerous studies on the formation of strategy implementation frameworks were done elsewhere; nonetheless the reviewed literature presents a stark shortage of an empirical strategy implementation framework that can be applied in Namibia's SOEs in general and at NamWater in particular.

1.3 Objectives of the Study

Perneger and Hudelson (2004) attest that academic studies have a duty to explore, provide a solution to a certain challenge or problem and responses to a single and definite main objective or question. For this study, the objective is to develop a strategy implementation framework for NamWater. The was aimed at assisting NamWater in implementing its strategic plan successfully and to contribute to the corporation's achievement of its short and long-term strategic goals enabling NamWater to meet its national mandate which is to avail water to the Namibian nation.

The main research objective of this study was:

- To develop a strategy implementation framework for NamWater.

The above-mentioned main objective of this study was made realistic through two sub-objectives:

- To examine the challenges affecting strategy implementation in NamWater.
- To analyse the key factors which play an important role in the implementation of strategy.

Despite, the existence of documented factors that influence the level of successful implementation; due to implementation failures confronting various businesses, as indicated within the literature, appeals for the examination of challenges impacting the implementation process, as well as calls for better knowledge on implementation success factors and their effect on the magnitude of implementation success have been increasing and intensifying (Maas, 2008).

1.4 Significance of the study

NamWater and other SOEs' resourceful performance reflects on the country's economic growth, while their service provision contributes to economic development and improves citizens' living standards. To constantly preserve sustainable performance and to reliably ensure successful implementation of SOEs' strategic plans, a strategy implementation framework is mandatory. Therefore, the formation of a strategy implementation framework for the simplification of the implementation of NamWater's strategic plan is a necessity rather than an option. This study was more incidentally significant to NamWater as the study's main objective was to develop a strategy implementation framework for this particular institution.

However, by extension, the study was valuable to other SOEs that are equally struggling to execute their strategic plans or those that faced difficulties in adopting or developing their respective strategy implementation frameworks. These stand a great chance of benefiting from this study. Furthermore, the study might have been appreciated by the Government of the Republic of Namibia, especially the Ministry of Public Enterprises as a custodian which regulated the functionality of these kind of enterprises.

If the Ministry of Public Enterprises ensures that every SOE has a strategy implementation framework that can ensure sustainable strategy implementation across all the Namibian SOEs, strategies could lead to economic development and possibly the creation of more job opportunities. Developing a strategy implementation framework, will assist the government and other stakeholders in contributing to the development of government policies. Finally, the study also injected new understanding and literature on the strategy implementation discipline in general.

1.5 Limitation of the study

The study had various limitations that might impact the significance of the final findings. Firstly, although there are 98 SOEs as per the Ministry of State-Owned Enterprises, this study was restricted to a sole SOE entity. Nonetheless, this was necessitated by the fact that NamWater was an entity known to be under-studied. NamWater as an entity was chosen by the researcher due to the fact that the institution had hard times executing its strategy efficiently due the lack of comprehensive theoretical understanding for strategy implementation, as well as the absence of a sound and reliable strategy implementation framework.

The other limitation associated with this study was the lack of literature in Namibia on the research topic, and the absence of literature focusing on strategy implementation within SOEs in Namibia. Nonetheless, expat literature in this regard sufficed greatly. In addition, the strategy implementation framework that was suggested for NamWater might not be a good benchmark to other SOEs as the investigation was solely based on NamWater as a case study. However, irrespective of the limitations mentioned above the study produced useful findings and it added fresh knowledge on strategic management literature in general and to Namibia, in particular.

1.6 Delimitation

The scope of this study was only focused on SOEs in Namibia, NamWater in particular and the developed strategy implementation framework was appropriate for NamWater's strategy implementation only.

1.7 Proposed Outline of the Thesis

This thesis was structured into five chapters as outlined in Figure 1.1 below and the brief illustration of each chapter will then follow:

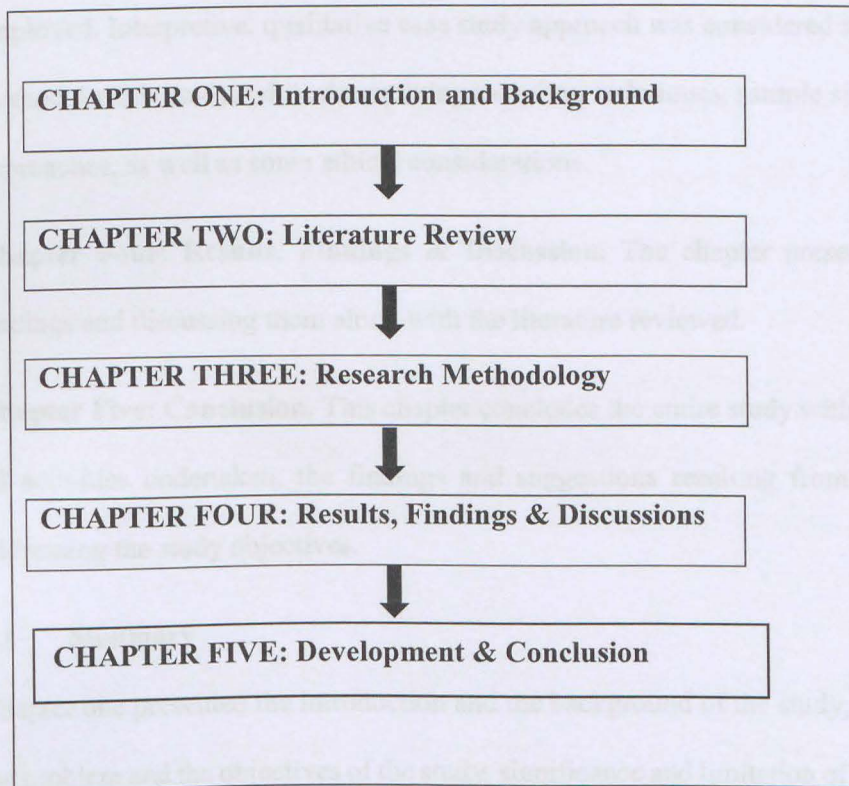


Figure 1: Structure of the thesis

Chapter One: Introduction and Background. The first chapter was an introduction to the study, which presented the background and the overview on the study: research problem, aims and objectives, and its significance.

Chapter Two: Literature Review (Strategy Implementation). The second chapter presents a comprehensive review of literature: based on the study objectives, beginning with the discussions on various theories underpinning the study and surrounding strategy before the actual conceptualization of strategy implementation, establish a deep

understanding and the meaning of both strategy and strategy implementation from the process, behaviour, and hybrid perspectives.

Chapter Three: Methodology. This chapter laid out the research methods and techniques employed. Interpretive, qualitative case study approach was considered to be the suitable method for this study, while determining sampling techniques, sample size, data analysis approaches, as well as some ethical considerations.

Chapter Four: Results, Findings & Discussion. The chapter presents the research findings and discussing them along with the literature reviewed.

Chapter Five: Conclusion. This chapter concludes the entire study with the summary of all activities undertaken, the findings and suggestions resulting from this study, and addressing the study objectives.

1.8 Summary

Chapter one presented the introduction and the background of the study, the statement of the problem and the objectives of the study, significance and limitation of the study, before it ended with a skeletal architecture of the study layout. The next chapter focuses on literature review to set the theoretical framework that will guide its subsequent empirical aspects of data collections and analysis.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter, presents a brief review of the subject of strategy implementation literature that underpins scholarship in this regard. A literature review is considered to be an objective, comprehensive and depth analysis of the particular standing research and non-research literature on a specific subject area under study. A literature review is a common task conducted and presented as a key chapter or section of an academic research paper, where the researchers can categorize previous studies and theories underpinning the choice of research topic understudy. In extension, literature can be utilised to support an anticipated research problem and demonstrate the existing gap in the earlier research work done.

While the first chapter focused on defining both strategy, strategy implementation and provided an overview understanding relatively to strategy implementation framework. This chapter continuous on the literature presented in the previous chapter. However, this chapter does not seek provide conceptualized overview on strategy, and strategy implementation. Rather the literature review focused on specific theories underpinning the study while also directing the study to achieving its main objective. Moreover, the literature concentrated more on key elements which presents a direct impact toward a successful strategy implementation. The literature also focused on a famous MacKinsey's 7^s-s implementation frameworks

Lastly, the literature focused on the challenges and barriers which negatively impact the strategy implementation process, before concluding with key lesson drawn from both the theoretical and empirical literatures.

2.1 Theories Underpinning the Study

Over centuries and decades, countless studies were done on the subject area of strategy management. Various observations were conducted, several conclusions made and several theories underpinning the study of strategy management in today's world have been developed and adopted over years by researchers on strategic management.

At this point, there are various strategy management theoretical frameworks and this review aims to understand the perceptions behind their existence. A theoretical framework offers a particular viewpoint, or supporting theories to a particular topic (Elwak, 2013).

Although many strategy management theories exist, this study was premised chiefly on the theoretical framework of the Systems - a master piece of Ludwig von Bertalanffy introduced in the mid-20th century (Siapei, 2015); complimented by the contingency and institutional theoretical framework of strategic management.

2.1.1 Systems Theory

Organisations do not operate in constant systems, but rather they operate in evolving environments through persistent changes in technology, information and rapid exchange of materials (Siapei, 2015). This theory instigates that all systems entails foreseeable trends. Systems, both private and state-owned makes strategic decisions, for instance, to enter new markets or to expand, to merge or stay stable. NamWater is a state-owned enterprise which interconnects with its environment in a direct interchange with the

attention and openness to information and technology around the system within and outside NamWater's boundaries. Depending on the magnitude of the openness, the interconnection can be either low or high. In extension, to partake in sustaining system steadiness, parts of the system change their communications and other compartments to attain or retain stability. In conclusion, the overall system should be equivalent or more than the totality of its parts (Mele, Pels, & Polese, 2010).

Generally, within the framework of correspondence and fitness throughout the execution process, openness and the exploration for significance are of excessive spirit (Cornell & Nwoka, 2015). In addition, an extension and very essential enterprise-wide task on openness and change is attainable through the dynamic quest to support the understanding of their individual and other's compartment. Other perceptions highlight the character of creating detailed abilities for the determinations of variations, as the active adaptation tool through the environment (Clawson, 2008). Finally, this was also adopted to support the process to identify possible challenges and opportunities stanching from the exchanges with the environment.

2.1.2 Contingency Theory

Mitchell (2006), noted that within the contingency theory, the greatest method to structure the operational model is determined by the characteristics and the responsiveness of the environment to which the organisation interacts. Wadongo and Abdel-Kader (2014), indicated that, the contingency theory entails the view that there are various ways to manage the operations of an organisation and a single method to organize cannot be accurate without the design of an actual fit between the organisation, its subsystems and the environment from which it operates from. This theory is supported by the universal

assumption that enterprises that best align their internal structures to meet the demand of their respective environments will attain the best adaptation. The desires of an organisation are mostly fulfilled in circumstances whereby there is appropriate and an effective design, while the leadership style is appropriate both on the activities embark on and the features of the work group (Gallardo, 2015).

Frequently, strategy execution process is perceived as diverse, interdisciplinary and a combination of various management areas, and as a approach, strategy execution emphasises more on the operational excellence of organisations (Olum, 2004). Thus, for an extensive interpretation of the sum or concluding impacts, an executor necessitates an consolidative vision of the measures within the purpose and structure of an interprise based on the implemented events. Strategy execution procedures, thus, must be theoretically expansive and not focused to particular events (Komingoi, 2011).

2.1.3 Institutional Theory

In general, strategy is primarily concerned with the process to make directional choices for an organisation. It guides a predilection for a targeted goal or objective as it defines how best the targeted goals can be attained. Strategy antagonizes antagonists, threats and other challenges; and it organize resources and overcome organisational threats (Mia Raynard & Greenwood, 2015). Some elements basically might be within the manageable area of the organisation or might be beyond the implementation developments. The capabilities to enable organisations as well as their tasks to change and adjustments to confront evolving changes (Moré, Telles, Marinho, & Corrêa).

2.1.4 Summary and Lessons of Theories

This section looked at various theories supporting the knowledge area of strategy implementation process in general, and the development of a strategy implementation framework in particular. The above presented theories contributed different views in relation to the development of a strategy implementation framework. There are key lessons raising from the above reviewed theories in support of the main objective of this study and are discussed as follow:

A key lesson raising from the System Theory includes the theory's views which stresses the need to monitor and understand the environments in which the organisation operates, while, constant assessments should be done on the challenges and threats raising from the changes within the environment. The continuous evolving changes within the environments in which organisations operates in, necessitates constant innovation, updating, and continuous development of new strategy implementation frameworks which meets the continuous raising needs and requirements of the organisations ever evolving environments.

In support of the System Theory, another theory reviewed was the contingency theory. This particular theory stressed that organisations need to develop operational models in response to the changes raising from the environments to which the organisation interacts. Among of the required operational models responding to the environmental changes is the need to constantly review the organisations' strategy implementation framework among other models. Lastly, Institutional Theory was reviewed, presents a lesson regarding the importance of directional choices, and guidance toward the strategy implementation processes aimed to achieve the targeted organisational objectives.

In conclusion, key lessons learned from the reviewed theories are relatively interlinked; depending on the changes arising from environments in which the organisation operates as presented by the System Theory, the contingency theory, continued to stipulate that in response to the environment changes relevant business operational models should be updated or new models should be developed to mitigate the challenges and threats arising from the changes of the environment on which the organisation interacts too. But most importantly, key directions, roadmaps and key frameworks for guidance to attain the institution goals and objectives as presented by the Institutional Theory.

2.3 Strategy Implementation Phase

In backing to the systems theory illustrated above, according to Nkosi (2015) the operation of all organisations depends on the environment it operates from, because the link between an organisation and its environment determines the strategy it should formulate, adopts and implement. After the strategy formulation phase, the strategic plan will then be made available, - entailing the organisation's vision, mission, value statements, long-term objectives, specific and alternative strategies; However, a strategic plan remains just a piece of paper and valueless until its content is well applied and effectively implemented (Mišanková & Kočišová, 2014). The stage in which the strategic plan is transformed into realistic motion and effectively realised in an organisation is known as a strategy implementation phase and is also referred to as an "action stage or an execution phase" of strategic management. Within this stage it is important for the organisations to hire smart and well-trained workforce – to ensure residual human capital to implement the strategy (Baroto, Arvand, & Ahmad, 2014).

According to Oskooee (2017), although the strategy implementation stage is regarded as the most complicated and difficult stage in strategy management as it necessitates personal discipline and sacrifice. Agreeing with this, the author is further of the view that strategy implementation is a most important stage of strategic management. When a strategic plan is well applied, effectively implemented and efficiently executed, it is likely that the organisation will improve its performance, attain its objectives, and goals as presented in the strategic plan.

During this stage budgeted financial and non-financial resources are allocated to help in the design of a supportive organisational, formulation of the decision-making process, assignment of authorities and putting governance control measures. To ensure a lasting buy-in, employees and supervisors get involved (Heracleous, 2000). Other critical elements determining successful implementation of strategy are discussed below.

2.4 Elements Affecting Strategy Implementation

An empirical literature review on the subject area was conducted to best guide the identification of key elements which influences strategy implementation. Organisations that had previously achieved successful strategy implementation had done so by effectively managing the nine-crucial strategy implementation enabling factors; organisational structural design, business processes, leadership, remuneration and reward systems, organisational culture, annual business plan, evaluation, monitoring and control, relationship and integration, and other contributing factors (Nkosi, 2015). To develop a successful strategy implementation requires an ability for organisations to create a good match of fitment among these elements to ensure a development of a successful implementation framework which best fits the environment of that particular organisation.

2.4.1 Organisational Structural Design

According to Collins and Porras (1996) “*Great Performance is about 1% vision and 99% alignment.*” The organisational structural design best describes the organisational roles, responsibilities and the channel of reporting within an organisation as the structural design serves several importance to an organisation. Mostly, the structural design of any organisation best models the roles and responsibilities assigned to various employees (Brinkschröder, 2014). This is significant to an organisation since it illustrates who reports to who and who is authorised to make particular decisions. In extension, the reporting structure channel activates a clear communication channel and knowledge exchange in the organisation (Aleksić & Jelavić, 2017).

Organisation structure is a key element that supports strategy implementation. Organisations ask themselves questions like, does the envisioned strategy fits the existing structure? Is the existing structure really suitable for the strategy we intend to implement (Elwak, 2013).

The more an organisation aligns its human resources to strategy, the healthier knowledge flow and clearer communication within the organisation, -depending on how well the organisation’s structure is designed (Haaga-Helia, 2011). Organisations that successfully implemented their strategic plans consider their organisational structure, aligns it against their strategy, and ask themselves question such as; is their current structure compatible or appropriate with their proposed strategy. If their analysis foresees a good alignment among the two, then strategy implementation activities are given a green light for execution. However, if there is no compatibility between the current structure and the

strategy intended then the adjustment is done on the structure to ensure a meaningful alignment of the two (Siapei, 2015).

The organisational structure on an enterprise can heavily impact the enterprise's competing advantages, concerning to the availability of knowledge management; the lack of adjustment on the structural design, and can seriously destabilize the strategy execution efforts (Komingoi, 2011). As the business atmosphere changes, adjustments to the structure of the organisation are compulsory to reposition the organisational operational model to supplant the changes. Poor adjustments as efforts to reposition, leads to poor performance of an organisation and disrepute the organisation's competitive advantage (Munge & Kitiabi, 2017). The organisation's poor performance is best mitigated through the adoption of a decentralized organisational structure (Hilman & Siam, 2014).

Decentralized organisational structures are likely to produce better levels of business units success, despite the strategic framework (Muoki & Okibo, 2016). Although implementation methods might differ depending on strategy styles, it is important for an organisation to adjust their organisational structures to their strategic plan to successfully guarantee effective strategy implementation (Marume & Jubenkanda, 2016). Though business units are interconnected to the internal organisation, their performance is independent from the relationship between business unit strategy and that of internal organisation (Schlegel, Milbury, Buytendijk, & Sommer, 2014). However, effective integration of respective business units operational plans delivers success to the strategy implementation.

2.4.2 Organisational Processes

The above section was concerned about the organisational structural design. The organisational structure are complimentary elements that only work best when they are combined. Olson, Slater and Hult (2005), noted that two elements cannot function in isolation as both aspects are configured to attain the anticipated strategy. Organisational processes are the controllers of the organisation's operational model, hence they can positively or negatively impact the translation of strategy execution. Organisational processes are classified in two core categories (Munge & Kitiabi, 2017).

The first category entails two subcategories, that are concerned with the inputs into the strategy and the outputs produced by the strategy. In depth, input control processes are focused on the resources used to materialize the strategy, particularly human and financial resources and commitments. The output control processes looks at delivering acceptable and positive outcomes such as attaining the expected results. The other core category also has two subsets, namely, direct and indirect controls. Direct controls concerned themselves with assessment, supervision or monitoring, while, indirect controls are argued to be distant, yet aimed to setup the state of affairs that attains the anticipated behaviors through a semi-automated process (Morrison, Ghose, Dam, Hinge, & Hoesch-Klohe, 2011).

2.4.3 Communication Process

Omoro (2016) developed that the organisation leadership best adopt a bottom-up management style as this approach include every employees' input into both strategy formulation and implementation. A successful implementation expects all employees to be involved and to be active within all the steps and processes of strategy management,

while the chosen implementation actionable model should be accepted by the team as a whole. The bottom-up approach enables the organisational leadership to communicate both values and goals through appropriate channels as employees will feel valued and motivated with positive mindset toward strategy execution. This particular management style also enables all employees to think innovatively and creatively toward achieving the specific strategy activities assigned to them.

Contrary to Omoro (2016)'s bottom-up approach, there is a top-down management style where directives and instructions are originated from the top executive of the organisation and directed to all employees. However, Siddique and Shadbolt (2016), are of the view that through top-down management style the strategic leadership pay less consideration to the role of employees' input in decision making. This is done regardless of Olang (2015) clarification that communication processes must be open and flexible. The executive management must be unbiased and should house even the thoughts and inputs of the lower employees. This enables them to have a optimistic mindset and a logic of being valued assets on the organisation as their inputs are accommodated while their needs are sufficiently embodied in the organisation's functionality (Olang, 2015). Ultimately, this develop coherence, teamwork and enthusiasm amongst the organisation's leadership and the employees.

2.4.4 Organisation Leadership

The organisation's leadership is also another element that has an effect on the implementation of an organisational strategic plan. As pointed out by Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mhonde (2012), organisational leadership poses a huge role in determining the successfulness of the implemented strategy and the failure to properly

manage the organisation's leadership poses a negative impact on the strategy implementation process. Organisations require leadership to facilitate the changes arising from strategy implementation, hence requiring the establishment of a capable and skillful team. Omoro (2016), indicated the organisational leadership, such as the chief executive officers (CEO), managers and supervisors should be in possession of skills, characters, knowledge and expertise concerning to strategy implementation. This brings about the need to utilise the internal existing skills or recruits new skillful people to ensure positive strategy implementation.

However, this might sound as an easy process, while in reality, the whole process might be a challenge to an organisation. Commonly, the selection of internal employees or skills turns to be subjective due to organisational power structure and politics. Selection of skillful and talented staff tend to be compromised. On the other hand, employing from outsiders triggers challenges such as resistance and departure of crucial employees that are assets to the strategy implementation process (Olaka, Lewa, & Kiriri, 2017).

2.4.5 Remuneration and Reward Systems

The remuneration system is also an additional factor that influences strategy implementation. According to Mytty, Pedak and Sun (2016), the encouragement of senior staff to focus and participate in the strategy implementation process is achievable through the organisation's remuneration system. Generally, the focus of remuneration system was more on supervisory staff. However new development specifies that the remuneration system should be an organisational wide-ranging approach that should include all employees to ensure that they are all motivated towards the strategy implementation phase.

The remuneration approach may include practices such as giving bonuses to employees, promotion of best performing employees, offering of incentives, and implementation of various recognition initiatives that may best suits the organisation cultural settings (Obasan, 2012). Failure to appropriately manage the reward and remuneration systems in the organisation poses its own challenges that may lead to having hopeless staff, departures of demotivated employees and unresponsive strategic culture (Murphy, 2015).

2.4.6 Organisational Culture

The organisational culture can either simplify the whole implementation process or else it becomes a challenge toward the strategy execution practice. According to Mwaura (2017), among the reasons behind the difficulty to execute strategies may not instigated by the type of strategy but may be activated by the context the execution is applied. The context in this scenario is referring to the environment and culture within the organisation that may simplify change, or else resists it (Reddy, 2017). This was also supported by Muthoni (2012), who views that organizational culture partakes an important role in the successful strategy execution and particularly that the middle management and supervisors are likely to positively influence the execution process when they are assisted by a supportive organisational culture.

During the study conducted by Akinyi (2015), relating to organisational culture, power structures, internal politics and change management, it was discovered that due to rapid changes within the organization's environment circumstances whereby the organisational culture is misaligned, the occurring changes will arise. Changes within the organisation's cultures postures fundamental challenges to strategy executions, in a sense that strategy execution team and administrators have to first overcome the power politics which are an

outcome of bidding to change the existing state of affairs within the organisation. Mutai (2015), views that the absence of a positive correspondence between strategy and organisational culture may results into resistance for new development and innovation in the orgainzation, a situation which further hinders the efforts to successful execute a strategic plan.

2.4.7 Annual Business Plan

Organisations that successfully implemented their strategy had adopted an approach to convert their broad strategic plan into manageable annual project called “annual business plans” (Chongwony & Theuri, 2017). The business plan concept smoothens the strategy implementation and it enables organisations to decide the number of business plans to be adopted as well as the intended funds required to execute the business plans and their strategies. This means that the financial commitments begin early in the formulation stage. They begin with the rough estimation, which is then confirmed during the development of an action plan, and they finally execute their plan. That approach, links a strategic plan to annual business plans as well as to the budget and it reduces unforeseen surprises that might arises during the budgeting time due to lack of financial resources (Pacific Association of Supreme Audit Institutions (PASAI), 2012).

2.4.8 Evaluation, monitoring and control

According to Muiruri (2014), organisation cannot maintain what it cannot measure. Therefore, evaluation, monitoring and control is another important critical factor in strategy implementation. These factors involve the plan to evaluate, monitor and control the strategies against their intended objectives. Strategies should be evaluated periodically (weekly, monthly, quartile or annually) to determine the effectiveness of such strategies.

Monitoring and evaluation imply adoption of alternative strategies which involves the changes in tactics, adjusting timeframes or even adjusting unrealistic objectives (Chongwa, 2013).

2.4.9 Relationship and Integration

Relationship refers to the coordination of the above-mentioned critical factors of strategy implementation. The organisations might need to effectively integrate several factors. There is a need to adopt or develop comprehensive action plans, design a reliable organisational structure, acquired the right human resource and knowledge, have their financial commitments through their annual business plan, and formulate a consistent evaluation, monitoring and control plan and so forth. However, most organisation still fail due the lack of the ability to integrate these various factors into single and well-coordinated framework.

Among the important aspects of an enterprise's formation is the capability to integrate the knowledge and roles of various sections of an enterprise, departments or units and with other stakeholders. A constructive association between stakeholders is a significant role of relationship development, and can be presented into two core types of relationship, namely, internal and external relationships. The internal association focuses on the operational and strategic management decisions that must be conferred within the organisation, while the external association is concerned with activities such as outsourcing, strategic associations, networks and other technological services and enablers that may develop or hinder success (Nabwire, 2014).

The above review has presented several regular, individual elements that impact the strategy implementation process as well as identifying two comprehensive structural

perceptions. The various regular elements identified includes; the process to craft the strategy, the strategy implementers such as managers and employees, the communication channels, organisational structure, the commitment level to execute the strategy, the correlation between the departments or sections within the organisation, the harmony concerning the strategy, the implementation framework, and the administrative model in place. The relationship between the key aspects of strategy implementation is crucial for the success of any given strategic plan. The integration of organisational departments, the relationship that exist between various business units as well as the respective sub-strategies adopted by different departments within the organisations poses a significant impact to the execution of the overall organisational strategic plan (Mbaka & Mugambi, 2014).

Types of enterprises or organisation, as stated above, illustrates the individualities as well as the nature of different enterprises: be they privately owned or state-owned; multinational companies or locally based (Nkosi, 2015). Both private and state-owned, business are common subjects within the strategy implementation discussions. In conclusion, whether the implemented strategy is consistent and suitable or not is a significant query to implementers and a crucial question for successful strategy execution process.

The list of factors critical to strategy implementation is inexhaustible. The nine factors narrated above are so far the major ones for this study. Notwithstanding that, there are other factors worth mentioning briefly, but not in depth such as the dynamic of change management, Obeidat, Al-Hadidi and Masa'deh (2017), degree of inter-unit coordination, extent to which staff is involved in strategy implementation (Alfaxard, 2013), and

organisational ability to communicate its strategy (Mbaka & Mugambi, 2014), Financial resources (Mumbua & Mingaine, 2015), Nkosi (2015) informational resources. Altameem, Aldrees and Alsaeed (2014) are equally pivotal to strategy implementation. The remaining part of this chapter will apprehend the Mackinzy 7S Model of strategy implementation – a framework commonly used in implementing strategies world-wide, one that blends almost perfectly well with the nine critical factors narrated above.

2.4.10 Key Lessons Drawn From The Key Elements Affecting Strategy Implementation.

Various lessons have been drawn from the empirical literature reviewed in relation to the key elements that affects the strategy implementation phase. Firstly, the literature pointed out that having a well formulated strategic plan does not automatically guarantee success for that particular strategic plan, rather having a well formulated strategy implementation framework which best fits the formulated strategic plan guarantee success for the formulated strategic plan. To develop a strategy implementation framework necessitates a need to integrate various key elements such organisational structural design, enterprise wide processes, communication processes, leadership, culture, remuneration and reward systems, annual business plan, evaluation, monitoring and control, and relationship and integration.

On the perspective of organisational structural design, the lesson drawn focused on the issue of being in position of a vision but rather more emphasis must be on aligning such a vision to flow best on the structural design of such an organisation, "*Great Performance is about 1% vision and 99% alignment.*" The alignment of human resources, responsibilities, reporting channels, and how best the organisational structural design and

operational and communication processes are aligned to the organisation's vision correlate best to the success of that particular vision in an organisations.

Another key lesson drawn from the literature is the importance an organisation develop a capable and skillful leadership team which can be build through training and development. Moreover, adopting an remuneration and reward system which include all employees and that motivates all employees toward achieving the organisational goals. As having hopeless staff, departures of demotivates employees toward implementing a strategic plan is also another lesson drawnd. Misalignment between the organisational culture and the organizational strategic plan makes difficult for an organisation to achieve its strategic plan, and is another lesson which was raised by the reviewed literature.

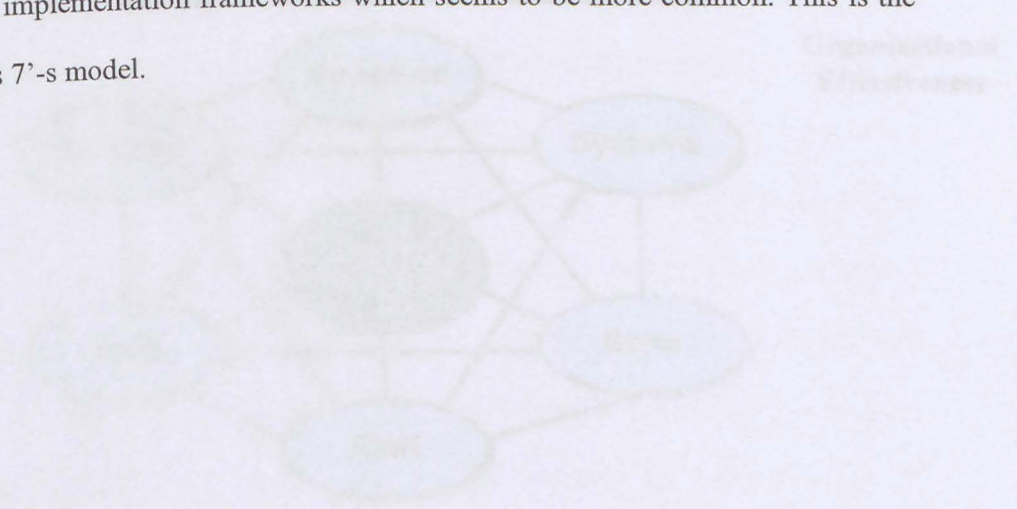
The implementation an organisational strategic plan through manageable annual project called "annual business plans" tends to smoothens the the whole implementation process as the linkage between a strategic plan to annual businenss plan, reduces unforeseen surprises that arises due lack of financial resources. Adopting monitoring and control measures to best trace the implementation processe of a strategic plan to determine the effectiveness of such strategies also helps in achieving a successful implementation as it allows adjustments of tactics and unrealistic obejectives to best suits the intended vision. Lastly, the integrated lesson is that to best integrate the key elements to best suits the development of a strategy implementation framework.

2.5 Strategy Implementation Models and Frameworks

To safeguard the successful realization or transformation of any strategic plan into actions, the following two aspects must be considered: strategy developers should know and clearly understand their options available to them for transforming their plan into actions

and they must adopt a suitable approach of implementation this includes an approach to adopt a suitable strategy implementation framework (Vergert, 2010).

Frameworks are referred to as systematic aligned design of dependent elements and factors that creates a framework, integrates, an important section of knowledge as dotted data not information unless they are properly classified to deliver a meaning and entails understating that will explain the association (Hourani, 2017). Various strategy implementation frameworks have been developed over years. However, this study focused only on sole implementation frameworks which seems to be more common. This is the MacKinsey's 7'-s model.



2.5.1 MacKinsey's 7'-s Model

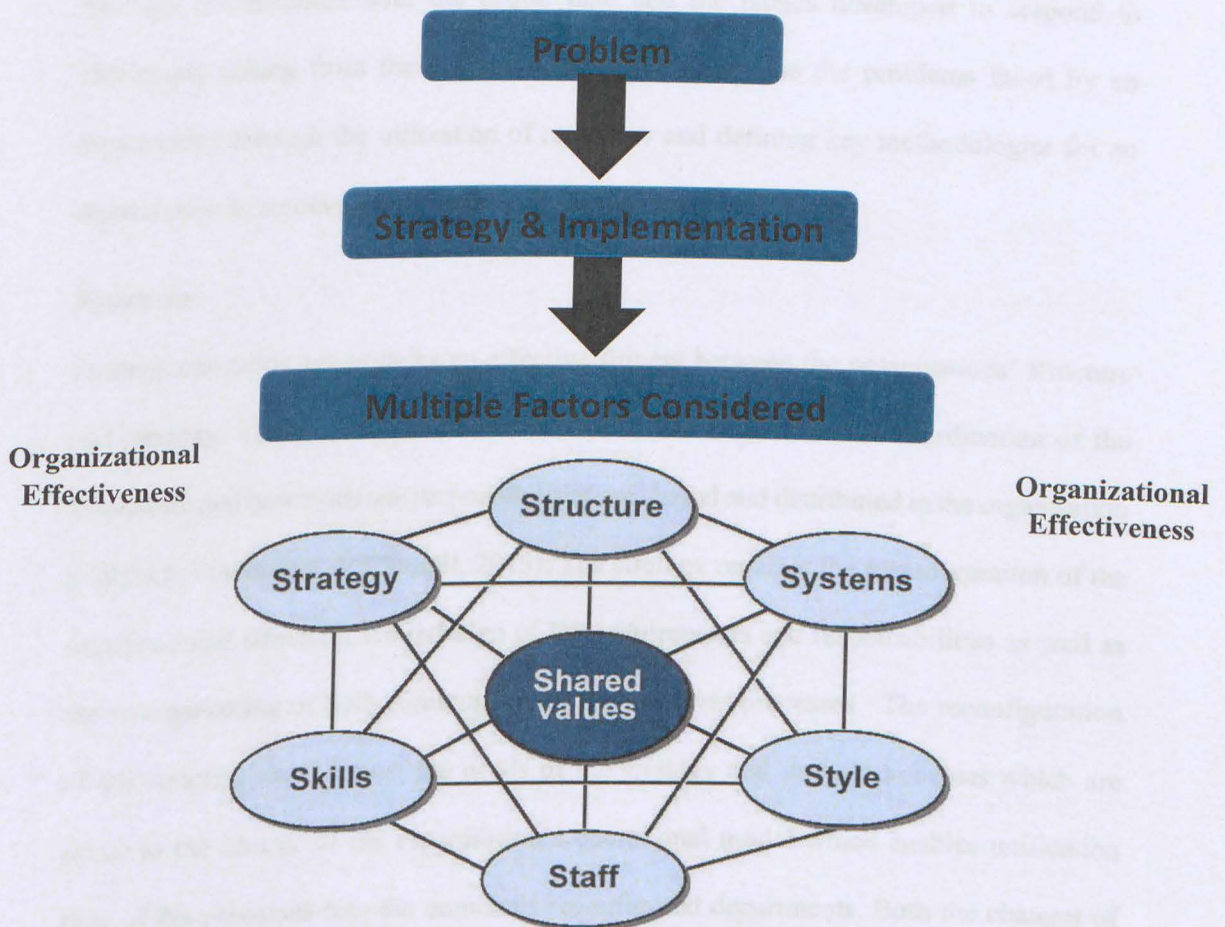


Figure 3: MacKinsey's 7's Model – Multiple Factors Considered (Siapei, 2015)

This particular model is built based on the internal abilities in the execution of an organisational strategic plan. The framework offers a wide-ranging method within the process of strategy implementation by ensuring that all fitting elements that are essential and requisite for the success of a strategy implementation are integrated. The elements include; Strategy, Structures, Systems, Staff, Style, Skills and Subordinate or Shared Value (Gökdeniz, Kartal, & Kömürcü, 2017).

Strategy

Strategy is concerned with the action plan and the tactics developed to respond to challenges arising from the environment and to overcome the problems faced by an organisation through the utilization of resources and defining key methodologies for an organisation to achieve its objectives (Tracey & Blood, 2012).

Structures

Strategy execution necessitates an effective fitment between the organisations' structure and strategy. Thus, structure is concerned with the alignment and coordination of the command, and how roles and responsibilities are shared and distributed in the organisation (Mitchell, Fredendall, & Cantrell, 2015). The strategy requires the reconfiguration of the organisational structure, the redesign of job requirements and responsibilities as well as the re-engineering of both communication and business processes. The reconfiguration of the structure should meet the needs of the strategy and its key processes which are prime to the change of the organisation's operational model which enables unification flow of the processes into the numerous reconfigured departments. Both the changes of systems and structure are attained through the reengineering to the organisational processes (Bartone & Wells, 2009).

Systems

Systems refers to the procedures adopted to manage the organisation and this consist of both formal and informal procedures, as well as the remuneration systems, management control systems, performance measurement, budgeting, planning, information management systems and the allocation of resources (Ravanfar, 2015). Individually, every organisation has its internal processes and systems that complement both the strategy

implementation process and the management on daily operational affairs. These procedures and practices are generally strictly utilised and merely developed to attain extreme efficiency.

Commonly, many organisations are said to have adopted a bureaucratic-style process model that mostly empowers the highest authority in the organisation to make most decisions. Recently, requests have been raised and there have been calls for simplifying, modernizing and to develop more open processes that can support quicker decision-making process, while emphasis are directed to customers with the objective to ensure that the processes are user friendly (Njeru, Awino, & Adwet, 2017).

Staff

Staff refers to the human resources in the organisation as well as their skills and competencies they possess. This further includes activities such as organisational recruitment and selection processes, training, and skill and careers development in the organisation. Organisations develop their human resources that are in possession of various skills and knowledge that should be integrated to deliver success of the organisation, especially in the knowledge-based economy. Therefore, it is important for organisations to invest extraordinary resources and pay more attention to their hiring or developing best and knowledgeable staff, through appropriate training, mentorship and motivate them to attain professional excellence (Maru, 2015).

Style

Style refers to the organisation's management and leadership approach, embracing the organisational cultures which best describes the nature in which the organisational leadership makes its decisions, what they commonly focus on, and also presenting the

organisational central beliefs and norms, business values, together with the sensible and insensible emblematic acts developed by the organisation's leadership (Tracey & Blood, 2012). Accordingly, organisations do not develop common cultures or adopt a mutual management style. Therefore, this simply stipulates that various organisations have distinct beliefs, values, and norms which created over a period of time and that are embedded into lasting features which best describes a particular organisation (Teh, 2013).

It also involves the communication channels and processes, the manner in which the organisation's leadership cooperate with its employees and the presentation of how best both the organisation's leaders and employees spend their time. Despite, the military style of management as well-known as top-down approach being the common management style. However, contemporary developments have raised the need to change the current approach to a more flexible, creative and innovative environment that enables lower level employees' input and thoughts to be accommodated through attaining a business atmosphere with less chain of command (Ravanfar, 2015).

Skills

According to Teh (2013), skills refers to the knowledge and competent leading abilities and competitive advantage processed by the organisation. Skills are concerned with the staff's capability to execute the organisation's different activities to attain its goals. This factor or element also includes the key skills and qualification possessed by the employees attained from academic education, training attended, and the knowledge which the organisation has developed over time (Nozharov, 2017).

Shared Values

Lastly, shared values refer to the key set of principles extensively shared within the organisation and which further act as managerial principles that defines the main purpose of the organisation and directs the organisation and its employees toward achieving its purpose (Pothiyadath & Wesley, 2014). These shared values include the organisational vision, mission and values statements that offers sense of purpose to employees. All employees in the organisation share mutual key thoughts or administrative perceptions that presents the primary existence of the business and defines the core values on which the business is established (Malan, 2003).

Gökdeniz, Kartal and Kömürcü (2017), stated that, these particular shared values and goals enables employees to function as unified team, in a cohesive manner at the same time targeting to attain a particular and common goal. Hence it is significant to promote team work and to build a positive energy for the team. Weak teamwork or poor values might lead to conflicts within the team members - a situation which can sabotage the destination toward achieving the organisation's mutual goals. This, and others as discussed below, are some challenges that may be prohibitive to successful strategy implementation.

2.5.2 Conceptual Framework for Strategy Implementation

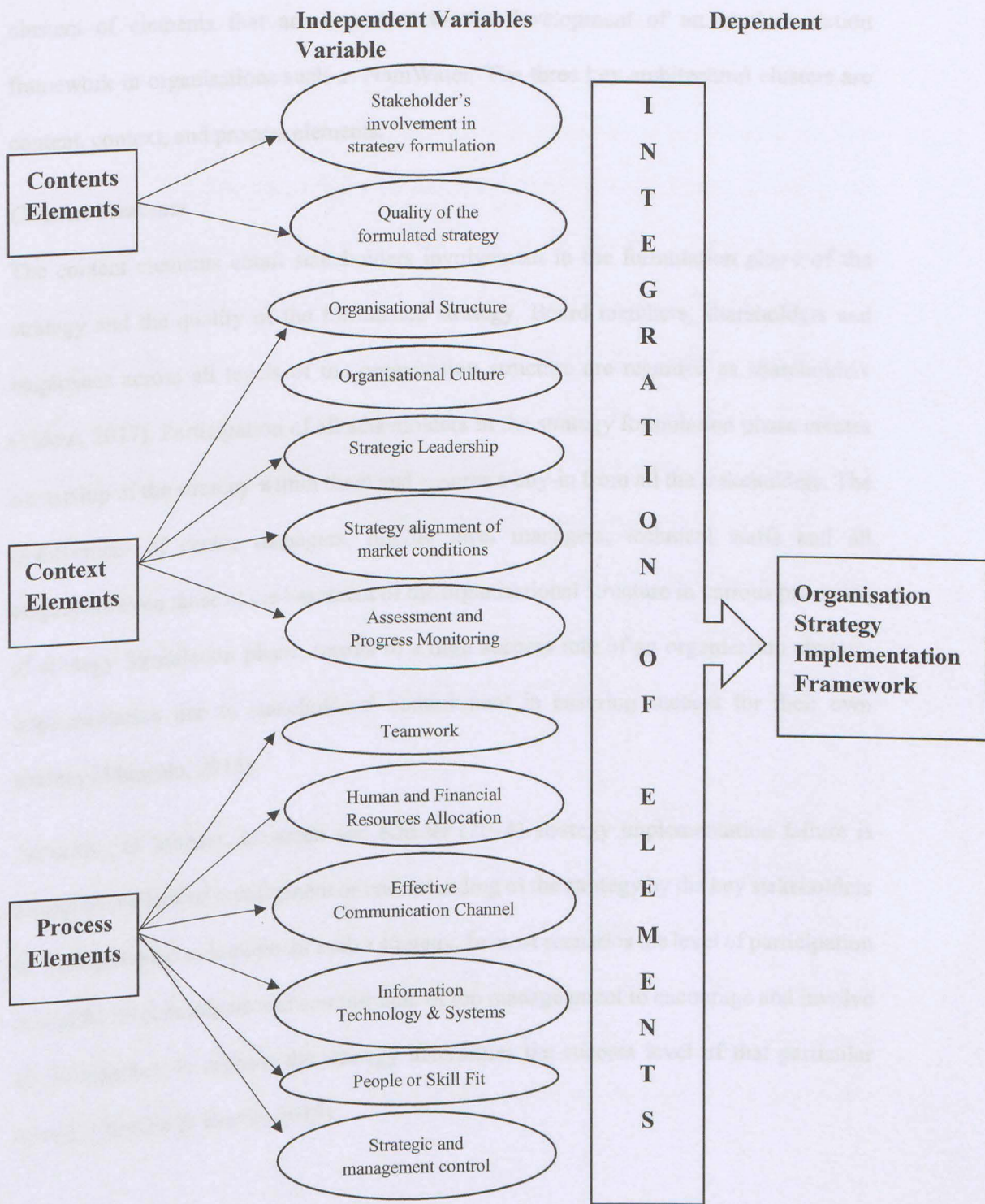


Figure 2: The Implementation Conceptual Framework (Kandie & Koech, 2015)

A strategy implementation conceptual framework illustrates three key architectural clusters of elements that are important to the development of an implementation framework in organisations such as NamWater. The three key architectural clusters are content, context, and process elements.

Content Elements

The content elements entail stakeholders involvement in the formulation phase of the strategy and the quality of the formulated strategy. Board members, shareholders and employees across all levels of the organisation structure are regarded as shareholders (Fidow, 2017). Participation of all stakeholders in the strategy formulation phase creates ownership of the strategy within them and ensures a buy-in from all the stakeholders. The involvement of senior managers, middle level managers, technical staffs and all employees even those at the basement of the organisational structure in various processes of strategy formulation phase, results to a high success rate of an organisation strategy implementation due to stakeholders' commitment in ensuring success for their own strategy (Mangala, 2015).

According to Muneer, Moemen and Khader (2014) strategy implementation failure is caused by the lack of involvement or understanding of the strategy by the key stakeholders who are entrusted to implement such a strategy. In most scenarios the level of participation of middle level managers and commitment of top management to encourage and involve all stakeholders to support the strategy determines the success level of that particular strategy (Kandie & Koech, 2015).

Context Elements

The context elements comprise of elements such as organisational structure, culture, learning, strategic leadership, and strategy alignment to environment changes. Organisational structure; according to (Siapei, 2015) an unfitting organisational structure design creates a misfit which leads to strategy failure. A clear fitment between the organisational structure and strategy is a necessity toward a success strategy implementation process (Ng'enh, 2013). The adopted power channeling techniques and decision-making procedures, the structural modeling of duties and responsibilities, positioning of departments, and divisions of labour within the organisation shapes the structural design of an organisation (Siele & Kagiri, 2017). Possible changes in duties, responsibilities, decision-making procedures, reporting techniques, and leadership styles are key elements to consider while aligning structure to a strategy. Moreover, the aptitude of the organisation structure to allow a free and efficient flow of information and guidances, and its ability to coordinate and integrate various level of management should be measured (Ng'enh, 2013).

Organisational Culture: The organisational culture is another element comprised within the context elements. Organisational culture refers to beliefs and values shared in the organisation which defines an organisation operational model. Morello, et al. (2013) indicated that the organisational culture is built by several combined factors including leadership style, decision-making procedures, organisational politics and groups, rewards and remunerations, promotion, policies and day-to-day operating practices are among other.

Strategic Leadership: Muasya (2017) argued that for any organisation hoping to successfully implement its strategy, it is critical for such an organisation's leadership and top management to devote their energy on the organisational strategic directions, to prove their commitment and loyalty toward the implementation process as their their positive energy can easily spillover to all employees in the organisation. It is a prerequisite the top management to invest their energy and effort persuading for all employees for their buy into its strategy and their support to its implementation. Strategic leadership involves the willingness of the CEO to engage all employees on strategy, and to present them an ear to listen to their inputs on the strategy initiatives (Njeri, 2017).

Process Elements

Assessment and progress monitoring, teamwork, human and financial resources allocation, effective communication channels, information and technology resources, people or skill-strategy fit are process elements.

Strategy implementation assessment and progress monitoring; an effective strategy implementation process necessitates constant assessment and progress monitoring on the road to successful strategy implementation, that attain competitive advantage for the organisation, deliver customer satisfaction, and ensures positive financial sustainability for an organisation. Furthermore, continuous monitoring alone without accountability and change management plan place is meaningless (Higher Learning Commission of the North Central Association, 2012). Both departments and employees must be provided with performance targets they are expected to deliver.

Moreover, organisations without effective monitoring performance systems are regarded to be less successful in strategy implementation in comparison to organisations with

effective and clear performance monitoring system. As according to Smith, et al. (2014) organisations with clear monitoring systems to constantly reviews and assess their organisation implementation activities and progress increases their chances of reaching their targets since the organisation is able to identify the shortcomings and gaps between actual implementation activiteis and its targets and address them on time.

Coordination, coopertion and teamwork; this refers to the ability of the organisation to integrate its divisions and departments in a most effective manner that enables them to attain their respective targets assigned to them and that on an organisation. This also refers to the capability of the organisation to build team which is able to collaborate and adopt a common vision that guides employees' actions towards achieving organisational objectives. Furthermore, teamwork and shared spirit toward particular objectives allows in employees to accomplish uncommon results (Rajasekar, 2014).

Human and financial resources allocation; Financial, human skills and knowledge are all critical resources that must be availed to ensure an effective strategy implementation (Lemarleni, Ochieng, Gakobo, & Mwaura, 2017). Most strategies fail due to the inability of the organisation to allocate key resources particularly for capital-internsive strategies. Financial evaluation on strategy implementaion to avoid financial surprises on shareholders and also in ensuring that adequate finances are availed to support the implementation process. Lastly, financial evaluation on a strategy implementation allows the management to identify sources of funding, assess financial inputs and thier impact on the implementation process (Kibicho, 2015; Njoroge, 2017).

Effective communication channel; in many organisations ineffective communication has been identified as a key contributor to poor strategy implementation. Jenipher and Daniel

(2014) argued that strategy implementation is all about communication, as every implementation process must begin with an effective communication, and all changes in the organisation should be communicated effectively. Cooley and Linda (2017) views that in addition to other implementation issues such as structure barriers, knowledge barriers, cultural barriers and others barriers, communication barriers are highlighted to be the most common threats on the implementation process.

Information technology and systems; Aligning technologies and information systems with the implementation process is crucial procedure to ensure a successful implementation process. This means the integration of information systems with strategy implementation advances the effectiveness of strategies deployed and enhance customer satisfaction. It is difficult for organisations without technology to execute their strategies in a digital era, as the adoption of new technology also becomes difficult without a strategy in place (Mogoi, 2015).

Many implementation processes fails due to the inability of the organisations to recognise that, with a new strategy in place mostly employee's roles and responsibilities are redefined therefore present technogy and procedures are unlikely to offer success to the new strategies (Pirzada & Ahmed, 2013). There is a need to adopt new systems and modify processes that enable and guide the implementation of new strategies. Organisations should adopt new technology and systems while also ensuring processes re-engineering to meet the need of the strategic direction of the new strategy, as implementing a new strategy with old technology and system is a recipe os failure (Ahmad, Shamsuddin, Ali, Nor, & Ramin, 2008).

People and skill-fit: The success of an implementation process is determined by the quality of the individuals partaking in the process. The quality of individuals refers to skills, experiences, attitudes and other key features required to execute various tasks of the implementation process (Brinkschröder, 2014). In support, Muriuki and Stanley (2015) also argued that, the effectiveness of any strategy implementation process is determined by the human resources involved in the implementation project. To deliver a successful strategy implementation process, requires not only the right number of staff but also necessitates having right skills, experiences, and capabilities in place. According to Pasmore (2014) among the causes of poor strategy implementation is knowledge gap within the employees' and the lack of capabilities from the employees.

Lastly, Strategic and management control systems: Strategic control systems refers to procedures and techniques that ensures that the formulated comprehensive strategic plan is transformed into action through short-term targets through business plan concepts which in aggregate delivers a long-term vision, mission and objectives of the organisation (Frigotto, Coller, & Collini, 2013).

Strategic control systems such as business plans are principally essential to offer an equilibrium between the organisation's short-term operational demands and its targeted long-term goals. This particular systems are required to deliver implementation progress feedback and afford organisations chances to formulate or review the strategies along with stipulated measures of the objectives (Tekavčič & Peljhan, 2010). Hence, effectiveness of a strategy implementation is therefore determined by effective strategic and the ability of the organisation to manage its control systems.

Even though the strategy implementation frameworks presented above anticipates various views and elements on the understanding of strategy implementation framework, and regardless of overlapping opinions and elements among the authors. It is however that the researcher agrees to and appreciate both strategy implementation frameworks. Furthermore, regardless of different terminologies adopted to present the key elements in both frameworks by various authors, hence, the core themes of both frameworks remains determined to the development of a strategy implementation framework. As pointed out within the key elements affecting strategy implementation section, the alignment of an organisation's vision to the organisational structure play an important role in reconfiguring of the organisational structure, job requirements and responsibilities as well as the re-engineering of both communication and business processes are highly highlighted in both models. Moreover, lessons such as remuneration systems, budgeting and performance measurement and control measures which appears within the previous section are also incorporated in models.

Having a skilled human resource in the organisation's leadership, continuous training and career development is another lesson browned from both frameworks. Management or leadership approaches, such as top-down has been regarded to be less considerable in terms of accommodating the lower level employees. Both frameworks recommends organisations to rather adopt a bottom-up leadership strategy which accommodates the involvement of lower level employees and allows for their inputs and thoughts toward the strategy implementation processes. Lastly, the key lessons presented by the reviewed frameworks corresponds to lessons drown within the key elements affecting the strategy implementation section.

2.6 Strategy Implementation Challenges and Barriers

Despite many organisations developing and implementing strategies to overcome their problems; many of these implemented strategies fails since organisations are faced by various strategy implementation challenges. According to Dixon (2014), evidence is available from studies confirming that. Accordingly, roughly only 5 percent of all organisations managed to execute their strategies successfully, while 70 percent of the organisations have failed to successfully implement their strategies and attain their objectives. The other 25 percent was reported to be middling success but unfortunately could not meet the all their their objectives. Figure 1.3 below presents a graphical representation of strategy implementation data.

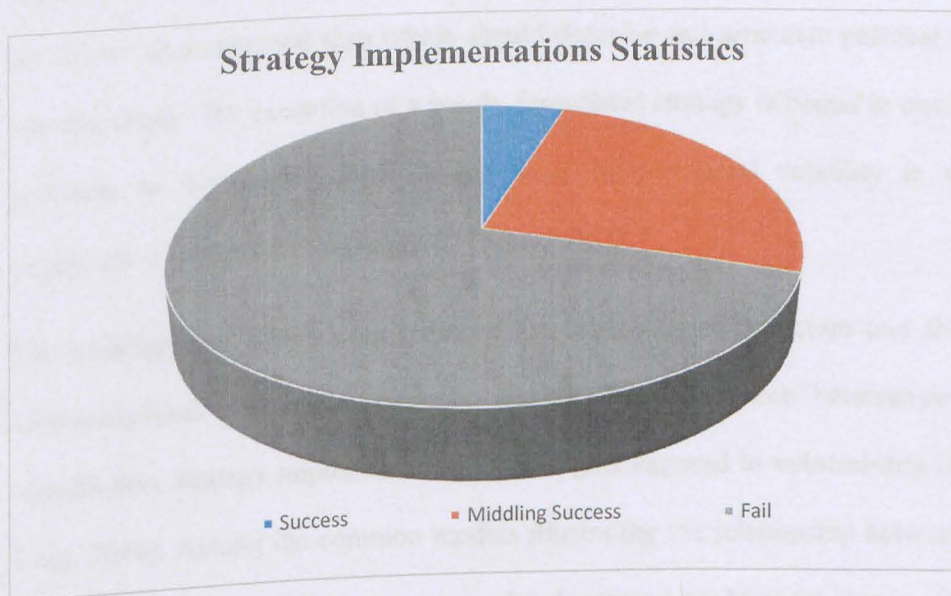


Figure 4: Strategy Implementations (Dixon, 2014)

The transformation of a strategy into a successful execution signifies the most challenging stage of the strategy management. This section will shed light on challenges and barriers that commonly faces strategy execution in many organisations. Problems resulting from

poor environment scanning, poor strategy development, structural fit, cost and risk, inadequate employee commitment and resistance, poor management and leadership skills are among the challenges of strategy implementation (Siapei, 2015).

A strategy built on a sound environment scanning delivers a well formulated strategy which is likely to be effectively implemented. As the process to craft a strategy necessitates the proper scanning of the environment to identify the organisation's weakness and threats, and to determine the organisation's strength and opportunities (Rajasekar, 2014). According to Ooko (2015), poorly formulated strategies fail to consider weaknesses such a skills shortage, lack of resources and time span which confronts the organisation. By extension, poorly crafted strategy also inevitably falls susceptible to bad or lack of environmental scan which should describe and articulate political instability aspects, if any. The execution of a poorly formulated strategy is bound to cause harmful problems to the organisations, arising from environmental volatility in which the organisation operates (Chongwony & Theuri, 2017).

The misalignment which exist between the organisational structure and the strategy commonly leads to structural problems - whereby there is a discord between structures of organisation, strategy implementation process gets exposed to vulnerability (Hilman & Siam, 2014). Among the common models illustrating the relationship between strategy and structure, includes the common model developed by Michael Porter. This model defines, among others, tactics such as differentiation strategy fitted to organic structures, while low cost strategy is fitted to mechanistic structures. According to Nour (2013), structures that linked to mechanistic form are bound to be complex with high challenges throughout the execution phase, owing to their rigidity.

Furthermore, unforeseen costs associated with strategy execution are a threat to the entire execution phase. Unforeseen costs such as operational and try and error, among others tend to be a key challenge to an organisation aiming to successfully execute its strategy (Mkhabela & Chikandiwa, 2016).

The other common challenge to strategy implementation is due to inadequate commitment and resistance of employee to support the strategy implementation process (Chemwei, Leboo, & Koech, 2014). Without a willingness to engage employees, they will have little understanding and they will also misinterpret the strategy. In this case, employees tend to perceive the strategy project as solely a top management affair that requires their attention and time (Kiplagat, 2014). When employees disown the strategy then its execution is bound to face resistance from them (Elwak, 2013).

Lastly, but not exhaustive, inadequate management support, lack of skills and poor supervision are still other challenges hindering seamless strategy implementation process. An execution that lacks skills or has little management backing is bound to fail, as poor allocation of resources to the entire project by the management, ineffective coordination of implementation activities and poor monitoring will lead to failure too (Kiplagat, 2014).

2.7 Summary

This chapter presented the theoretical foundation related to strategy implementation and underpinning this study. The key theories demonstrated were systems, contingency and institutional theories. All these theories were addressing both internal and external organisational factors that were linked to strategy execution. The literature reviews also shed some light on the definition of both strategy and strategy implementation before it emphasised on the key elements that have an influence on strategy implementation such

as organisational structural design, processes, communication, leadership, remuneration and reward systems, organisational culture, annual business plans, evaluation, monitoring and control, relationship and integration, among others.

Furthermore, key resources (human, financial, information and technology) to strategy implementation were also acknowledged. MacKinsey's 7s model was reviewed before observing several strategy implementation challenges and barriers. The next chapter will focus on the methodology adopted for this study and the nature of research design utilised to achieve the main objective of this study.

2.1 Research Methodology

The main purpose of this research was to develop a strategy implementation framework for NanoWear. Research methodology is a structural design that researchers follow to conduct a certain study (Lieber, Anderson, & Keith, 2017). Furthermore, based on Cohen, Mariani and Keith (2002), the process of research activities that are undertaken by researchers tends to explore, investigate and answer their phenomena in reference to a research methodology. Mariani, Fero, Walter, Zander and Nilsson (2015), mentioned that a research study of good quality is supported by scientific techniques, which includes but is not limited to the following standards:

- Clarity within the study's main objective to ensure validity of the study.
- The research process regarding the research technique should be appropriate to solve their subjects by reproducing similar work through applying the same technique to confirm the reliability of the research used.
- Research methodology should represent the researcher to provide the results it is intended to measure to ensure validity of the selected method.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three, illustrates a comprehensive description of the research methodology adopted in this study. Included are detailed descriptions illustrating the target population, the research design, sample, data collection instruments and techniques as well as data analysis techniques.

3.1 Research Methodology

The main purpose of this research was to develop a strategy implementation framework for NamWater. Research methodology is a structural design that researchers follow to conduct a certain study (Cohen, Morrison, & Keith, 2007). Furthermore, based on Cohen, Morrison and Keith (2007), the process of research activities that are undertaken by researchers seeks to explore, demonstrate and foresee their phenomena in reference to a research methodology. Mårtensson, Fors, Wallin, Zander and Nilsson (2015), maintained that a research study of good quality is supported by scientific techniques, which includes but is not limited to the following standards:

- Clearly outline the study's main objective to ensure certainty of the study.
- The research process regarding the research techniques should be outstanding to allow other scholars to reproduce similar work through applying the same sequence to confirm the reliability of the method used.
- Research methodology should empower the researcher to provide the results it is intended to measure to ensure validity of the adopted method.

This study employed an interpretive technique to examine and deeply understand remedial action to specifically overcome NamWater's hindrances to effectively implementing its strategic plan. The study adopted a case study research design with an emphasis on a specific cluster of individuals - the strategy implementation team or "strategy champions" as referred to in the NamWater strategic plan to be specific.

Qualitative research method allows an in-depth understanding of a phenomenon or a process, and its undertaken for the purpose of seeking solutions to an existing problem; it reviews the effects of situations by analysing individuals' inputs through observations or interviews (Mårtensson, Fors, Wallin, Zander, & Nilsson, 2015). Since the study was seeking an in-depth understanding, a qualitative method, eliciting experiences, fresh ideas, opinions and advice from participants towards the development of the intended strategy implementation framework, the qualitative method was therefore adopted for the purpose of this study as attributed by its capabilities which best suited the main purpose of this study.

3.2 Research Design

This study was aimed at understanding and providing a significant solution to a social corporate process, taking an exploratory approach as it enabled the researcher to gain comprehensive understanding of the problem at hand. Therefore, the case study research design surveyed a group of participants in NamWater, a strategy implementation team, in particular.

According to Omoro (2016), a case study is a research design that enables an in-depth investigation rather than breadth, a concentrated examination of a particular institute under study highlighting a complete scrutiny on a limited collection of events as well as their

interrelations. As such, a case study research design is adopted in circumstances where the researcher is interested in detailed analysis, seeking expressive, concentrated and holistic exploration of a single body or entity (Siapei, 2015). The case study design is preferably adoptable in situations as a lesser sample is intended to describe and illustrate rather than foreseeing a phenomenon. Hence this study design enabled an in-depth investigation on the role of the strategy implementation team in the execution of the strategy at NamWater.

The study design also examined real life incidents that deliver findings aimed at achieving specific research objectives or seeking to answer defined research questions relating to NamWater's strategy implementation. As a research design, Chelimo (2010) a case study was utilised to pursue answers concerning questions of 'why', 'how' and 'what'.

In conclusion, a case study, ideally focuses on smaller sample that has been purposefully chosen to take part in a survey because they are anticipated to be knowledgeable in a certain discipline (Nabwire, 2014).

3.3 Population

According to Korb (2012), target population is a collection of entities or elements which meets certain specified characteristics of interest to the researcher and from where the investigator wants to draw conclusions, up to completion of the study. According to Prof. Mahindi (2016), a population is a set of items or people under investigation. The targeted population of this research is a group of participants from whom the researcher gathered information. The total population of the strategy implementation team of NamWater was comprised of 25 members. This specific targeted population was chosen by the researcher due to its direct involvement with the previous strategy implementation in NamWater.

The researcher assumes that these individuals possess historical experiences, they have accumulated the strategy implementation experience within the defined environment under investigation.

Finally, these strategy implementation individuals were non-management NamWater employees that were drawn from NamWater's total number of 622 employees by the chief executive officer (CEO) and assigned the responsibility of spearheading the strategy execution process of the organisation (NamWater, 2018).

3.4 Sample

According to Kiplagat (2014), sampling is a process of selecting a portion of a target population for the aim of shaping characteristics of the entire population. This study wished to focus only on a cluster of individuals who possessed the characteristics and with direct exposure of the discipline under investigation, a strategy implementation process in NamWater, thus, the researcher adopted a purposive sampling approach. The sample size comprised of the 25 members (equals to the targeted population), formed part of the strategy implementation team (NamWater, 2018). The use of the population as a sample of this study was adopted purposefully, to allow the wide-ranging inputs from all the members of the targeted population. The strategy implementation team was targeted due to its direct involvement in the previous strategy implementation. Furthermore, the study was centered on an exploratory approach which targeted only specific contributions from the total population was dictated by the researcher. In conclusion, a purposeful sampling was an appropriate sampling method for this study as it presented the researcher with a flexibility to be selective with the inputs from the participants as per preference of the researcher.

3.5 Sampling Procedure

The researcher obtained a study authorisation letter from the organisation under study, NamWater, in particular, which authorised the researcher access to the strategy implementation team, a sample focus group for this study and the authorisation letter is attached as Appendix 2.

3.6 Data Collection Instruments

Data collection comprised of the searching, investigating as well as bringing together of raw unprocessed details and facts pertaining to the issue or problem being explored (Lancaster, 2005). This study utilised a qualitative method to collect primary data from the participants. The participants of this study were the organisation's strategy implementation team and non-structured questionnaires were used to collect data. The ultimate choice of adopting non-structured questionnaires as a data collection instrument was guided by the main objective of the study, by considering the nature of data required to understand the problem at hand and was also directed by the flexibility to complete the questionnaires since participants were flexible in deciding their suitable timing to complete the questionnaires.

Furthermore, the primary reason for choosing non-structured questionnaires relates to its potential to obtain the first-hand information such as knowledge, experience, expertise, perceptions and attitudes on a specific item from the respondents (Welman, Kruger, & Mitchell, 2005). Such open-ended questionnaires were designed and structured to suit specific needs and purpose, and stimulating questions were asked to better bring out useful information concerning the topic under study. Non-structured questionnaires empower

participants with an opportunity to contribute wide-ranging information on issues concerning the strategy implementation process (Maas, 2008).

The questionnaires were distributed by the researcher to the participants to answer. However, the informed consent forms which entailed an overview, rules and instructions to the participants of this particular research were distributed earlier to the respondents. In extension, the only participants who were considered by this study are those who had agreed to partake in this research by signing consent form. The questions contained in the questionnaire were provoking questions to stimulate the needed depth information for the study. In conclusion, all collected questionnaires were signed off by the respondents before the information contained in the questionnaire were finally utilised for this research study.

However, despite the sample predicting at least 25 participants, however only 18 respondents were interested and agreed to partake into this study. The non-structured questionnaire utilised by this study is attached as Appendix 1.

Non-structured questionnaires involved structured questions due to be answered by the respondents aimed to deliver a specific purposes or objectives for the research study. Non-structured questionnaires are perfectly adoptable in circumstances where the researcher wants to explore the understanding, experiences or to know the viewpoint of interviewees on a particular topic (Ann, 2013).

3.7 Data Analysis

The data was analysed using content analysis. Content analysis method empowers a researcher with an objective coding structure applied to the primary data collected from

the questionnaires. Hence the technique supports the researchers in making interpretations by way of analytically and empirically identifying mutual characteristics appearing in respondent messages. This kind of data analysis is a process whereby data is categorized according to meaning, patterns, regularities and critical events are identified (Leedy & Ormrod, 2010).

The participants' written answers were transcribed into documents using Microsoft office word, a computer software enabling the researchers to arrange the theme tunes of the questionnaire's contents into classifications at the end of the survey. In addition, the transcribed Microsoft word documents were loaded into another computer software ATLAS.ti, adopted to perform an automated text analysis, auto-coding and to fully extract the meaning. Commonalities among participant's answers were therefore established. Coded responses were classified and compared to each other. Finally, the discoveries were reported as they interrelated to the inferences of the study.

3.8 Research Ethics

The study was carried out within the University of Namibia (UNAM) whose research ethics requirements include voluntary participation of respondents; ensuring that participants were issued with consent forms outlining the activities involved in the study, informing them the purpose of the study and their right to withdraw from the study at any given time and their full consent to participate, was granted through signing an informed consent form.

The participants' identity and the data they provided were not disclosed to any third party without their consent. In addition, the participants were informed through the consent form that the knowledge acquired and accumulated from this research was solely for academic

purposes as the final written research document was to be submitted to Unam and the institution may further decide to publish the final document. Academic dishonesty and plagiarism were also avoided, while, all the documents and the gathered data are stored in a secure storeroom accessible only by the researcher and will be destroyed after five years when they are no longer required by shredding and burning.

3.9 Summary

This chapter covered the research methodology adopted to allow the researcher to achieve the intended objectives. The chapter demonstrated the research design; a case study research design, an explanatory technique was utilised, while the qualitative approach was adopted. The primary data was collected through non-structured questionnaires. Microsoft office word was used to transcribe the questionnaire contents into word documents, while ATLAS.ti was the appropriate tool for data analysis. Other activities discussed under this chapter include population, sampling, research instruments, procedures and research ethics. The next chapter delves into detailed findings of research.

CHAPTER FOUR

RESULTS, FINDINGS AND DISCUSSION

4.0 Introduction

This study focused on developing a strategy implementation framework for Namibia Water Corporation Ltd, aimed to deliver a successful strategy implementation process that's required to attain both short and long term organisational strategic goals while ensuring sustainable delivery of portable water to the Namibian citizens. This chapter presents and discuss the collected data based on the research objectives.

4.1 Main Research Objective of the study

- Develop a suitable strategy implementation framework for NamWater.

4.2 Sub-Objectives of the study

- To examine the challenges affecting the strategy implementation in NamWater.
- To analyse the key factors which play an importance role in the implementation of strategy.

4.3 Presentation of the Findings

The primary data gathering instrument utilised by this study was the open-ended questionnaires. Collected data was scrutinised using content analysis with the help of Microsoft office word, and ATLAS.ti. The researcher interviewed 72 percent of the respondents (n=25). Since all the individuals partaking in this study formed part of the strategy implementation team, their informed opinions revealed a standard understanding of strategy implementation. The following questions formed part of the open-ended

questionnaire and they are accompanied by direct responses from the participants, starting with question 1 to 6.

Question one (1): In your own words, what does the word strategy mean to you?

Feedback:

From the 14 out of 18 respondents, at a certain level, in evaluating various definitions, the word “tactic” contained within many definitions. A categorically clear and a perfect thread of the word “tactic” was contained within 14 respondents’ on their meaning of the term strategy. 2 of respondents described strategy as a set of inter-linked activities intended to improve the operational activities of an organisation, while achieving its goals.

Question two (2): Before you were selected to form part of the strategy implementation team, were you part of the strategy formulation team?

Feedback:

All the 18 the respondents were of the common opinion that, strategy activity sits outside their domains, and they do not even know what happens during the strategy formulation process.

Question three (3): If answer in Question 2 is No, would you like to participate in NamWater’s strategy formulation process?

Feedback:

Once again, all 18 participants demonstrated willingness to partake in the strategy formulation for their organisation. 12 of the interviewees specified they would like to deeply understand the foundation or the initiation grounds of their organisation’s strategy

as it will enhance their knowledge and understanding which will further improve their strategy knowledge during the strategy implementation.

The remaining participants were of the thought that although they might not directly be involved with the strategy formulation of NamWater, their impression is that the management should request for their input and their lower level needs should be considered in the organisation's strategy.

Question Four (4): What were the challenging factors affecting past NamWater strategy implementation you have encountered?

Feedback:

Respondents have presented various strategy implementation challenges they have previously encountered in the NamWater environment. 15 respondents have indicated the *lack of competent and skilful employees, and lack of policies amendments* among the key challenges that affects the strategy implementation in NamWater. 13 participants specified *poor communication* between leadership (top management) and the masses (employees). *Lack of organisational restructuring* is among the identified challenges which faced the NamWater's strategy implementation. 9 respondents have showed that *poor alignment exists between the strategy being implemented and the structure of the organisation.*

Another challenge which was presented by participants was the *lack of a strategy implementation framework*. 16 of the respondents have designated that a lack of clear guidelines on how employees can implement the strategy by making sure a unified approach of work is adopted. On the other hand, 8 respondents alarmed the ineffectiveness of the adopted leadership style, top-down approach, as various respondents decried how

the adopted style disempowers them to make their own decisions or contributions toward key subject areas such as strategy formulation and implementation.

Remuneration and rewards were also highlighted by 13 of the respondents as under par, and some staff held the view that the organisation was not valuing their academic qualifications and acquired special skills to determine their compensation.

Question Five (5): In your view and based on your previous experience, what are the key factors that can enable a successful strategy implementation in Namibia Water Corporation?

Feedback:

Most respondents identified human resources, financial resources and information and technology among key important factors. Convincingly, 12 respondents clearly underscored the need of educated, knowledgeable, experienced and skilled human resources in order to excel with strategy implementation. Particular emphases pointed to top management and supervisors in this respect. Other candidates opined that if top management and supervisors possess skill and competencies in strategy management (in general) and strategy implementation (in particular) there is a likelihood to positively impact the strategy implementation process.

Several interviewees emphasized the importance of trainings to employees. They further also stressed the need to hire knowledgeable staff as among the best initial activities toward successful strategy implementation.

All respondents singled out finance as being one of the key resources for strategy implementation process, - making it clear that financial resources should be availed to

complement reward and remuneration systems. Enough financial resources should be availed to ensure that strategy implementation projects are fully catered for.

Lastly, 7 respondents identified *information and technology* as a significant enabler toward a successful strategy implementation. Participants acknowledged the importance of information, technology especially due to the fact that nowadays business environment is constructed on digital platforms, while information is a key element to organisations operating into a knowledge-based economy. Majority of the respondents also indicated the importance of automating organisational operational processes, which could possibly cut costs, improve efficiency and customers' relationship.

Question Six (6): What would you do to improve NamWater strategy, in terms of its formulation and implementation thereof?

Feedback:

Majority of the respondents raised the need to involve all employees irrespective of their positions with the organisational structure (inclusiveness), take education and training into account for reward and remuneration, and having them involved at both development and strategy implementation process.

Skill auditing, restructuring and re-engineering of processes to best align to the implemented strategy and the organisational structure. The development of new roles and responsibilities to best focus them to the strategy objectives are among of the initiations of the respondents toward the development of an impactful strategy implementation for NamWater. More notably, many respondents had pointed out concerns on poor

relationship and integration among the NamWater departments. Thus, many respondents request aligning NamWater's departments.

Three respondents specified the need for NamWater's management to be considerate when developing a strategic plan, as every strategic plan is normally intended for new changes. In addition, it could further trigger changes in the organisational structure through restructuring and process reengineering to overcome the ensuing "fear of the unknown". Therefore, to best implement a strategy the implementation team should work out a clear change management plan.

Eight (8) respondents have cited policy review as an important tool to improve governance and provide guidance towards strategy implementation. Knowledgeable managers, skilled executives and sustaining a well-trained workforce are among the needs that should be incorporated into the developed framework.

Finally, 3 participants suggested, key performance indicators should be well outlined, accountability scorecards and the execution plan continuously reviewed, and objectives, monthly meetings and reports be continuously assessed.

In conclusion, this section presented the results and findings. It may be concluded that lack of dedication and competencies among employees is a notable challenge for implementation of strategy for NamWater. Ineffective communication flow, misalignment between the organisational structure and the strategy, the leadership style, top-down approach, and lack of lower level employees' participation were factors compromising effective strategy implementation. On the other land, adequate human and financial resources, efficient usage of information and technology are regarded to have a

positive impact on the strategy implementation of an organisation. In an attempt to address the research objectives, the next sections will seek to synthesise the interplay of these findings with the conceptual or theoretical dispositions unearthed in chapter two – literature review.

4.4 Discussion of the findings

The main purpose of this section is to discuss the outcomes in relation to the reviewed literature. This will then take the form linking the reviewed literature and the new discoveries from the empirical interviews as just outlined in the preceding section. Such linkages will result either in accepting or rejecting certain conceptual theories as relating this study.

4.5 Discussion

At the risk of over-reminding ourselves, the main objective of this study was to develop a strategy implementation framework for NamWater. Part of the study also aimed at examining the challenges affecting the strategy implementation in NamWater, as well as key factors that play an important role in the implementation of strategy.

4.5.1 Challenges affecting the strategy implementation process in NamWater

The first sub-objective aimed to examine the challenges hindering the strategy implementation process in NamWater. The research identified various challenges or elements with a negative impact on the strategy implementation process, such as, lack of participation of low-level employees in the strategy formulation process, lack of restructuring/re-engineering, policy review, lack of inter-departmental integration and communication, poor reward and remuneration systems, and leadership. The researcher unpacked these in detail below:

Strategy Formulation at NamWater

Evidently, the early phase of the strategic management process which is the strategy formulation phase lacked a key and fundamental component which is absenteeism and the non-involvement of all employees. The lower level employees especially are not engaged in the strategy formulation process. The researcher discovered that NamWater's management does not encourage the general staff to offer their input in the decision-making process as well as in the strategy formulation stage.

Lack of organisational structural redesign

All the participants pointed out that, no restructuring was done in NamWater. As far as they could remember, no restructuring of NamWater has taken place in the recent past. Nevertheless, there was some communication from the office of the CEO calling for restructuring in the organisation, but nothing materialised. This presents lack of another core and important element of strategy implementation: As a result of no restructuring in the organisation, several employees did not visibly understand their responsibilities and roles. Some staff have failed to relate their job descriptions to the overall strategy of the organisation. When structure is amiss, internal communication channels and the overall utilisation of human capital tends to be misplaced. As a result, (Haaga-Helia, 2011) was of the opinion that strategy implementation was highly compromised. When a misalignment between organisational structure and strategy exists Siapei (2015) and Elwak (2013) were the first to suggest for adjustment and re-engineering to ensure an appropriate fit between the two.

Lack of Organisational Process Re-engineering

Olson, Slater, & Hult (2005), noted that two elements cannot function in isolation as both aspects are configured to attain the anticipated strategy. Organisational processes are the controllers of the organisation's operational model, hence they can positively or negatively impact the translation of strategy execution. Some of the participants had little knowledge on the subject area of process management and re-engineering.

Other interviewees possessed a better knowledge on the business process management and re-engineering. However, many of these respondents specified that, no business or operational processes for their respective departments are documented for future references or for re-engineering purposes. The organisational structure and business processes are complimentary elements that only work best when they are combined.

Poor Communication and lack of integration

The other element which was raised by the respondents, that negatively impacted the strategy implementation process was the lack of communication between the organisation's top management and staff. As things stood, lower-level employees were in darkness on the current strategy reviews taking place in the company at the time, and there was confusion concerning which strategy the organisation was operating on.

Two strategic plans seemed to be appearing in NamWater; the initial strategic plan that ended in 2012 and another recently failed one. The newly developed strategic plan had failed during the implementation and as a result the organisation was forced to roll back to their old strategy. However, the performance contracts signed by the employees were pointing to the just recently failed strategy. Still, there was no clear communication from

top executives to inform lower level employees as to which of the two strategic plans they should they operate on.

Poor communication and lack of departmental integration is the other identified challenge. Strategy implementation challenges can be stimulated by the failure to involve the strategy implementers in the strategy formulation process, while some challenges arise from the inability to effectively communicate (Mbaka & Mugambi, 2014). Although strategy management as a discipline calls for rife exchange of information with employees, slight consideration has been paid to the correlation between communication channels and the adopted strategy (Kagumu, 2016). Effective communication for tasks and processes aimed for the strategy execution provides a clear strategy implementation roadmap to the implementers (Al-Kandi, Asutay, & Dixon, 2013) – which does not seem to be the case at NamWater.

Reward and Remuneration Systems

Despite many respondents acknowledging the importance of employees achieving core competencies and attaining the organisational objectives, a number of employees indicated that the organisation is under-compensating them, and some staff held the view that the organisation was not valuing their academic qualifications and accumulated skills when it comes to compensation.

Ineffective reward and remuneration systems was among the challenges confronting strategy implementation in NamWater. According to Mytty, Pedak and Sun (2016), the encouragement of senior staff to focus and participate in the strategy implementation process is achievable through the organisation's remuneration system. Generally, the focus of remuneration system was more on supervisory staff, even though contemporary

thinking calls for the remuneration system to be cascaded across the organisation to motivate employees in the strategy implementation phase. Failing this can lead to staff demotivation and an unresponsive strategic culture (Murphy, 2015).

Organisational Structure and Leadership Style

Several strategy implementers were indeed worried about the lack of strategy skills within the organisation's top management as strategy development was more dependent on external consultants. However, Siddique and Shadbolt (2016) was of the view that through the top-down management style, the strategic leadership pays less consideration to the role of employees' input on decision making, possibly an appropriate position by the NamWater top leadership.

The executive management must be unbiased and should house even the thoughts and inputs of the lower-level employees as it enables them to nurture an optimistic mindset and a logic of being valued assets through embodiment of their inputs into the organisation's functionality, Olang (2015)

Without any flexibility and accommodation of lower employee's inputs, employees will have little understanding and will also misinterpret the strategy. Hence employees tend to perceive the strategy project as solely a top management development matter that requires no or less of their attention and time (Kiplagat, 2014). When employees disown the strategy then its execution is inevitably bound to face resistance from them (Elwak, 2013).

Lack of Strategy Implementation Framework

Kimber (2013), noted that an implementation framework is a need and leaders of an organisation should embrace it to facilitate implementation decisions and actions. Failure

to adopt such a framework, makes the implementation process to become uncertain as employees and managers carry out the implementation process based on their own misinformed interpretational thinking which results in a poorly implemented strategy. The adoption of a clearly designed implementation roadmap can positively impact the successful implementation of a strategic plan in an organisation (Brinkschröder, 2014).

Furthermore, the implementation framework does not only set standard procedures for strategy implementation. It directs and guides the executives, managers and employees to adopt and follow a standard architectural road-map during the strategy implementation process. This allows all managers to work in a cohesive manner by following and applying similar implementation standards. Its absence presents strategy implementation inconsistency from the involved parties (Chetty, 2010).

To safeguard the successful realisation or transformation of any strategic plan into action, the following two aspects must be considered: strategy developers should know and clearly understand options available to them for transforming their plan into action, and they must adopt a suitable approach of implementation this, including an approach to adopt a suitable strategy implementation framework (Vergert, 2010).

4.5.2 Factors which play an important role in the implementation of strategy

This section is directed by the second sub-objective which was to analyse the significant factors in the implementation of a strategy. The findings of this study presented various key elements which play a crucial role towards successful implementation. Again, several responses mirror on the evidence presented in the literature chapter. After the content analysis on the collected data, the following mutual factors appeared in most respondents' responses.

Human Resource

Convincingly, a number of respondents clearly understood the need of educated, knowledgeable, experienced and skilled human resources to execute a strategy, particular for top management and supervisors. Various interviewees held the view that if top management and supervisors possess skill and competencies in strategy management and implementation, it is likely to bear positive impact on the process. In addition, the knowledge, expertise, experience and understanding possessed by employees can be key to successful realisation of strategies. For example creating an organisational culture that requires employees to achieve success may yield substantive success in that respective organisation. Employees are key resources to any organisation (Bagga & Srivastava, 2014).

Financial Resources

All the respondents interviewed for this study unequivocally cited finance as being one of the key resources for the strategy implementation process. In other words, they made it clear that financial resources should be availed to complement the reward and remuneration systems. With a budget for training and development allocated in such financial resources, all compulsory strategy implementation projects can be catered for.

Nkosi (2015), presented three common concerns to the organisation that arises between a strategy and financial resources. Firstly, delivering best value, this focuses on creating best value for stakeholders, especially the general public by ensuring the best utilisation of public funds. Secondly, is the need to fund the strategic developments as well as the implementation. Lastly, monetary expectations for stakeholders will differ, both to various stakeholders and relative to various strategies.

Information and Technology

Most of the participants acknowledged the importance of information technology and knowledge, especially due to the fact that nowadays the business environment is influenced by digital technologies, while information is a key element to organisations operating in a knowledge-based economy. According to Kasim (2011), information in relation to strategy is observing the magnitude of developments within the information processing and handling competence through the utilisation of Information Communication Technology (ICT) and information systems that can assist the processes to create as well as the sharing of knowledge within an organisation (Kihara, Bwisa, & Kihoro, 2016).

The majority of the respondents also indicated the importance for the organisation to automate its operational processes, which could possibly cut operational costs, improve efficiency and customers' relationship and collaboration. Lastly, technological improvement is the other resource among the four key resources for strategy implementation. Peixoto, Golgher and Cyrino (2017), noted that electronic strategies (e-strategies) have been arising lately and they affect the competitive forces an organisation operates in nowadays.

Possible Improvement towards successful strategy implementation

The study discovered the need to involve all employees in the formulation of strategy. Omoro (2016) indicated that for successful implementation, one expects all employees to be involved and to be active within all the steps and processes of strategic management, while the chosen implementation action model should be accepted by the team as a whole. The study revealed the need for NamWater to adopt a bottom-up approach. Omoro (2016)

developed that the organisation leadership best adopt a bottom-up management style that facilitates employees' input into both strategy formulation and implementation. Despite, the military style of management of the top-down approach being prevalent, there is a need to be more flexible, creative and to elicit lower level employees' inputs (Ravanfar, 2015).

There is a need for ongoing skills development through training, mentorship and motivating employees to attain professional excellence (Maru, 2015). According to Teh (2013), skills refer to the knowledge and competence concerned with the staff's capability to execute the organisation's different activities to attain its targeted goals.

The relationship between the key aspects of strategy implementation is crucial for the success of any given strategic plan. Relationship refers to the coordination of the above-mentioned critical factors which the organisation may be interested in integrating. Such relationships poses a significant impact to the execution of the overall organisational strategic plan (Mbaka & Mugambi, 2014), and they need to be carefully taken into consideration.

Another finding was the need to breakdown the bigger strategic plan into smaller portions called business plans at unit or departmental level as shall be shown latter towards the end. The business plan concept smoothens the strategy implementation and it enables organisations to decide the number of business plans and steps to be adopted as well as the intended funds required to execute the business plans and their strategies. That approach, links a strategic plan to annual business plans and reduces unforeseen surprises arising during the budgeting time (Pacific Association of Supreme Audit Institutions (PASAI), 2012).

The call for the organisation to develop a change management plan before the strategy implementation was among the findings. Nabwire (2014) noticed that one of the common bad practice done by many organisations is that organisations to plan and try to perform change management without clearly establishing and understanding the internal competence to handle the change process. Several organisations formulate the strategy earlier shadowed by changes within their systems before looking at the behaviour responses. However, Obeidat, Al-Hadidi and Masa'deh (2017) argues that the above sequence triggers resistance toward the strategy execution process, and further opines that an encouraging process begins by looking at behaviour change potential before strategy formulation.

Finally, continuous and effective communication also featured significantly in the findings. Omoro (2016) pointed out that the bottom-up approach enables the organisational leadership to communicate both values and goals through an appropriate channels as employees will feel valued and motivated with positive mindset toward strategy execution, as this particular management style also enables all employees to think innovatively and creatively toward achieving the specific strategy activities assigned to them. Olang (2015) enlightened that communication processes must be open and flexible. This enables them to have a optimistic mindset and a logic of being valued assets on the organisation as their inputs are accommodated while their needs are sufficiently embodied in the organisation's functionality.

4.6 Summary

The study confirmed that NamWater was faced with strategy implementation difficulties. The study also unveiled that there was no strategy implementation framework in place.

Employees at the lower levels were not involved in strategy formulation, but only top management and their appointed consultants.

It was observed that there was some restructuring in the past and that could not help much. Regarding to current or more recent strategy implementation there was no trace of records and evidence to this effect. The lack of the organisation's policy review was among the discoveries as the NamWater policy was last reviewed in 2006. The survey also identified a poor communication practice across the organisation, and a lack of departmental integration between units. Reward and remuneration systems are lower compared to other organisations in the market. As a result, the organisation lost a number of employees to competitors.

Another crucial discovery of this study was the lack of strategic management skills within the organisation's leadership particularly regarding managing change and implementing strategy thereof. At the back of this, is a stark shortage of skills, knowledge, experience and training related to strategic management and implementation staff in general. Additionally, financial resources seemed inadequate to stimulate strategy implementation. As if that was not enough, information and technology were also viewed as a determinant for successful implementation of strategy for companies operating in a digital and knowledge-based era.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of findings and recommendations for policy, research and practice. The core objective of the study was to develop a strategy implementation framework for NamWater. To achieve this, the study examined challenges affecting the strategy implementation, and analysed the key factors playing an important role in the implementation of strategy at NamWater. The following sections attempt to present a summary of the study.

5.1 Summary of the study

5.1.1 Purpose of the study

The purpose and the main objective of this study was to develop a strategy implementation framework for State-owned enterprises in Namibia as a function of challenges affecting, and factors playing an important role in the implementation of strategy.

5.1.2 Research Methodology and Design

As a case study, it focused on members of the strategy implementation committee (n=25) at NamWater's head office and across the regional offices. Purposeful sampling was utilised and questionnaires with non-structured questions were administered. The data was analysed utilising the content analysis complimented with ATLAS.ti with an explanatory approach for the qualitative research method.

5.1.3 Summary of the findings

The study confirmed that NamWater was faced with strategy implementation difficulties. It also unveiled that there was no strategy implementation framework in place. Employees at the lower level were not involved in strategy formulation, but only top management and their appointed consultants.

It was observed that there was some restructuring in the long past and that could not help much with regards to current or more recent strategy implementation as there was no trace of records and evidence to this effect. The lack of policy review was among the discoveries as the NamWater policy was last reviewed in 2006. The survey also identified a poor communication practice across the organisation, and a lack departmental integration between units. Reward and remuneration systems were lower compared to other organisations in the market. As a result, the organisation lost a number of employees to competitors.

Another crucial discovery of this study was the lack of strategic management skills within the organisation's leadership, particularly regarding management of change and implementing strategy thereof. At the back of this, was a stark shortage of skills, knowledge, experiences and training related to strategy management and implementation staff in general. Additionally, financial resources seemed inadequate to stimulate strategy implementation. As if that was not enough, information and technology were also viewed as determinants for successful implementation of strategy for companies operating in a digital and knowledge-based era.

5.2 Recommendations

Based on the objectives, findings, analysis and conclusions, there are three sets of recommendations – for policy, practice and for research purposes, implicitly implied.

5.2.1 Recommendations for Enhancement

The recommendation in relation to the first objectives, to examine the challenges affecting the strategy implementation in NamWater.

Employees as a challenge to the Strategy Implementation Process

The other common challenge to strategy implementation is inadequate commitment and resistance of employees to support the strategy implementation process (Chemwei, Leboo, & Koech, 2014). The researcher is of the view that not involving them (employees) is a missed opportunity and thus it would be extremely helpful in future to have them involved so that they take ownership of the process. There is no documented policy to exclude employees in this respect. It can only be a matter of management style and practice why this is the case. As such managers who count more positively on workforce wisdom, skills, experience and knowledge should perhaps be hired more and be considered for top NamWater management positions. Conceptually, this is adequately supported by Kiplagat (2014) and Omoro (2016) who posit that without a will to engage employees, they will have little understanding, disown, resist and end up misinterpreting the strategy.

Furthermore, NamWater needs dedicated, skilful and knowledgeable employees with a capacity to execute strategies and deliver successful strategy implementation. Therefore, this study develops NamWater to hire to provide training and development interventions to build an internal competency base within the organisation and cut down on the costs of hiring external consultants' for developing and implementing the strategy. According to

Teh (2013) skilful employees provide knowledge and competent leading abilities and competitive advantage in the organisation.

In conclusion, remuneration system is also another factor that motivates employees towards successful strategy implementation. Generally, and evidently, remuneration and rewards in NamWater appeared structured to favour those in top management. As a result, the general workforce seemed preoccupied with poor morale and low enthusiasm towards strategy-related matters. Suffice to say, an urgent need to revise NamWater remuneration and reward systems – taking care of the lower-end employees is eminent.

Lack of appropriate organisational structural redesign as a Challenge to Strategy Implementation

The researcher develops that NamWater need to constantly scan its competitive environment, identify the changes, and appropriately make adjustments on its structure as required by the identified changes and programs to be implemented like a new strategy. As a matter of policy, structural realignment should perhaps become a regular feature to ensure a perfect fitment between the organisation structure and the intended strategy. Delays on this could lead to poor strategy implementation efforts. Collins and Porras (1996) indicated that, “*Great Performance is about 1% vision and 99% alignment.*”

Leadership Style, Processes and Communication as challenges to Strategy implementation

The research indeed acknowledges that good leadership and leadership style are significant in successful strategy implementation - depending on an appropriate fitting and good communication. This study proposes a bottom-up leadership style to be adopted in NamWater. A study conducted by Ravanfar (2015), presented that a bottom-up leadership

style allows a more flexible, creative and innovative environment that enables lower level employees input and thoughts to be accommodated through attaining a business atmosphere. As part of the re-engineering process, the study would further develop that NamWater engenders a culture of constant and clearly articulated transparent communication between the bottom and the top of the organisation to cement trust and smoothen relationships for higher-impact future strategy executions.

5.2.2 The Developed Strategy Implementation Framework for the Study

This development was aimed to fulfil the main research objective of the study, to develop an appropriate strategy implementation framework for NamWater. Therefore this section was solely aimed at delivering the main output, in Figure 4 - a graphical presentation of the developed strategy implementation framework for NamWater.

Figure 4: Strategy Implementation Framework

Source: Researcher's Construct

The graphical representation provided above illustrates the strategy implementation framework developed by the researcher. The strategy implementation framework was developed under the strategy "development of all levels". This model was adopted based on the researcher's judgement that improved performance across the organisation starts

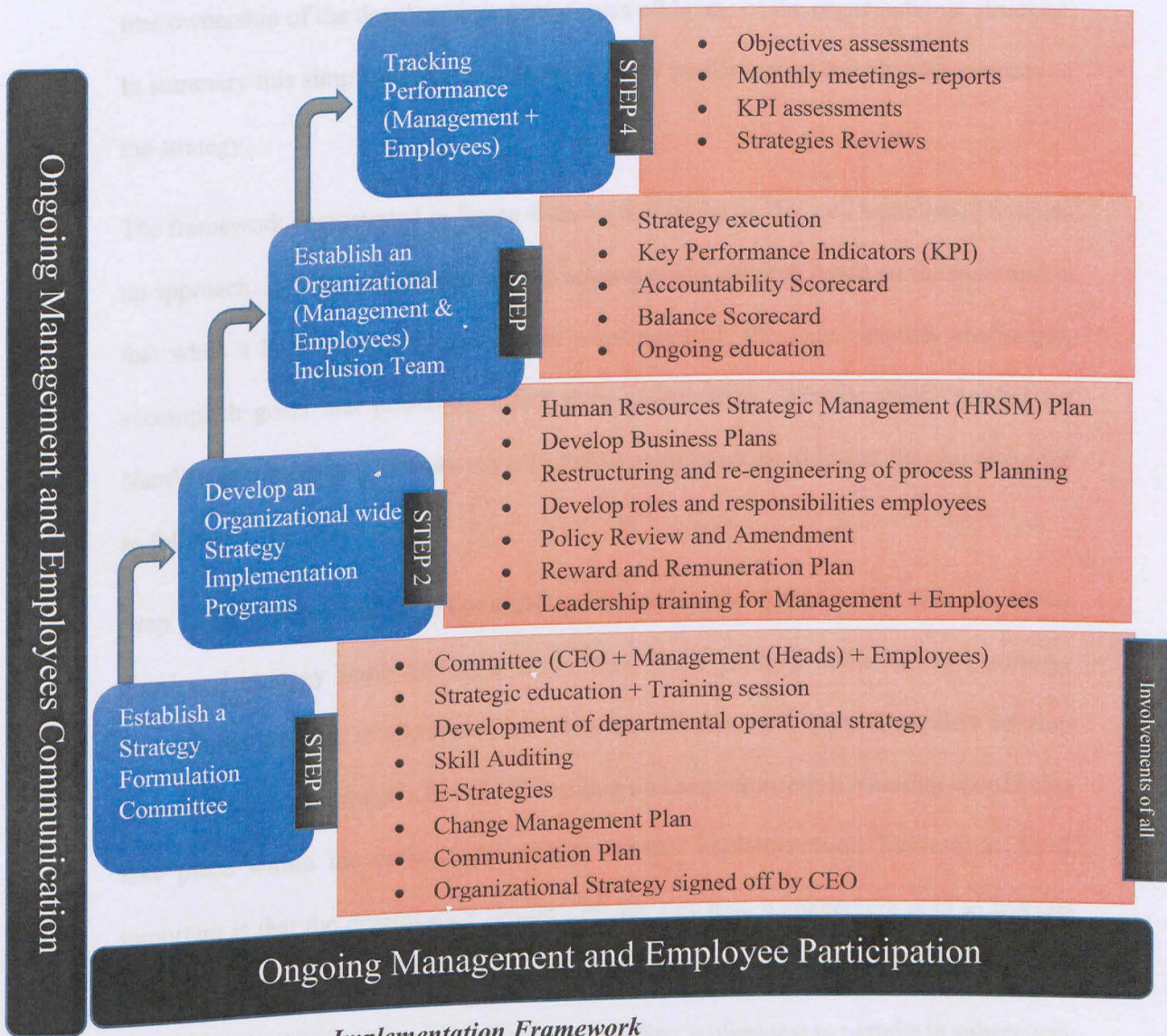


Figure 5: Strategy Implementation Framework

Source: Researcher's Construct

The graphical demonstration presented above illustrates the strategy implementation framework developed by the researcher. The strategy implementation framework was developed under the theme “*involvement at all levels*”. This theme was adopted based on the researchers’ assumption that teamwork participation across the organisation creates

true ownership of the developed strategy across all levels of the organisational structure. In summary this simply stipulates that the strategy implementors are also the creators of the strategy.

The framework demonstrated in figure 4 above was based on the well established bottom-up approach. In extension, the bottom-up approach was adopted based on the assumption that when a large number of employees work together, they can identify challenges, accomplish goals that positively affect their organisation. What is really needed for NamWater strategy implementation is to follow steps configured in this developed model as follows:

Step 1: Establish a Strategy Formulation Inclusion Committee: The first step of the developed strategy implementation framework entails primary education and strategy management training to all employees. This requires that each department first develop their own discrete strategies first. Skill auditing and communication planning should also take place within the early phase of the strategy implementation framework. Most important is that the organisation should develop a change management plan to forestest the reaction of staff at the department level early enough. The early inclusiveness approach guarantees all employees participation as well as their willingness to partake in subsequent higher-level strategy activities, including implementaion.

Step 2: Develop an Organisation wide Strategy Implementation Programs: The second stage of the strategy implementation framework requires an intense involment of the Strategic Human Resources Management (SHRM) department to exert more skills expertise, knowledge, talent to successfully implement the strategy. Through an integrated planning process, the organisation structurally clarifies roles and responsibilities of all

parties in the strategy – what is expected of each individual. To an extent, this might require a review of everyone's job description. A review of policy such as reward and remuneration will be imperative at this stage, as well as further training for senior managers.

Step3: Establish an Organizational (Management & Employees) Inclusive Team: At this stage, the team should have clearly articulated goals (Vision and Mission), and clear lines of reporting so that no one is confused with regards to the center of power and command. It should be clear who gives what instructions and therefore, Key Performance Indicators should be created. Additionally, a scorecard might be a necessity for which all employees would have to be educated and re-educated.

Step 4: Tracking Performance (Management + Employees): The final phase focuses more on the evaluation, monitoring and control concerning the performance of the adopted strategies against their intended objectives. Strategies should be evaluated periodically (weekly, monthly, quarterly or annually) to determine the effectiveness of implementation. This provides an opportunity to alter course, adjust timeframes or even change objectives of the strategic plan. The ideal emphasis of this stage of the framework is to ensure that the changes brought about by the strategy stick and remain sustainable.

5.3 Recommendation for Future Studies

Mindful of the limitations of the study, one may not claim to have exhausted and perfected every aspect of strategy implementation for NamWater and other interested organizations. As such, where gaps remain, it is developed that future studies should consider:

- Developing a strategy implementation framework incorporating all state-owned enterprises in Namibia.

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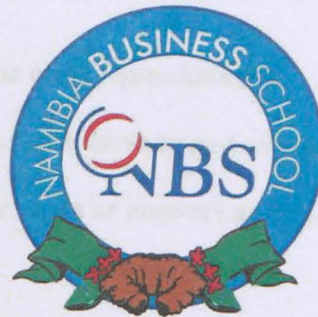
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Questionnaire Cover Letter

I am, Munyala Dzinzerhaka Mphahlele, a student at the Nnamdi Azikiwe School of Management, University of Mpumalanga. I am conducting an academic research as part of the requirements for pursuing a Master of Business Administration (Management Studies) My research topic is "Developing a Strategy Implementation for Small and Medium Enterprises in Limpopo: A Case of Numbaa Private Corporation (Numbaa)". All data and information you collected will be strictly confidential and will be used for academic purposes only. Your cooperation will contribute to the success of this study.

APPENDIX A: QUESTIONNAIRE



UNIVERSITY OF NAMIBIA

Inspiring Minds & Shaping the Future

Questionnaire Cover Letter

I am **Munyala Demwiinekela Fillemon**, a student at the Namibia Business School, University of Namibia. I am conducting an academic research as part of the requirements in pursuing a **Master of Business Administration: Management Strategy**. My research topic is “Developing a Strategy Implementation for State-Owned Enterprises in Namibia: A Case of Namibia Water Corporation (NamWater).” All data and information to be collected will be strictly confidential and will be used for academic purposes only. Your corporation will contribute to the success of this study.

Research Questionnaire

Instruction to complete this open questionnaire:

1. Do not write your name on the questionnaire.
2. Please answer questions with honesty and as accurately as possible.
3. Please try to make your views or answers as brief as possible.
4. No words limit

As part of the academic requirements for the **Master of Business Administration: Management Strategy**, the main purpose of the research is to develop a Strategy Implementation Framework for the Namibia Water Corporation (NamWater). To prioritise strategic objectives and initiatives that still require implementation, there is a need to develop an impactful strategy implementation framework. I will distribute the open-ended questionnaires to the Strategy Implementation Team (Champions) which participated in the NamWater's Strategy Implementation for the 2013-2017 Strategy.

The purpose of the study is to understand how the Strategy Implementation Team has engaged the previous strategy implementation and the challenges they had encountered during the previous strategy implementation process in NamWater. Furthermore, based on the previous experience, if you have notions, ideas and key factors toward a successful strategy implementation, it will be important insight to share and it would be very helpful toward the development of a strategy implementation framework for NamWater.

APPENDIX B: CONSENT LETTER FROM NAMWATER



Namibia Water Corporation Ltd.
Private Bag 13389, Windhoek, Namibia

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PO Box 8029
Bachbrecht
Windhoek

Study/2018
(+264-61) 71 2078
WillemseN@namwater.com.na
20 August 2018

This letter serves as a confirmation that Mr. Demwiinekela Fillemon Munyala has been granted permission to conduct his research at Namibia Water Corporation. His research is focused on **Developing a Strategy Implementation Framework for State-Owned Enterprises in Namibia: A Case Study of Namibia Water Corporation (Namwater)**.

He is thus granted permission to engage in a survey/Interview the employees of Namwater and having reviewed his questionnaire I can attest that it will be beneficial to the organisation. Permission is also granted that the organisation's name can be revealed in his research project and should be used purely for academic purposes only.

Should you require any additional information please do not hesitate to contact me.

Yours faithfully,

Nadine Willemse

Talent Management Consultant

Research permission/2018

APPENDIX C: LANGUAGE & COPY -EDITING CERTIFICATE



The Rev. Dr. Greenfield Mwakipesile

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LANGUAGE & COPY-EDITING CERTIFICATE

17th November 2018

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF DEMWIINEKELA FILLEMON MUNYALA'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread DEMWIINEKELA FILLEMON MUNYALA'S Thesis for the MASTER OF BUSINESS ADMINISTRATION DEGREE entitled: **RECOMMENDING A STRATEGY IMPLEMENTATION FRAMEWORK FOR STATE-OWNED ENTERPRISES IN NAMIBIA: A CASE STUDY OF NAMIBIA WATER CORPORATION**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, eSwatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile



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Dr. Greenfield Mwakipesile

**DEVELOPING A STRATEGY IMPLEMENTATION FRAMEWORK FOR
STATE-OWNED ENTERPRISES IN NAMIBIA: A CASE STUDY OF NAMIBIA
WATER CORPORATION**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
(MANAGEMENT STRATEGY)**

FOR

THE UNIVERSITY OF NAMIBIA

BY

DEMWIINEKELA FILLEMON MUNYALA

201614366

April 2019

SUPERVISOR: DR. GURVY KAVEI (UNIVERSITY OF NAMIBIA)

ABSTRACT

For an organisation to ensure constant competitiveness in the dynamic and changeable environment, a successful strategy implementation is critical. Therefore adopting a comprehensive and successful implementation framework is not an option but rather a necessity to all organisations. This research aims to develop a strategy implementation framework for state-owned enterprises in Namibia, with a specific case study on Namibia Water Corporation (NamWater). A strategy implementation framework offers a significant structure which enables and provides guidance toward a successful strategy implementation that improves organisational performance as well as efficient accomplishment of intended objectives. In today's dynamic economy the organisational competitive advantage is not on the market environment solely, but also from its capability to replicate its strategy into action in a manner that allows it to achieve its strategies and goals.

In order to realise the purpose of this study, a case study research design was adopted. A purposeful sampling technique was utilised and a questionnaire with non-structured questions was employed to gather data on the implementation challenges, views and thoughts from the organisation's strategy implementation team. This all aided towards the development of an impactful framework. The data collected through the non-structured questions was analysed by means of a qualitative approach in general, and content analysis in particular.

The study unearthed several strategy implementation challenges in NamWater, such as: the lack of participation of employees in strategy formulation, absence of strategy alignment to organisational structure, lack of organisational policy reviews to govern and enforce new strategies, poor communication channels, substandard rewards and remuneration systems to retain critical human resources, poor leadership and inadequate technical skills. On further investigation, the study also identified key elements critical to successful strategy implementation such as skilled human resources, adequate financial allocation, and the usage of information and technologies to best attain the intended objectives. In closing, the study proposes a strategy implementation framework to achieve the desired strategy implementation results. The developed framework was developed

under the theme “*Involvement of all levels/Inclusivity*”, and developed based on a *bottom-up management style*.

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Special thanks go to NamWater for allowing me to conduct this project in their environment, while many thanks go to my supervisor, Dr. Gurvy Kavei, for his unconditional support and guidance.

Furthermore, my gratitude goes to my aunt Mrs. Lucia Nghitukwa who was always there when the whole world turned against me. When I was thirsty and hungry you came to my rescue and you fed me. May God bless you, aunty.

Last, but not least, my thankfulness goes to my friends for their support and encouragement during the entire process of completing this project.

God bless you all.

DEDICATION

This project is dedicated to my aunt, Mrs. Lucia Munyala Nghitukwa; my late aunt and friend, Miss. Aina Thomas and Miss Elizabeth Tuwilika Ekandjo (May your souls continue resting in peace); my father, Mr. Donatus Munyala whom I will never stop praising for what he did and in which this project is dedicated. To my cousin, Dr. Natasha Nghitukwa this project is mainly dedicated to her and we shall never stop praising to Almighty God for what he did for you; my personal assistant, Dr. Maria Magdalena Munyala, and to my grandmother, Kuku Emilia Nakavula kAmoomo.

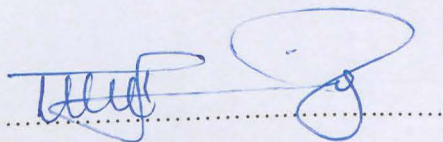
To my serene late aunt and late friend, I could not live with the pain of your departure, hence I had to turn the pain of your departure into anger, turn anger into motivation, and finally turn motivation into an energy to thrush this academic exercise. To my cousin and my personal assistant, you two made this study surmountable because you always assisted and encouraged me when I was on the verge of quitting. To my father, I appreciate all your support and to my grandmother, thank you very much, you gave me the necessary educational foundation from which I will continue to cover more milestones of this nature, so long as you are there watching.

DECLARATION

I, Demwiinekela Fillemon Munyala, student number 201614366, a Master in Business Administration (MBA): Management Strategy Student, hereby declares that this thesis is my own original work and that it has not been previously submitted elsewhere at any other academic institution in order to obtain an academic qualification.

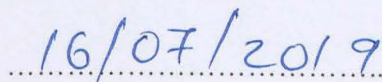
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Demwiinekela Fillemon Munyala

Signature



Date

ACRONYMS AND ABBREVIATIONS

SOEs – State-Owned Enterprises

UNAM – University of Namibia

NSA – Namibia Statistics Agency

CEO – Chief Executive Officer

PKI – Performance Key Indicators

ICT – Information Communication Technology (ICT)

NamWater – Namibia Water Corporation Ltd.

E-Strategies – Electronic Strategies

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Background of the Study

Namibia is a developing country situated in the southern part of Africa. Namibia is a semi desert country with a landscape of 825 615 square kilometres. The country's population is close to 2.4 million (Namibia Statistics Agency, 2018). It was previously known as South West Africa, under German colonisation. The country gained independence in 1990 from the successor to the German colonisers: The South African apartheid regime. At independence, the initial task for the Namibian democratically elected government was to acquire ownership of its economic resources. However, Namibia inherited an economy with various macro-economic and social challenges, such as unemployment, poor economic growth, poverty and income inequality. Many citizens, especially the previously disadvantaged citizens had no access to clean portable water, to electricity, to a road network and other services (Krugmann, 2001).

Faced with these challenges, the Namibian government implemented several economic policies and development plans (National Planning Commission, 2018) to stimulate economic growth, industrial productivity, employment creation, and various strategies to enable citizens' access to portable clean water, electricity and to road network facilities. In addition, and as part of an institutional arrangement to implement policies and plans, the Namibian government created 98 state-owned enterprises (SOEs). These were to help make available public goods and services such as to mention a few: electricity (NAMPOWER), for postal services (NAMPOST), for Sea Port operations (NAMPORT), NAMWATER, for water supply (Chilenga, 2016).

Muzapu, Havadi, Mandizvidza and Xiongyi (2016), indicated that SOEs play a crucial role in the promotion of socio-economic development by availing a diversity of goods and services to the nation. Most of the SOEs are established to pursue economic objectives as not all SOEs are merely financially driven.

Chilenga (2016), referred to SOEs as legal bodies that are established and mandated to carry out business activities on behalf of the state. He further argued that when one is defining SOEs, it is important to consider the fact that not all SOEs are commercially driven. Accordingly, non-commercial SOEs are expected to break-even sustainably while fulfilling their public mandate to carry out certain functions on behalf of the state and these institutions are regulated by the state and other statutes that govern companies.

In 2006, the Government of the Republic of Namibia passed the promulgation of State-Owned Enterprises Governance Act, 2006 (Act No.2 of 2006) to govern and regulate the establishment and operations of SOEs. To action the policy provisions, SOEs are further expected to develop or adopt their own tailor-made operational strategies to realise their goals. To this end, the Finance Minister, Call Schlettwein supports the Namibian debt-ridden economy (Namibia Broadcasting Corporation, 2017). Strategic management involves activities such as the environmental scanning process, strategy formulation and implementation, before strategy monitoring, evaluation and continuous reviews of the implementation process to deliver effective and efficient achievement of the organisation's long-term goals (Tapera, 2014).

Despite differences in mandates, all SOEs seem to share a common duty of creating job opportunities for the Namibian citizens and that of availing key resources for economic growth purposes. However, unemployment remains a structural macroeconomic challenge in Namibia at 34 percent. Of this, the unemployment rate among the youth stands at 42.4 percent (Namibia Statistics Agency (NSA), 2017). According to Guarino (2016), unemployment is further aggravated by the contraction of the manufacturing sector due to limited water resources.

Nyangove (2016), reported that close to 40 000 construction workers lost their jobs from the decision of the City of Windhoek to ban construction activities due to the lack of water in the central area. The Namibian Broadcasting Corporation (NBC) (2017), reported that between 40-60 employees lost their jobs at Coca-Cola Namibia Bottling Company (CCNBC) following the company's decision to close two production lines due to the water challenges in Namibia. Some 300 car washes around the City of Windhoek were closed as part of those businesses regarded as consuming a large amount of water. Many workers lost their jobs (Namibia Broadcasting Corporation (NBC), 2017).

On the other hand, the lack of water in Namibia has negatively affected the Namibian GDP growth rate. The manufacturing sector's contribution to GDP growth rate has declined from 11.3% in the 1st quarter of 2016 to -10.7% in the 1st quarter of 2017 (Namibia Statistics Agency (NSA), 2017). Companies such as Namibia Dairies, Namibia Breweries Limited and Coca-Cola are among the manufacturing companies which play a crucial role in the country's GDP. It was unfortunate that due to the water challenges in the central areas, these companies had to reduce their production as well as their exported products (Mail & Guardian Africa, 2016). Kahiurika (2016), reported that the water

challenges in Namibia would cost the country's GDP N\$4.2 billion. He further argued that the crisis did not only limit development, result in job losses, restrict sustainable development growth and GDP goals, but also triggered a decline in the tourism industry. Some mining projects were put on hold due to the water crisis and it hampered the plans for poverty reduction from taking off the ground.

Considering the negative impact that the lack of water has on an economy, it is important to acknowledge that water is a scarce yet again a key economic resource that should be managed well and should be available in any economic system (Guarino, 2016).

Despite water being a key economic resource, and irrespective of the government creating a crucial SOE entity, namely: NamWater, to provide portable water; availability of this key economic resource is determined by the level to which NamWater was able to successfully implement its organisational strategy.

NamWater, has 24 offices across the country and employs more than 600 workers (NamWater, 2018). The company was founded mainly to provide the key economic resource, water. Although run on the basis of strategic business plan's balance score card since 2012, NamWater has had hard times discharging strategic prerogatives effectively (Welbert, 2017). The 2012-2017 NamWater strategic plan appears to have failed dealing with crucial strategic challenges such as high debt, maintenance of water infrastructure, execution of water expansion projects and other strategies which could ensure the availability, accessibility and sustainable provision of water across the country (Welbert, 2017). Although strategic plan development entails the organisation's vision and mission statements, long-term objectives, alternative and specific strategies, and policies, it

remains just a valueless piece of paper until its content is well applied and effectively implemented (Braduşan & Sârbu, 2012).

1.1.1 Definition of Concepts

1.1.1.1 Strategy

Before proceeding to the definition of the term strategy. It is important to acknowledge that the term “strategy” definitions may differ from country to country and it is important to note that there is no single definition of the term strategy. There is no standard meaning of what strategy really entail, because strategy itself entails several dimensions and situations that vary from various industries and circumstances (Johansson & Svensson, 2017).

That said, Walters (2017) defined strategy as a technique or plan adopted to convey about an anticipated future, which maybe a solution to a problem or aimed to achieve a certain goal. On the other hand, Hittma’r and Jankal (2015) defined strategy as a process to implement a long-term blueprint to achieve specific organisational goals. Andrews, Beynon and Genc (2017), defines strategy as a structural road map design and a scope that contain the organisation’s medium and long-term goals, that are aimed to achieve competitive advantage for the organisation, attained through the appropriate utilization of the organisation’s limited resources while meeting the needs of the stakeholder at the present moment. In conclusion, different scholars might have used different terms to define the term strategy but is however also evident that the terms used in the above definitions simply contain the same meanings and they are all appropriate and accepted for this study. Practically, the success of a strategy is realizable within its implementation phase, which will be deliberated below.

1.1.1.2 Strategy Implementation

First and foremost, it is important to acknowledge that the term “strategy implementation” definitions’ might vary from industry to industry or from organisations to organisations, and it is equally important to admit that there is not a universally accepted definition of strategy implementation as it can be defined based on the organisation’s needs or on the process adopted by an organisation to execute it. Wheelen and Hunger (2012), stated that strategy implementation is a concept that considers the planned ideas, decisions, objectives, policies, strategies and other factors of the preferred strategic plan and executing them into action. Strategy implementation is comprised of a comprehensive execution efforts that enables the organisation to transform its strategic objectives into actions (Weernink, 2014). According to Masekela (2016), strategy implementation embraces the process of adoption, understanding, interpretation, communication and presentation of strategic plans.

The process undertaken by the organization to achieve its strategic needs, commonly a channel that is followed by the organisation to attain its intended goals and objectives, outlines the strategy execution process. The implementation process is aimed at delivering an organisation to its anticipated goals. Strategy implementation is a path that ensures that the factors within the design and the scope of the planned concept are actually realised, by the implementers (managers and employees), within a projected timeframe, scope and through the attainment of the anticipated objectives (Ramadan, 2015). Strategy execution is a set of interlinked tasks that an organisation adopt to attain its forecasted future (Ramadan, 2015).

Strategy implementation is an interactive process to realise visions, missions, objectives through executing strategies complemented by policies, programs and supported by action plans that enables the organisation to absorb its limited resources to capitalize on opportunities existing within and beyond the organisation's internal economical space (Buul, 2010). According to Zaidi, Zawawi, Nordin and Ahnuar (2018), implementation process is also concerned with the transition of structural design through fitting it to an organisation structure complimented by policies to turn the organisation's planned strategy into realism.

Strategy implementation is a continuous process which assess and controls the business environment and the market in which the organisation operates. It analyses competitors and apply appropriate strategies to compete with existing and potential competitors, and again, the review of every strategy adopted is a continuous routine that determines the effectiveness and the competence of the adopted strategy and whether or not it has produced the expected results and if not, there is a need to modify or completely replaced it with a new competent strategy to mitigate the newly identified challenges (Muogbo, 2013).

Tiemersma (2015), summarized and revised numerous research studies on the subject area of strategy implementation and three different perceptions concerning the definition of the term implementation were proposed; the first opinion was based on the process perspective, which considers implementation as a set of interlinked activities of meaningful planned phases. According to Ramadan (2015), strategy execution is a *process* that transform plans into action, an intensely complex and interactive process with various elements which executes strategies, programs and policies that supports an organization

to best manage its limited resources and an action-based process which requires control measures.

Ramadan (2015)'s second observation foresaw strategy execution from the *behavioural* perspective, which regard strategy implementation as a succession of the behavior and actions of the management structure - managing the organisation. Li, Guohui and Eppler (2008), view strategy execution as an outcome of the organisational leadership behaviors and actions that convert the designed plan into practicality. To this end, a set of interferences by management regarding the overall structural design, key resources and assessment frameworks, comes into play to measure the performance intended to attain anticipated results.

Lastly, the final viewpoint is that of hybrid perspective, which is a combination of both the process and the behavioural perceptions. From the hybrid viewpoint, implementation is demonstrated as the sum of both sequence of activities and management preferences required to execute the strategic plan, simply, the process adopted to transform strategies and to realise the action plan of the management (Wheelen & Hunger, 2012).

Most of the definitions of strategy implementation reviewed above, tend to define execution from different point of views, yet, most of these definitions includes terms such as strategic plans, strategies, processes, policies and recourses which should be well turned into actions inputs that should be effectively executed to achieve an organisation objective and its long-term goals, more importantly, to enable the organisation to survive and compete in the fast-changing environment.

Moreover, regardless of several terminologies used to define strategy implementation by various authors, and regardless of the fact that certain views from some researchers and experts in the areas of strategy implementation are overlapping, noticeably, the core themes of all these definitions mostly remains determined to strategy implementation. There also do not seem to be a standard or generally accepted or developed definitions for implementation. However, there is a convergence among researchers in acknowledging the centrality and evolving significance of strategy implementation as a practice in general.

In conclusion, and for the purpose of this paper, the following definition of strategy implementation was adopted. The proposed definitions were derived from both the hybrid viewpoint. Within this, strategy implementation can be regarded as a process concerned with transforming organisational management decisions and activities, vision, mission, objectives, strategies, processes, frameworks, and policies into meaningful commercial gains. The next section continuous to

1.1.2 Understanding Strategy Implementation Frameworks

Understanding the nature of a strategy implementation framework for the purpose of this study, an implementation framework was defined as an integration of tools, processes and methodologies for turning an organisation's strategic plan into action, and most important to enable a sustainable strategy implementation (Sial, Usman, Zufiqar, Satti, & Khursheed, 2013).

Kimber (2013), noted that an implementation framework is a need, and leaders of an organisation need a model of strategy execution to facilitate implementation decisions and actions. Failure to adopt a framework, implementation process creates uncertainties as

employees and managers carry out the implementation process based on their interpersonal thinking which results in a poorly implemented strategy. The adoption of a clearly designed implementation roadmap can positively impact the successful implementation of a strategic plan in an organisation (Brinkschröder, 2014).

Furthermore, the implementation framework does not only set standard procedures for strategy implementation, but it also directs and guides the executives, managers and employees to adopt and follow a standard architectural road-map during the strategy implementation process. This allows all managers to work in a cohesive manner by following and applying similar implementation standards. Its absence on the other hand, presents strategy implementation inconsistency from the involved parties (Chetty, 2010).

It was from this point of view that this study was undertaken to determine how best NamWater's strategic plan can be implemented and how such challenges can be overcome in the quest for providing water to citizens and to the economy. The determination of how best NamWater's strategic plan could be implemented was done through the development of a strategy implementation framework which was a key objective of this study.

1.2 Problem Statement

Many studies have revealed that various organisations have either failed or struggled to properly implement their strategies successfully regardless of them having well-articulated strategies. According to Köseoğlu, Barca, & Karayormuk (2009), close to 90 percent of organisations' strategic plans fail during the strategy implementation stage. Similarly, Kiplagat (2014) indicated that based on a survey conducted in 2006 by the White Paper of Strategy Implementation of a Chinese Corporation, 83% of organisations failed to implement their strategy successfully as only 17% had reflected consistency

within their strategy implementation processes. Thus, the above revelations were some indication that strategy implementation was a key challenge that needed researchers' exploration.

In response to the call for exploration on strategy implementation challenges and based on a study conducted by Chetty (2010), the study revealed that among the challenges contributing to the failure of strategy implementation was the absence of strategy implementation frameworks in many organisations. There were many revelations which presented how many parastatals in Namibia were faced with various strategy implementation challenges. According to Welbert (2017), NamWater's Chief Strategy Officer, NamWater has failed to implement its 2012-2017 strategic plan, and among other challenges faced the water utility such as inadequate rainfall, high debts, inadequate financial support from the government, the water utility also lacked a comprehensive strategy implementation framework. Among other challenges this study focused only on a single challenge; the lack of a comprehensive strategy implementation framework.

Therefore, the problem necessitating this study was the lack of a strategy implementation framework in NamWater to guide its strategy implementation process. This study therefore seeks to develop an appropriate strategy implementation framework for NamWater to best guide the company's strategy implementation process. Numerous studies on the formation of strategy implementation frameworks were done elsewhere; nonetheless the reviewed literature presents a stark shortage of an empirical strategy implementation framework that can be applied in Namibia's SOEs in general and at NamWater in particular.

1.3 Objectives of the Study

Perneger and Hudelson (2004) attest that academic studies have a duty to explore, provide a solution to a certain challenge or problem and responses to a single and definite main objective or question. For this study, the objective is to develop a strategy implementation framework for NamWater. The was aimed at assisting NamWater in implementing its strategic plan successfully and to contribute to the corporation's achievement of its short and long-term strategic goals enabling NamWater to meet its national mandate which is to avail water to the Namibian nation.

The main research objective of this study was:

- To develop a strategy implementation framework for NamWater.

The above-mentioned main objective of this study was made realistic through two sub-objectives:

- To examine the challenges affecting strategy implementation in NamWater.
- To analyse the key factors which play an important role in the implementation of strategy.

Despite, the existence of documented factors that influence the level of successful implementation; due to implementation failures confronting various businesses, as indicated within the literature, appeals for the examination of challenges impacting the implementation process, as well as calls for better knowledge on implementation success factors and their effect on the magnitude of implementation success have been increasing and intensifying (Maas, 2008).

1.4 Significance of the study

NamWater and other SOEs' resourceful performance reflects on the country's economic growth, while their service provision contributes to economic development and improves citizens' living standards. To constantly preserve sustainable performance and to reliably ensure successful implementation of SOEs' strategic plans, a strategy implementation framework is mandatory. Therefore, the formation of a strategy implementation framework for the simplification of the implementation of NamWater's strategic plan is a necessity rather than an option. This study was more incidentally significant to NamWater as the study's main objective was to develop a strategy implementation framework for this particular institution.

However, by extension, the study was valuable to other SOEs that are equally struggling to execute their strategic plans or those that faced difficulties in adopting or developing their respective strategy implementation frameworks. These stand a great chance of benefiting from this study. Furthermore, the study might have been appreciated by the Government of the Republic of Namibia, especially the Ministry of Public Enterprises as a custodian which regulated the functionality of these kind of enterprises.

If the Ministry of Public Enterprises ensures that every SOE has a strategy implementation framework that can ensure sustainable strategy implementation across all the Namibian SOEs, strategies could lead to economic development and possibly the creation of more job opportunities. Developing a strategy implementation framework, will assist the government and other stakeholders in contributing to the development of government policies. Finally, the study also injected new understanding and literature on the strategy implementation discipline in general.

1.5 Limitation of the study

The study had various limitations that might impact the significance of the final findings. Firstly, although there are 98 SOEs as per the Ministry of State-Owned Enterprises, this study was restricted to a sole SOE entity. Nonetheless, this was necessitated by the fact that NamWater was an entity known to be under-studied. NamWater as an entity was chosen by the researcher due to the fact that the institution had hard times executing its strategy efficiently due the lack of comprehensive theoretical understanding for strategy implementation, as well as the absence of a sound and reliable strategy implementation framework.

The other limitation associated with this study was the lack of literature in Namibia on the research topic, and the absence of literature focusing on strategy implementation within SOEs in Namibia. Nonetheless, expat literature in this regard sufficed greatly. In addition, the strategy implementation framework that was suggested for NamWater might not be a good benchmark to other SOEs as the investigation was solely based on NamWater as a case study. However, irrespective of the limitations mentioned above the study produced useful findings and it added fresh knowledge on strategic management literature in general and to Namibia, in particular.

1.6 Delimitation

The scope of this study was only focused on SOEs in Namibia, NamWater in particular and the developed strategy implementation framework was appropriate for NamWater's strategy implementation only.

1.7 Proposed Outline of the Thesis

This thesis was structured into five chapters as outlined in Figure 1.1 below and the brief illustration of each chapter will then follow:

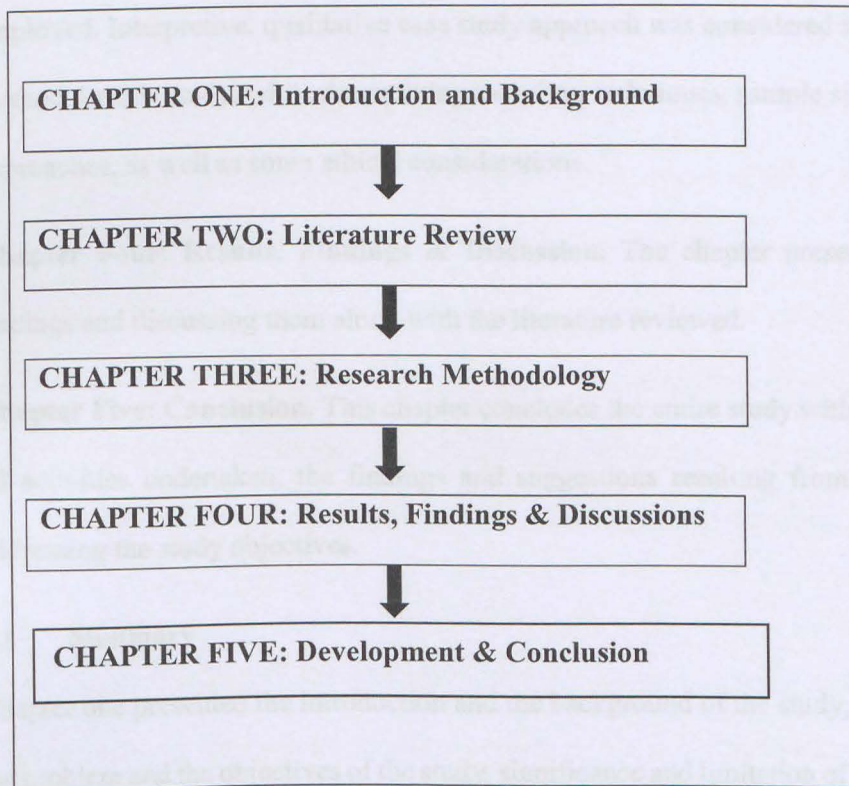


Figure 1: Structure of the thesis

Chapter One: Introduction and Background. The first chapter was an introduction to the study, which presented the background and the overview on the study: research problem, aims and objectives, and its significance.

Chapter Two: Literature Review (Strategy Implementation). The second chapter presents a comprehensive review of literature: based on the study objectives, beginning with the discussions on various theories underpinning the study and surrounding strategy before the actual conceptualization of strategy implementation, establish a deep

understanding and the meaning of both strategy and strategy implementation from the process, behaviour, and hybrid perspectives.

Chapter Three: Methodology. This chapter laid out the research methods and techniques employed. Interpretive, qualitative case study approach was considered to be the suitable method for this study, while determining sampling techniques, sample size, data analysis approaches, as well as some ethical considerations.

Chapter Four: Results, Findings & Discussion. The chapter presents the research findings and discussing them along with the literature reviewed.

Chapter Five: Conclusion. This chapter concludes the entire study with the summary of all activities undertaken, the findings and suggestions resulting from this study, and addressing the study objectives.

1.8 Summary

Chapter one presented the introduction and the background of the study, the statement of the problem and the objectives of the study, significance and limitation of the study, before it ended with a skeletal architecture of the study layout. The next chapter focuses on literature review to set the theoretical framework that will guide its subsequent empirical aspects of data collections and analysis.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter, presents a brief review of the subject of strategy implementation literature that underpins scholarship in this regard. A literature review is considered to be an objective, comprehensive and depth analysis of the particular standing research and non-research literature on a specific subject area under study. A literature review is a common task conducted and presented as a key chapter or section of an academic research paper, where the researchers can categorize previous studies and theories underpinning the choice of research topic understudy. In extension, literature can be utilised to support an anticipated research problem and demonstrate the existing gap in the earlier research work done.

While the first chapter focused on defining both strategy, strategy implementation and provided an overview understanding relatively to strategy implementation framework. This chapter continuous on the literature presented in the previous chapter. However, this chapter does not seek provide conceptualized overview on strategy, and strategy implementation. Rather the literature review focused on specific theories underpinning the study while also directing the study to achieving its main objective. Moreover, the literature concentrated more on key elements which presents a direct impact toward a successful strategy implementation. The literature also focused on a famous MacKinsey's 7^s-s implementation frameworks

Lastly, the literature focused on the challenges and barriers which negatively impact the strategy implementation process, before concluding with key lesson drawn from both the theoretical and empirical literatures.

2.1 Theories Underpinning the Study

Over centuries and decades, countless studies were done on the subject area of strategy management. Various observations were conducted, several conclusions made and several theories underpinning the study of strategy management in today's world have been developed and adopted over years by researchers on strategic management.

At this point, there are various strategy management theoretical frameworks and this review aims to understand the perceptions behind their existence. A theoretical framework offers a particular viewpoint, or supporting theories to a particular topic (Elwak, 2013).

Although many strategy management theories exist, this study was premised chiefly on the theoretical framework of the Systems - a master piece of Ludwig von Bertalanffy introduced in the mid-20th century (Siapei, 2015); complimented by the contingency and institutional theoretical framework of strategic management.

2.1.1 Systems Theory

Organisations do not operate in constant systems, but rather they operate in evolving environments through persistent changes in technology, information and rapid exchange of materials (Siapei, 2015). This theory instigates that all systems entails foreseeable trends. Systems, both private and state-owned makes strategic decisions, for instance, to enter new markets or to expand, to merge or stay stable. NamWater is a state-owned enterprise which interconnects with its environment in a direct interchange with the

attention and openness to information and technology around the system within and outside NamWater's boundaries. Depending on the magnitude of the openness, the interconnection can be either low or high. In extension, to partake in sustaining system steadiness, parts of the system change their communications and other compartments to attain or retain stability. In conclusion, the overall system should be equivalent or more than the totality of its parts (Mele, Pels, & Polese, 2010).

Generally, within the framework of correspondence and fitness throughout the execution process, openness and the exploration for significance are of excessive spirit (Cornell & Nwoka, 2015). In addition, an extension and very essential enterprise-wide task on openness and change is attainable through the dynamic quest to support the understanding of their individual and other's compartment. Other perceptions highlight the character of creating detailed abilities for the determinations of variations, as the active adaptation tool through the environment (Clawson, 2008). Finally, this was also adopted to support the process to identify possible challenges and opportunities stanching from the exchanges with the environment.

2.1.2 Contingency Theory

Mitchell (2006), noted that within the contingency theory, the greatest method to structure the operational model is determined by the characteristics and the responsiveness of the environment to which the organisation interacts. Wadongo and Abdel-Kader (2014), indicated that, the contingency theory entails the view that there are various ways to manage the operations of an organisation and a single method to organize cannot be accurate without the design of an actual fit between the organisation, its subsystems and the environment from which it operates from. This theory is supported by the universal

assumption that enterprises that best align their internal structures to meet the demand of their respective environments will attain the best adaptation. The desires of an organisation are mostly fulfilled in circumstances whereby there is appropriate and an effective design, while the leadership style is appropriate both on the activities embark on and the features of the work group (Gallardo, 2015).

Frequently, strategy execution process is perceived as diverse, interdisciplinary and a combination of various management areas, and as a approach, strategy execution emphasises more on the operational excellence of organisations (Olum, 2004). Thus, for an extensive interpretation of the sum or concluding impacts, an executor necessitates an consolidative vision of the measures within the purpose and structure of an interprise based on the implemented events. Strategy execution procedures, thus, must be theoretically expansive and not focused to particular events (Komingoi, 2011).

2.1.3 Institutional Theory

In general, strategy is primarily concerned with the process to make directional choices for an organisation. It guides a predilection for a targeted goal or objective as it defines how best the targeted goals can be attained. Strategy antagonizes antagonists, threats and other challenges; and it organize resources and overcome organisational threats (Mia Raynard & Greenwood, 2015). Some elements basically might be within the manageable area of the organisation or might be beyond the implementation developments. The capabilities to enable organisations as well as their tasks to change and adjustments to confront evolving changes (Moré, Telles, Marinho, & Corrêa).

2.1.4 Summary and Lessons of Theories

This section looked at various theories supporting the knowledge area of strategy implementation process in general, and the development of a strategy implementation framework in particular. The above presented theories contributed different views in relation to the development of a strategy implementation framework. There are key lessons raising from the above reviewed theories in support of the main objective of this study and are discussed as follow:

A key lesson raising from the System Theory includes the theory's views which stresses the need to monitor and understand the environments in which the organisation operates, while, constant assessments should be done on the challenges and threats raising from the changes within the environment. The continuous evolving changes within the environments in which organisations operates in, necessitates constant innovation, updating, and continuous development of new strategy implementation frameworks which meets the continuous raising needs and requirements of the organisations ever evolving environments.

In support of the System Theory, another theory reviewed was the contingency theory. This particular theory stressed that organisations need to develop operational models in response to the changes raising from the environments to which the organisation interacts. Among of the required operational models responding to the environmental changes is the need to constantly review the organisations' strategy implementation framework among other models. Lastly, Institutional Theory was reviewed, presents a lesson regarding the importance of directional choices, and guidance toward the strategy implementation processes aimed to achieve the targeted organisational objectives.

In conclusion, key lessons learned from the reviewed theories are relatively interlinked; depending on the changes arising from environments in which the organisation operates as presented by the System Theory, the contingency theory, continued to stipulate that in response to the environment changes relevant business operational models should be updated or new models should be developed to mitigate the challenges and threats arising from the changes of the environment on which the organisation interacts too. But most importantly, key directions, roadmaps and key frameworks for guidance to attain the institution goals and objectives as presented by the Institutional Theory.

2.3 Strategy Implementation Phase

In backing to the systems theory illustrated above, according to Nkosi (2015) the operation of all organisations depends on the environment it operates from, because the link between an organisation and its environment determines the strategy it should formulate, adopts and implement. After the strategy formulation phase, the strategic plan will then be made available, - entailing the organisation's vision, mission, value statements, long-term objectives, specific and alternative strategies; However, a strategic plan remains just a piece of paper and valueless until its content is well applied and effectively implemented (Mišanková & Kočišová, 2014). The stage in which the strategic plan is transformed into realistic motion and effectively realised in an organisation is known as a strategy implementation phase and is also referred to as an "action stage or an execution phase" of strategic management. Within this stage it is important for the organisations to hire smart and well-trained workforce – to ensure residual human capital to implement the strategy (Baroto, Arvand, & Ahmad, 2014).

According to Oskooee (2017), although the strategy implementation stage is regarded as the most complicated and difficult stage in strategy management as it necessitates personal discipline and sacrifice. Agreeing with this, the author is further of the view that strategy implementation is a most important stage of strategic management. When a strategic plan is well applied, effectively implemented and efficiently executed, it is likely that the organisation will improve its performance, attain its objectives, and goals as presented in the strategic plan.

During this stage budgeted financial and non-financial resources are allocated to help in the design of a supportive organisational, formulation of the decision-making process, assignment of authorities and putting governance control measures. To ensure a lasting buy-in, employees and supervisors get involved (Heracleous, 2000). Other critical elements determining successful implementation of strategy are discussed below.

2.4 Elements Affecting Strategy Implementation

An empirical literature review on the subject area was conducted to best guide the identification of key elements which influences strategy implementation. Organisations that had previously achieved successful strategy implementation had done so by effectively managing the nine-crucial strategy implementation enabling factors; organisational structural design, business processes, leadership, remuneration and reward systems, organisational culture, annual business plan, evaluation, monitoring and control, relationship and integration, and other contributing factors (Nkosi, 2015). To develop a successful strategy implementation requires an ability for organisations to create a good match of fitment among these elements to ensure a development of a successful implementation framework which best fits the environment of that particular organisation.

2.4.1 Organisational Structural Design

According to Collins and Porras (1996) "*Great Performance is about 1% vision and 99% alignment.*" The organisational structural design best describes the organisational roles, responsibilities and the channel of reporting within an organisation as the structural design serves several importance to an organisation. Mostly, the structural design of any organisation best models the roles and responsibilities assigned to various employees (Brinkschröder, 2014). This is significant to an organisation since it illustrates who reports to who and who is authorised to make particular decisions. In extension, the reporting structure channel activates a clear communication channel and knowledge exchange in the organisation (Aleksić & Jelavić, 2017).

Organisation structure is a key element that supports strategy implementation. Organisations ask themselves questions like, does the envisioned strategy fits the existing structure? Is the existing structure really suitable for the strategy we intend to implement (Elwak, 2013).

The more an organisation aligns its human resources to strategy, the healthier knowledge flow and clearer communication within the organisation, -depending on how well the organisation's structure is designed (Haaga-Helia, 2011). Organisations that successfully implemented their strategic plans consider their organisational structure, aligns it against their strategy, and ask themselves question such as; is their current structure compatible or appropriate with their proposed strategy. If their analysis foresees a good alignment among the two, then strategy implementation activities are given a green light for execution. However, if there is no compatibility between the current structure and the

strategy intended then the adjustment is done on the structure to ensure a meaningful alignment of the two (Siapei, 2015).

The organisational structure on an enterprise can heavily impact the enterprise's competing advantages, concerning to the availability of knowledge management; the lack of adjustment on the structural design, and can seriously destabilize the strategy execution efforts (Komingoi, 2011). As the business atmosphere changes, adjustments to the structure of the organisation are compulsory to reposition the organisational operational model to supplant the changes. Poor adjustments as efforts to reposition, leads to poor performance of an organisation and disrepute the organisation's competitive advantage (Munge & Kitiabi, 2017). The organisation's poor performance is best mitigated through the adoption of a decentralized organisational structure (Hilman & Siam, 2014).

Decentralized organisational structures are likely to produce better levels of business units success, despite the strategic framework (Muoki & Okibo, 2016). Although implementation methods might differ depending on strategy styles, it is important for an organisation to adjust their organisational structures to their strategic plan to successfully guarantee effective strategy implementation (Marume & Jubenkanda, 2016). Though business units are interconnected to the internal organisation, their performance is independent from the relationship between business unit strategy and that of internal organisation (Schlegel, Milbury, Buytendijk, & Sommer, 2014). However, effective integration of respective business units operational plans delivers success to the strategy implementation.

2.4.2 Organisational Processes

The above section was concerned about the organisational structural design. The organisational structure are complimentary elements that only work best when they are combined. Olson, Slater and Hult (2005), noted that two elements cannot function in isolation as both aspects are configured to attain the anticipated strategy. Organisational processes are the controllers of the organisation's operational model, hence they can positively or negatively impact the translation of strategy execution. Organisational processes are classified in two core categories (Munge & Kitiabi, 2017).

The first category entails two subcategories, that are concerned with the inputs into the strategy and the outputs produced by the strategy. In depth, input control processes are focused on the resources used to materialize the strategy, particularly human and financial resources and commitments. The output control processes looks at delivering acceptable and positive outcomes such as attaining the expected results. The other core category also has two subsets, namely, direct and indirect controls. Direct controls concerned themselves with assessment, supervision or monitoring, while, indirect controls are argued to be distant, yet aimed to setup the state of affairs that attains the anticipated behaviors through a semi-automated process (Morrison, Ghose, Dam, Hinge, & Hoesch-Klohe, 2011).

2.4.3 Communication Process

Omoro (2016) developed that the organisation leadership best adopt a bottom-up management style as this approach include every employees' input into both strategy formulation and implementation. A successful implementation expects all employees to be involved and to be active within all the steps and processes of strategy management,

while the chosen implementation actionable model should be accepted by the team as a whole. The bottom-up approach enables the organisational leadership to communicate both values and goals through appropriate channels as employees will feel valued and motivated with positive mindset toward strategy execution. This particular management style also enables all employees to think innovatively and creatively toward achieving the specific strategy activities assigned to them.

Contrary to Omoro (2016)'s bottom-up approach, there is a top-down management style where directives and instructions are originated from the top executive of the organisation and directed to all employees. However, Siddique and Shadbolt (2016), are of the view that through top-down management style the strategic leadership pay less consideration to the role of employees' input in decision making. This is done regardless of Olang (2015) clarification that communication processes must be open and flexible. The executive management must be unbiased and should house even the thoughts and inputs of the lower employees. This enables them to have a optimistic mindset and a logic of being valued assets on the organisation as their inputs are accommodated while their needs are sufficiently embodied in the organisation's functionality (Olang, 2015). Ultimately, this develop coherence, teamwork and enthusiasm amongst the organisation's leadership and the employees.

2.4.4 Organisation Leadership

The organisation's leadership is also another element that has an effect on the implementation of an organisational strategic plan. As pointed out by Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mhonde (2012), organisational leadership poses a huge role in determining the successfulness of the implemented strategy and the failure to properly

manage the organisation's leadership poses a negative impact on the strategy implementation process. Organisations require leadership to facilitate the changes arising from strategy implementation, hence requiring the establishment of a capable and skillful team. Omoro (2016), indicated the organisational leadership, such as the chief executive officers (CEO), managers and supervisors should be in possession of skills, characters, knowledge and expertise concerning to strategy implementation. This brings about the need to utilise the internal existing skills or recruits new skillful people to ensure positive strategy implementation.

However, this might sound as an easy process, while in reality, the whole process might be a challenge to an organisation. Commonly, the selection of internal employees or skills turns to be subjective due to organisational power structure and politics. Selection of skillful and talented staff tends to be compromised. On the other hand, employing from outsiders triggers challenges such as resistance and departure of crucial employees that are assets to the strategy implementation process (Olaka, Lewa, & Kiriri, 2017).

2.4.5 Remuneration and Reward Systems

The remuneration system is also an additional factor that influences strategy implementation. According to Mytty, Pedak and Sun (2016), the encouragement of senior staff to focus and participate in the strategy implementation process is achievable through the organisation's remuneration system. Generally, the focus of remuneration system was more on supervisory staff. However, new development specifies that the remuneration system should be an organisational wide-ranging approach that should include all employees to ensure that they are all motivated towards the strategy implementation phase.

The remuneration approach may include practices such as giving bonuses to employees, promotion of best performing employees, offering of incentives, and implementation of various recognition initiatives that may best suits the organisation cultural settings (Obasan, 2012). Failure to appropriately manage the reward and remuneration systems in the organisation poses its own challenges that may lead to having hopeless staff, departures of demotivated employees and unresponsive strategic culture (Murphy, 2015).

2.4.6 Organisational Culture

The organisational culture can either simplify the whole implementation process or else it becomes a challenge toward the strategy execution practice. According to Mwaura (2017), among the reasons behind the difficulty to execute strategies may not instigated by the type of strategy but may be activated by the context the execution is applied. The context in this scenario is referring to the environment and culture within the organisation that may simplify change, or else resists it (Reddy, 2017). This was also supported by Muthoni (2012), who views that organizational culture partakes an important role in the successful strategy execution and particularly that the middle management and supervisors are likely to positively influence the execution process when they are assisted by a supportive organisational culture.

During the study conducted by Akinyi (2015), relating to organisational culture, power structures, internal politics and change management, it was discovered that due to rapid changes within the organization's environment circumstances whereby the organisational culture is misaligned, the occurring changes will arise. Changes within the organisation's cultures postures fundamental challenges to strategy executions, in a sense that strategy execution team and administrators have to first overcome the power politics which are an

outcome of bidding to change the existing state of affairs within the organisation. Mutai (2015), views that the absence of a positive correspondence between strategy and organisational culture may results into resistance for new development and innovation in the orgainzation, a situation which further hinders the efforts to successful execute a strategic plan.

2.4.7 Annual Business Plan

Organisations that successfully implemented their strategy had adopted an approach to convert their broad strategic plan into manageable annual project called “annual business plans” (Chongwony & Theuri, 2017). The business plan concept smoothens the strategy implementation and it enables organisations to decide the number of business plans to be adopted as well as the intended funds required to execute the business plans and their strategies. This means that the financial commitments begin early in the formulation stage. They begin with the rough estimation, which is then confirmed during the development of an action plan, and they finally execute their plan. That approach, links a strategic plan to annual business plans as well as to the budget and it reduces unforeseen surprises that might arises during the budgeting time due to lack of financial resources (Pacific Association of Supreme Audit Institutions (PASAI), 2012).

2.4.8 Evaluation, monitoring and control

According to Muiruri (2014), organisation cannot maintain what it cannot measure. Therefore, evaluation, monitoring and control is another important critical factor in strategy implementation. These factors involve the plan to evaluate, monitor and control the strategies against their intended objectives. Strategies should be evaluated periodically (weekly, monthly, quartile or annually) to determine the effectiveness of such strategies.

Monitoring and evaluation imply adoption of alternative strategies which involves the changes in tactics, adjusting timeframes or even adjusting unrealistic objectives (Chongwa, 2013).

2.4.9 Relationship and Integration

Relationship refers to the coordination of the above-mentioned critical factors of strategy implementation. The organisations might need to effectively integrate several factors. There is a need to adopt or develop comprehensive action plans, design a reliable organisational structure, acquired the right human resource and knowledge, have their financial commitments through their annual business plan, and formulate a consistent evaluation, monitoring and control plan and so forth. However, most organisation still fail due the lack of the ability to integrate these various factors into single and well-coordinated framework.

Among the important aspects of an enterprise's formation is the capability to integrate the knowledge and roles of various sections of an enterprise, departments or units and with other stakeholders. A constructive association between stakeholders is a significant role of relationship development, and can be presented into two core types of relationship, namely, internal and external relationships. The internal association focuses on the operational and strategic management decisions that must be conferred within the organisation, while the external association is concerned with activities such as outsourcing, strategic associations, networks and other technological services and enablers that may develop or hinder success (Nabwire, 2014).

The above review has presented several regular, individual elements that impact the strategy implementation process as well as identifying two comprehensive structural

perceptions. The various regular elements identified includes; the process to craft the strategy, the strategy implementers such as managers and employees, the communication channels, organisational structure, the commitment level to execute the strategy, the correlation between the departments or sections within the organisation, the harmony concerning the strategy, the implementation framework, and the administrative model in place. The relationship between the key aspects of strategy implementation is crucial for the success of any given strategic plan. The integration of organisational departments, the relationship that exist between various business units as well as the respective sub-strategies adopted by different departments within the organisations poses a significant impact to the execution of the overall organisational strategic plan (Mbaka & Mugambi, 2014).

Types of enterprises or organisation, as stated above, illustrates the individualities as well as the nature of different enterprises: be they privately owned or state-owned; multinational companies or locally based (Nkosi, 2015). Both private and state-owned, business are common subjects within the strategy implementation discussions. In conclusion, whether the implemented strategy is consistent and suitable or not is a significant query to implementers and a crucial question for successful strategy execution process.

The list of factors critical to strategy implementation is inexhaustible. The nine factors narrated above are so far the major ones for this study. Notwithstanding that, there are other factors worth mentioning briefly, but not in depth such as the dynamic of change management, Obeidat, Al-Hadidi and Masa'deh (2017), degree of inter-unit coordination, extent to which staff is involved in strategy implementation (Alfaxard, 2013), and

organisational ability to communicate its strategy (Mbaka & Mugambi, 2014), Financial resources (Mumbua & Mingaine, 2015), Nkosi (2015) informational resources. Altameem, Aldrees and Alsaeed (2014) are equally pivotal to strategy implementation. The remaining part of this chapter will apprehend the Mackinzy 7S Model of strategy implementation – a framework commonly used in implementing strategies world-wide, one that blends almost perfectly well with the nine critical factors narrated above.

2.4.10 Key Lessons Drawn From The Key Elements Affecting Strategy Implementation.

Various lessons have been drawn from the empirical literature reviewed in relation to the key elements that affects the strategy implementation phase. Firstly, the literature pointed out that having a well formulated strategic plan does not automatically guarantee success for that particular strategic plan, rather having a well formulated strategy implementation framework which best fits the formulated strategic plan guarantee success for the formulated strategic plan. To develop a strategy implementation framework necessitates a need to integrate various key elements such organisational structural design, enterprise wide processes, communication processes, leadership, culture, remuneration and reward systems, annual business plan, evaluation, monitoring and control, and relationship and integration.

On the perspective of organisational structural design, the lesson drawn focused on the issue of being in position of a vision but rather more emphasis must be on aligning such a vision to flow best on the structural design of such an organisation, "*Great Performance is about 1% vision and 99% alignment.*" The alignment of human resources, responsibilities, reporting channels, and how best the organisational structural design and

operational and communication processes are aligned to the organisation's vision correlate best to the success of that particular vision in an organisations.

Another key lesson drawn from the literature is the importance an organisation develop a capable and skillful leadership team which can be build through training and development. Moreover, adopting an remuneration and reward system which include all employees and that motivates all employees toward achieving the organisational goals. As having hopeless staff, departures of demotivates employees toward implementing a strategic plan is also another lesson drawnd. Misalignment between the organisational culture and the organizational strategic plan makes difficult for an organisation to achieve its strategic plan, and is another lesson which was raised by the reviewed literature.

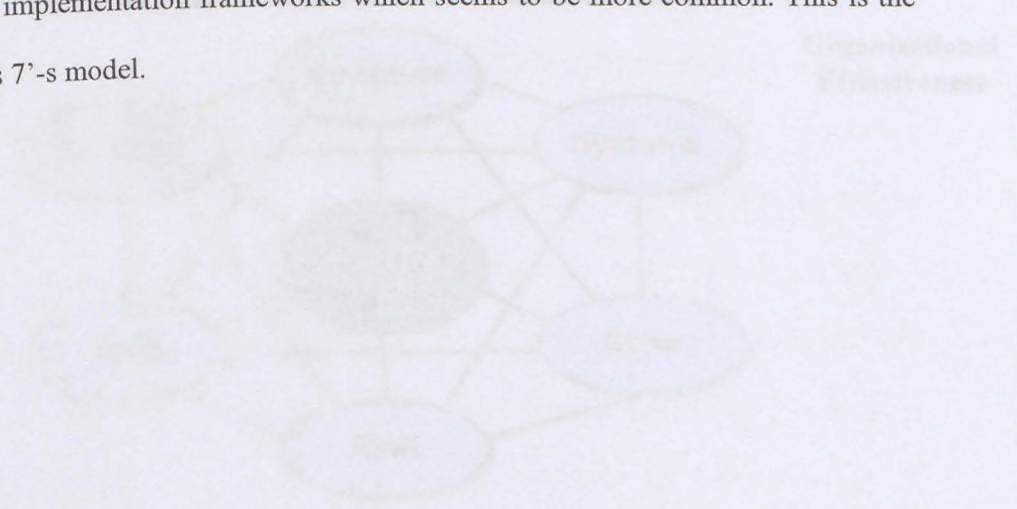
The implementation an organisational strategic plan through manageable annual project called "annual business plans" tends to smoothens the the whole implementation process as the linkage between a strategic plan to annual businenss plan, reduces unforeseen surprises that arises due lack of financial resources. Adopting monitoring and control measures to best trace the implementation processe of a strategic plan to determine the effectiveness of such strategies also helps in achieving a successful implementation as it allows adjustments of tactics and unrealistic obejectives to best suits the intended vision. Lastly, the integrated lesson is that to best integrate the key elements to best suits the development of a strategy implementation framework.

2.5 Strategy Implementation Models and Frameworks

To safeguard the successful realization or transformation of any strategic plan into actions, the following two aspects must be considered: strategy developers should know and clearly understand their options available to them for transforming their plan into actions

and they must adopt a suitable approach of implementation this includes an approach to adopt a suitable strategy implementation framework (Vergert, 2010).

Frameworks are referred to as systematic aligned design of dependent elements and factors that creates a framework, integrates, an important section of knowledge as dotted data not information unless they are properly classified to deliver a meaning and entails understating that will explain the association (Hourani, 2017). Various strategy implementation frameworks have been developed over years. However, this study focused only on sole implementation frameworks which seems to be more common. This is the MacKinsey's 7'-s model.



2.5.1 MacKinsey's 7'-s Model

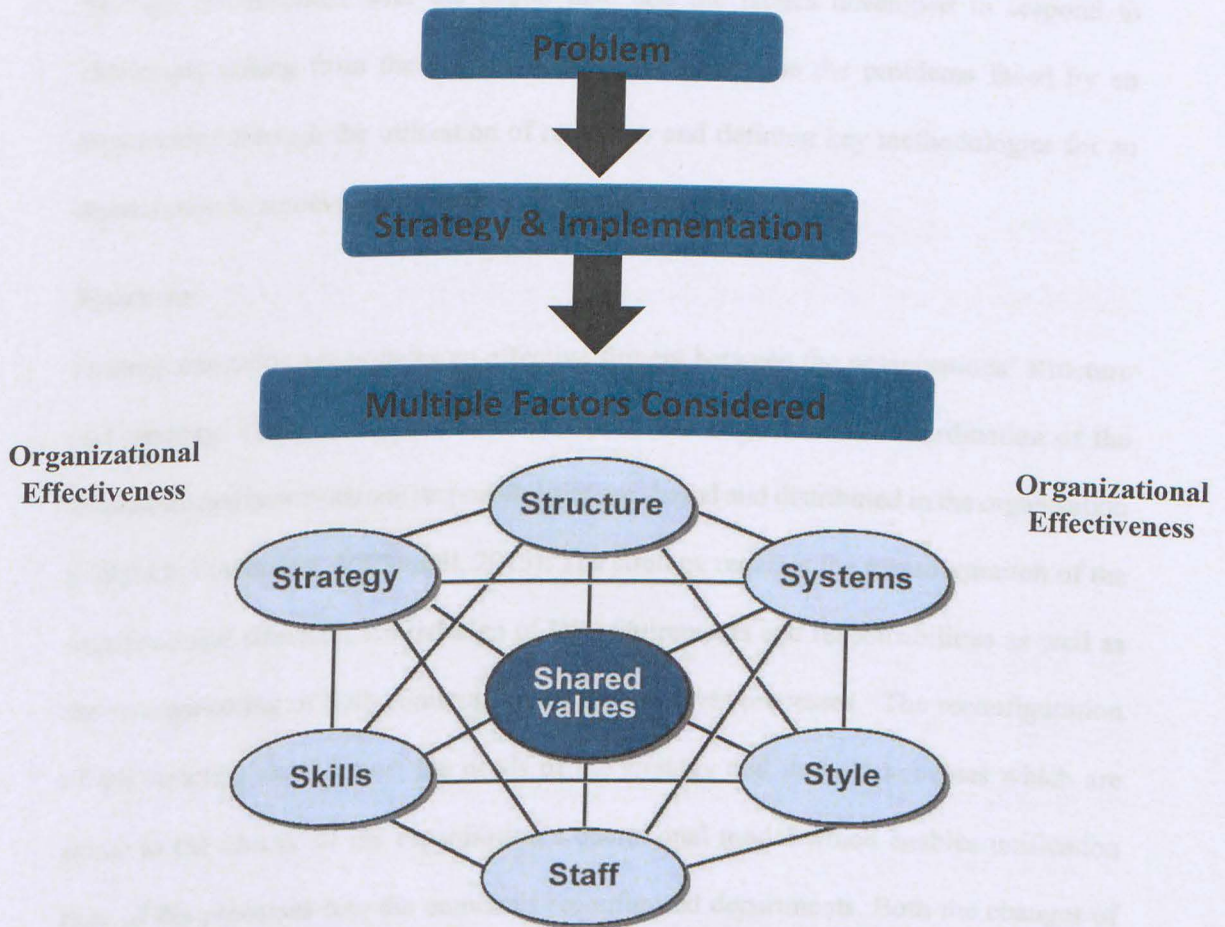


Figure 3: MacKinsey's 7's Model – Multiple Factors Considered (Siapei, 2015)

This particular model is built based on the internal abilities in the execution of an organisational strategic plan. The framework offers a wide-ranging method within the process of strategy implementation by ensuring that all fitting elements that are essential and requisite for the success of a strategy implementation are integrated. The elements include; Strategy, Structures, Systems, Staff, Style, Skills and Subordinate or Shared Value (Gökdeniz, Kartal, & Kömürcü, 2017).

Strategy

Strategy is concerned with the action plan and the tactics developed to respond to challenges arising from the environment and to overcome the problems faced by an organisation through the utilization of resources and defining key methodologies for an organisation to achieve its objectives (Tracey & Blood, 2012).

Structures

Strategy execution necessitates an effective fitment between the organisations' structure and strategy. Thus, structure is concerned with the alignment and coordination of the command, and how roles and responsibilities are shared and distributed in the organisation (Mitchell, Fredendall, & Cantrell, 2015). The strategy requires the reconfiguration of the organisational structure, the redesign of job requirements and responsibilities as well as the re-engineering of both communication and business processes. The reconfiguration of the structure should meet the needs of the strategy and its key processes which are prime to the change of the organisation's operational model which enables unification flow of the processes into the numerous reconfigured departments. Both the changes of systems and structure are attained through the reengineering to the organisational processes (Bartone & Wells, 2009).

Systems

Systems refers to the procedures adopted to manage the organisation and this consist of both formal and informal procedures, as well as the remuneration systems, management control systems, performance measurement, budgeting, planning, information management systems and the allocation of resources (Ravanfar, 2015). Individually, every organisation has its internal processes and systems that complement both the strategy

implementation process and the management on daily operational affairs. These procedures and practices are generally strictly utilised and merely developed to attain extreme efficiency.

Commonly, many organisations are said to have adopted a bureaucratic-style process model that mostly empowers the highest authority in the organisation to make most decisions. Recently, requests have been raised and there have been calls for simplifying, modernizing and to develop more open processes that can support quicker decision-making process, while emphasis are directed to customers with the objective to ensure that the processes are user friendly (Njeru, Awino, & Adwet, 2017).

Staff

Staff refers to the human resources in the organisation as well as their skills and competencies they possess. This further includes activities such as organisational recruitment and selection processes, training, and skill and careers development in the organisation. Organisations develop their human resources that are in possession of various skills and knowledge that should be integrated to deliver success of the organisation, especially in the knowledge-based economy. Therefore, it is important for organisations to invest extraordinary resources and pay more attention to their hiring or developing best and knowledgeable staff, through appropriate training, mentorship and motivate them to attain professional excellence (Maru, 2015).

Style

Style refers to the organisation's management and leadership approach, embracing the organisational cultures which best describes the nature in which the organisational leadership makes its decisions, what they commonly focus on, and also presenting the

organisational central beliefs and norms, business values, together with the sensible and insensible emblematic acts developed by the organisation's leadership (Tracey & Blood, 2012). Accordingly, organisations do not develop common cultures or adopt a mutual management style. Therefore, this simply stipulates that various organisations have distinct beliefs, values, and norms which created over a period of time and that are embedded into lasting features which best describes a particular organisation (Teh, 2013).

It also involves the communication channels and processes, the manner in which the organisation's leadership cooperate with its employees and the presentation of how best both the organisation's leaders and employees spend their time. Despite, the military style of management as well-known as top-down approach being the common management style. However, contemporary developments have raised the need to change the current approach to a more flexible, creative and innovative environment that enables lower level employees' input and thoughts to be accommodated through attaining a business atmosphere with less chain of command (Ravanfar, 2015).

Skills

According to Teh (2013), skills refers to the knowledge and competent leading abilities and competitive advantage processed by the organisation. Skills are concerned with the staff's capability to execute the organisation's different activities to attain its goals. This factor or element also includes the key skills and qualification possessed by the employees attained from academic education, training attended, and the knowledge which the organisation has developed over time (Nozharov, 2017).

Shared Values

Lastly, shared values refer to the key set of principles extensively shared within the organisation and which further act as managerial principles that defines the main purpose of the organisation and directs the organisation and its employees toward achieving its purpose (Pothiyadath & Wesley, 2014). These shared values include the organisational vision, mission and values statements that offers sense of purpose to employees. All employees in the organisation share mutual key thoughts or administrative perceptions that presents the primary existence of the business and defines the core values on which the business is established (Malan, 2003).

Gökdeniz, Kartal and Kömürcü (2017), stated that, these particular shared values and goals enables employees to function as unified team, in a cohesive manner at the same time targeting to attain a particular and common goal. Hence it is significant to promote team work and to build a positive energy for the team. Weak teamwork or poor values might lead to conflicts within the team members - a situation which can sabotage the destination toward achieving the organisation's mutual goals. This, and others as discussed below, are some challenges that may be prohibitive to successful strategy implementation.

2.5.2 Conceptual Framework for Strategy Implementation

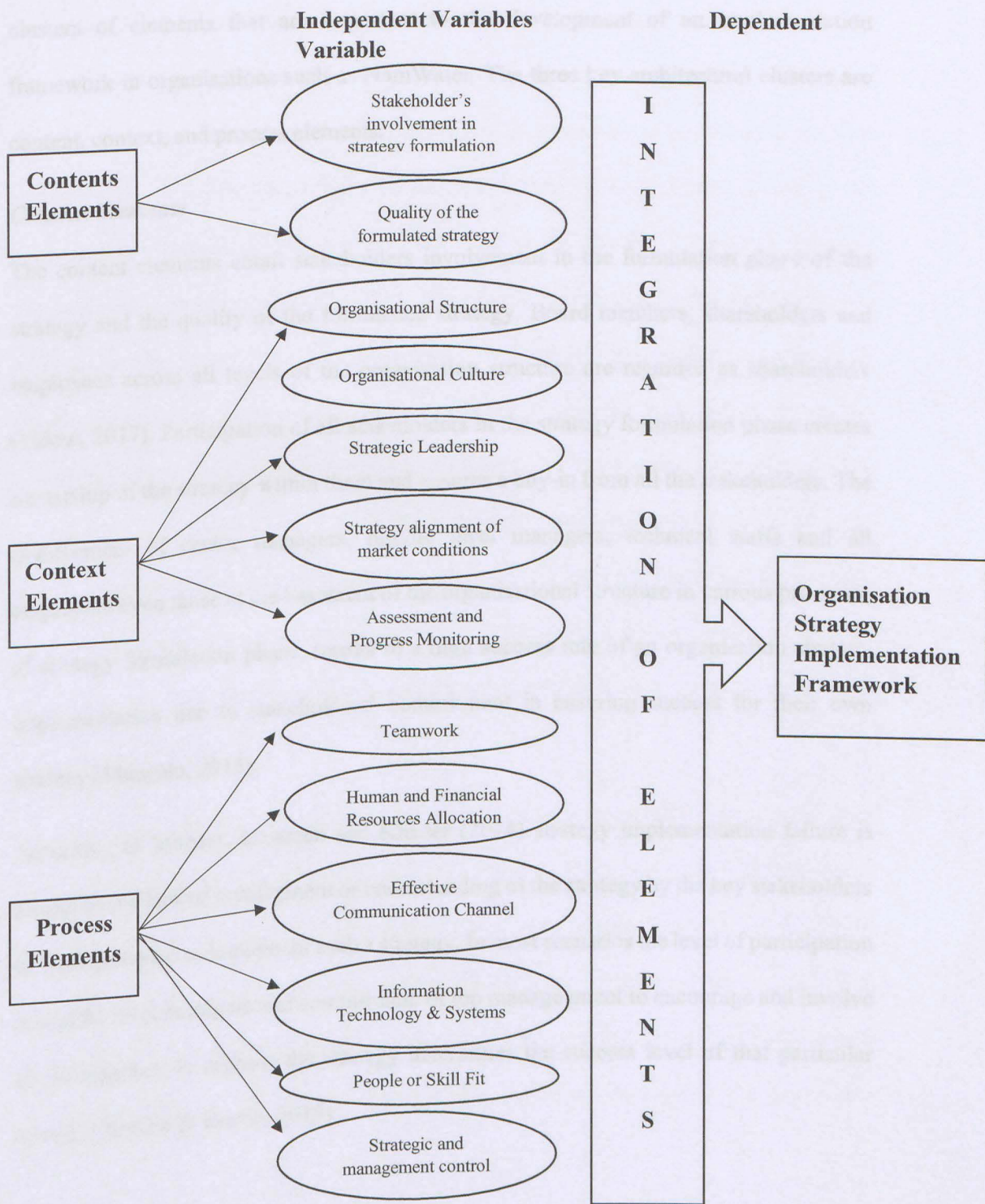


Figure 2: The Implementation Conceptual Framework (Kandie & Koech, 2015)

A strategy implementation conceptual framework illustrates three key architectural clusters of elements that are important to the development of an implementation framework in organisations such as NamWater. The three key architectural clusters are content, context, and process elements.

Content Elements

The content elements entail stakeholders involvement in the formulation phase of the strategy and the quality of the formulated strategy. Board members, shareholders and employees across all levels of the organisation structure are regarded as shareholders (Fidow, 2017). Participation of all stakeholders in the strategy formulation phase creates ownership of the strategy within them and ensures a buy-in from all the stakeholders. The involvement of senior managers, middle level managers, technical staffs and all employees even those at the basement of the organisational structure in various processes of strategy formulation phase, results to a high success rate of an organisation strategy implementation due to stakeholders' commitment in ensuring success for their own strategy (Mangala, 2015).

According to Muneer, Moemen and Khader (2014) strategy implementation failure is caused by the lack of involvement or understanding of the strategy by the key stakeholders who are entrusted to implement such a strategy. In most scenarios the level of participation of middle level managers and commitment of top management to encourage and involve all stakeholders to support the strategy determines the success level of that particular strategy (Kandie & Koech, 2015).

Context Elements

The context elements comprise of elements such as organisational structure, culture, learning, strategic leadership, and strategy alignment to environment changes. Organisational structure; according to (Siapei, 2015) an unfitting organisational structure design creates a misfit which leads to strategy failure. A clear fitment between the organisational structure and strategy is a necessity toward a success strategy implementation process (Ng'enh, 2013). The adopted power channeling techniques and decision-making procedures, the structural modeling of duties and responsibilities, positioning of departments, and divisions of labour within the organisation shapes the structural design of an organisation (Siele & Kagiri, 2017). Possible changes in duties, responsibilities, decision-making procedures, reporting techniques, and leadership styles are key elements to consider while aligning structure to a strategy. Moreover, the aptitude of the organisation structure to allow a free and efficient flow of information and guidances, and its ability to coordinate and integrate various level of management should be measured (Ng'enh, 2013).

Organisational Culture: The organisational culture is another element comprised within the context elements. Organisational culture refers to beliefs and values shared in the organisation which defines an organisation operational model. Morello, et al. (2013) indicated that the organisational culture is built by several combined factors including leadership style, decision-making procedures, organisational politics and groups, rewards and remunerations, promotion, policies and day-to-day operating practices are among other.

Strategic Leadership: Muasya (2017) argued that for any organisation hoping to successfully implement its strategy, it is critical for such an organisation's leadership and top management to devote their energy on the organisational strategic directions, to prove their commitment and loyalty toward the implementation process as their their positive energy can easily spillover to all employees in the organisation. It is a prerequisite the top management to invest their energy and effort persuading for all employees for their buy into its strategy and their support to its implementation. Strategic leadership involves the willingness of the CEO to engage all employees on strategy, and to present them an ear to listen to their inputs on the strategy initiatives (Njeri, 2017).

Process Elements

Assessment and progress monitoring, teamwork, human and financial resources allocation, effective communication channels, information and technology resources, people or skill-strategy fit are process elements.

Strategy implementation assessment and progress monitoring; an effective strategy implementation process necessitates constant assessment and progress monitoring on the road to successful strategy implementation, that attain competitive advantage for the organisation, deliver customer satisfaction, and ensures positive financial sustainability for an organisation. Furthermore, continuous monitoring alone without accountability and change management plan place is meaningless (Higher Learning Commission of the North Central Association, 2012). Both departments and employees must be provided with performance targets they are expected to deliver.

Moreover, organisations without effective monitoring performance systems are regarded to be less successful in strategy implementation in comparison to organisations with

effective and clear performance monitoring system. As according to Smith, et al. (2014) organisations with clear monitoring systems to constantly reviews and assess their organisation implementation activities and progress increases their chances of reaching their targets since the organisation is able to identify the shortcomings and gaps between actual implementation activiteis and its targets and address them on time.

Coordination, coopertion and teamwork; this refers to the ability of the organisation to integrate its divisions and departments in a most effective manner that enables them to attain their respective targets assigned to them and that on an organisation. This also refers to the capability of the organisation to build team which is able to collaborate and adopt a common vision that guides employees' actions towards achieving organisational objectives. Furthermore, teamwork and shared spirit toward particular objectives allows in employees to accomplish uncommon results (Rajasekar, 2014).

Human and financial resources allocation; Financial, human skills and knowledge are all critical resources that must be availed to ensure an effective strategy implementation (Lemarleni, Ochieng, Gakobo, & Mwaura, 2017). Most strategies fail due to the inability of the organisation to allocate key resources particularly for capital-internsive strategies. Financial evaluation on strategy implementaion to avoid financial surprises on shareholders and also in ensuring that adequate finances are availed to support the implementation process. Lastly, financial evaluation on a strategy implementation allows the management to identify sources of funding, assess financial inputs and thier impact on the implementation process (Kibicho, 2015; Njoroge, 2017).

Effective communication channel; in many organisations ineffective communication has been identified as a key contributor to poor strategy implementation. Jenipher and Daniel

(2014) argued that strategy implementation is all about communication, as every implementation process must begin with an effective communication, and all changes in the organisation should be communicated effectively. Cooley and Linda (2017) views that in addition to other implementation issues such as structure barriers, knowledge barriers, cultural barriers and others barriers, communication barriers are highlighted to be the most common threats on the implementation process.

Information technology and systems; Aligning technologies and information systems with the implementation process is crucial procedure to ensure a successful implementation process. This means the integration of information systems with strategy implementation advances the effectiveness of strategies deployed and enhance customer satisfaction. It is difficult for organisations without technology to execute their strategies in a digital era, as the adoption of new technology also becomes difficult without a strategy in place (Mogoi, 2015).

Many implementation processes fails due to the inability of the organisations to recognise that, with a new strategy in place mostly employee's roles and responsibilities are redefined therefore present technogy and procedures are unlikely to offer success to the new strategies (Pirzada & Ahmed, 2013). There is a need to adopt new systems and modify processes that enable and guide the implementation of new strategies. Organisations should adopt new technology and systems while also ensuring processes re-engineering to meet the need of the strategic direction of the new strategy, as implementing a new strategy with old technology and system is a recipe os failure (Ahmad, Shamsuddin, Ali, Nor, & Ramin, 2008).

People and skill-fit: The success of an implementation process is determined by the quality of the individuals partaking in the process. The quality of individuals refers to skills, experiences, attitudes and other key features required to execute various tasks of the implementation process (Brinkschröder, 2014). In support, Muriuki and Stanley (2015) also argued that, the effectiveness of any strategy implementation process is determined by the human resources involved in the implementation project. To deliver a successful strategy implementation process, requires not only the right number of staff but also necessitates having right skills, experiences, and capabilities in place. According to Pasmore (2014) among the causes of poor strategy implementation is knowledge gap within the employees' and the lack of capabilities from the employees.

Lastly, Strategic and management control systems: Strategic control systems refers to procedures and techniques that ensures that the formulated comprehensive strategic plan is transformed into action through short-term targets through business plan concepts which in aggregate delivers a long-term vision, mission and objectives of the organisation (Frigotto, Coller, & Collini, 2013).

Strategic control systems such as business plans are principally essential to offer an equilibrium between the organisation's short-term operational demands and its targeted long-term goals. This particular systems are required to deliver implementation progress feedback and afford organisations chances to formulate or review the strategies along with stipulated measures of the objectives (Tekavčič & Peljhan, 2010). Hence, effectiveness of a strategy implementation is therefore determined by effective strategic and the ability of the organisation to manage its control systems.

Even though the strategy implementation frameworks presented above anticipates various views and elements on the understanding of strategy implementation framework, and regardless of overlapping opinions and elements among the authors. It is however that the researcher agrees to and appreciate both strategy implementation frameworks. Furthermore, regardless of different terminologies adopted to present the key elements in both frameworks by various authors, hence, the core themes of both frameworks remains determined to the development of a strategy implementation framework. As pointed out within the key elements affecting strategy implementation section, the alignment of an organisation's vision to the organisational structure play an important role in reconfiguring of the organisational structure, job requirements and responsibilities as well as the re-engineering of both communication and business processes are highly highlighted in both models. Moreover, lessons such as remuneration systems, budgeting and performance measurement and control measures which appears within the previous section are also incorporated in models.

Having a skilled human resource in the organisation's leadership, continuous training and career development is another lesson browned from both frameworks. Management or leadership approaches, such as top-down has been regarded to be less considerable in terms of accommodating the lower level employees. Both frameworks recommends organisations to rather adopt a bottom-up leadership strategy which accommodates the involvement of lower level employees and allows for their inputs and thoughts toward the strategy implementation processes. Lastly, the key lessons presented by the reviewed frameworks corresponds to lessons drown within the key elements affecting the strategy implementation section.

2.6 Strategy Implementation Challenges and Barriers

Despite many organisations developing and implementing strategies to overcome their problems; many of these implemented strategies fails since organisations are faced by various strategy implementation challenges. According to Dixon (2014), evidence is available from studies confirming that. Accordingly, roughly only 5 percent of all organisations managed to execute their strategies successfully, while 70 percent of the organisations have failed to successfully implement their strategies and attain their objectives. The other 25 percent was reported to be middling success but unfortunately could not meet the all their their objectives. Figure 1.3 below presents a graphical representation of strategy implementation data.

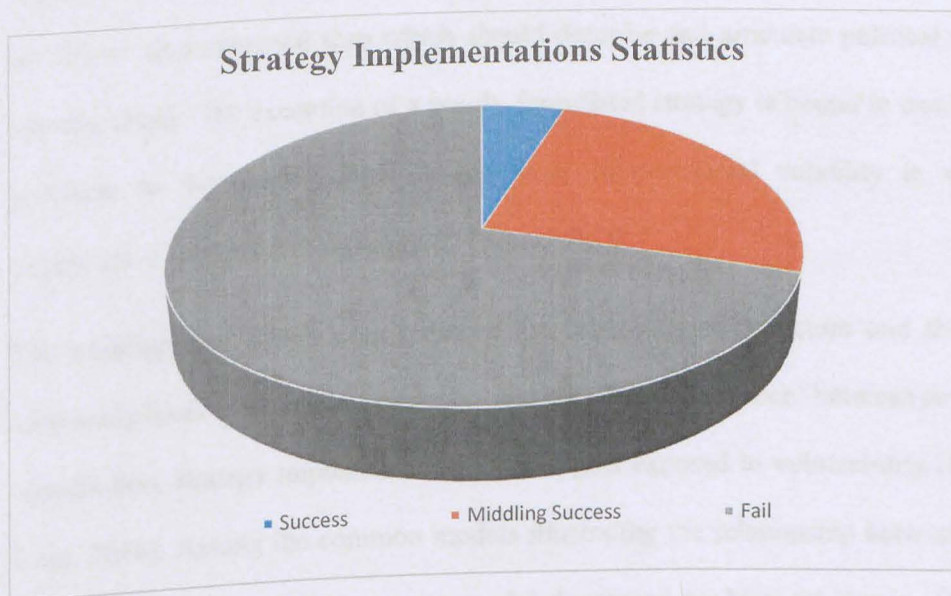


Figure 4: Strategy Implementations (Dixon, 2014)

The transformation of a strategy into a successful execution signifies the most challenging stage of the strategy management. This section will shed light on challenges and barriers that commonly faces strategy execution in many organisations. Problems resulting from

poor environment scanning, poor strategy development, structural fit, cost and risk, inadequate employee commitment and resistance, poor management and leadership skills are among the challenges of strategy implementation (Siapei, 2015).

A strategy built on a sound environment scanning delivers a well formulated strategy which is likely to be effectively implemented. As the process to craft a strategy necessitates the proper scanning of the environment to identify the organisation's weakness and threats, and to determine the organisation's strength and opportunities (Rajasekar, 2014). According to Ooko (2015), poorly formulated strategies fail to consider weaknesses such a skills shortage, lack of resources and time span which confronts the organisation. By extension, poorly crafted strategy also inevitably falls susceptible to bad or lack of environmental scan which should describe and articulate political instability aspects, if any. The execution of a poorly formulated strategy is bound to cause harmful problems to the organisations, arising from environmental volatility in which the organisation operates (Chongwony & Theuri, 2017).

The misalignment which exist between the organisational structure and the strategy commonly leads to structural problems - whereby there is a discord between structures of organisation, strategy implementation process gets exposed to vulnerability (Hilman & Siam, 2014). Among the common models illustrating the relationship between strategy and structure, includes the common model developed by Michael Porter. This model defines, among others, tactics such as differentiation strategy fitted to organic structures, while low cost strategy is fitted to mechanistic structures. According to Nour (2013), structures that linked to mechanistic form are bound to be complex with high challenges throughout the execution phase, owing to their rigidity.

Furthermore, unforeseen costs associated with strategy execution are a threat to the entire execution phase. Unforeseen costs such as operational and try and error, among others tend to be a key challenge to an organisation aiming to successfully execute its strategy (Mkhabela & Chikandiwa, 2016).

The other common challenge to strategy implementation is due to inadequate commitment and resistance of employee to support the strategy implementation process (Chemwei, Leboo, & Koech, 2014). Without a willingness to engage employees, they will have little understanding and they will also misinterpret the strategy. In this case, employees tend to perceive the strategy project as solely a top management affair that requires their attention and time (Kiplagat, 2014). When employees disown the strategy then its execution is bound to face resistance from them (Elwak, 2013).

Lastly, but not exhaustive, inadequate management support, lack of skills and poor supervision are still other challenges hindering seamless strategy implementation process. An execution that lacks skills or has little management backing is bound to fail, as poor allocation of resources to the entire project by the management, ineffective coordination of implementation activities and poor monitoring will lead to failure too (Kiplagat, 2014).

2.7 Summary

This chapter presented the theoretical foundation related to strategy implementation and underpinning this study. The key theories demonstrated were systems, contingency and institutional theories. All these theories were addressing both internal and external organisational factors that were linked to strategy execution. The literature reviews also shed some light on the definition of both strategy and strategy implementation before it emphasised on the key elements that have an influence on strategy implementation such

as organisational structural design, processes, communication, leadership, remuneration and reward systems, organisational culture, annual business plans, evaluation, monitoring and control, relationship and integration, among others.

Furthermore, key resources (human, financial, information and technology) to strategy implementation were also acknowledged. MacKinsey's 7s model was reviewed before observing several strategy implementation challenges and barriers. The next chapter will focus on the methodology adopted for this study and the nature of research design utilised to achieve the main objective of this study.

2.1 Research Methodology

The main purpose of this research was to develop a strategy implementation framework for NanoWear. Research methodology is a structural design that researchers follow to conduct a certain study (Lieber, Anderson, & Keith, 2007). Furthermore, based on Cohen, Mariani and Keith (2002), the process of research activities that are undertaken by researchers tends to explore, investigate and answer their phenomena in reference to a research methodology. Mariani, Fero, Walter, Zander and Nilsson (2015), mentioned that a research study of good quality is supported by scientific techniques, which includes but is not limited to the following standards:

- Clarity within the study's main objective to ensure validity of the study.
- The research process regarding the research technique should be appropriate to allow other scholars to reproduce similar work through applying the same technique to confirm the reliability of the research used.
- Research methodology should represent the researcher to provide the results it is intended to measure to ensure validity of the selected method.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three, illustrates a comprehensive description of the research methodology adopted in this study. Included are detailed descriptions illustrating the target population, the research design, sample, data collection instruments and techniques as well as data analysis techniques.

3.1 Research Methodology

The main purpose of this research was to develop a strategy implementation framework for NamWater. Research methodology is a structural design that researchers follow to conduct a certain study (Cohen, Morrison, & Keith, 2007). Furthermore, based on Cohen, Morrison and Keith (2007), the process of research activities that are undertaken by researchers seeks to explore, demonstrate and foresee their phenomena in reference to a research methodology. Mårtensson, Fors, Wallin, Zander and Nilsson (2015), maintained that a research study of good quality is supported by scientific techniques, which includes but is not limited to the following standards:

- Clearly outline the study's main objective to ensure certainty of the study.
- The research process regarding the research techniques should be outstanding to allow other scholars to reproduce similar work through applying the same sequence to confirm the reliability of the method used.
- Research methodology should empower the researcher to provide the results it is intended to measure to ensure validity of the adopted method.

This study employed an interpretive technique to examine and deeply understand remedial action to specifically overcome NamWater's hindrances to effectively implementing its strategic plan. The study adopted a case study research design with an emphasis on a specific cluster of individuals - the strategy implementation team or "strategy champions" as referred to in the NamWater strategic plan to be specific.

Qualitative research method allows an in-depth understanding of a phenomenon or a process, and its undertaken for the purpose of seeking solutions to an existing problem; it reviews the effects of situations by analysing individuals' inputs through observations or interviews (Mårtensson, Fors, Wallin, Zander, & Nilsson, 2015). Since the study was seeking an in-depth understanding, a qualitative method, eliciting experiences, fresh ideas, opinions and advice from participants towards the development of the intended strategy implementation framework, the qualitative method was therefore adopted for the purpose of this study as attributed by its capabilities which best suited the main purpose of this study.

3.2 Research Design

This study was aimed at understanding and providing a significant solution to a social corporate process, taking an exploratory approach as it enabled the researcher to gain comprehensive understanding of the problem at hand. Therefore, the case study research design surveyed a group of participants in NamWater, a strategy implementation team, in particular.

According to Omoro (2016), a case study is a research design that enables an in-depth investigation rather than breadth, a concentrated examination of a particular institute under study highlighting a complete scrutiny on a limited collection of events as well as their

interrelations. As such, a case study research design is adopted in circumstances where the researcher is interested in detailed analysis, seeking expressive, concentrated and holistic exploration of a single body or entity (Siapei, 2015). The case study design is preferably adoptable in situations as a lesser sample is intended to describe and illustrate rather than foreseeing a phenomenon. Hence this study design enabled an in-depth investigation on the role of the strategy implementation team in the execution of the strategy at NamWater.

The study design also examined real life incidents that deliver findings aimed at achieving specific research objectives or seeking to answer defined research questions relating to NamWater's strategy implementation. As a research design, Chelimo (2010) a case study was utilised to pursue answers concerning questions of 'why', 'how' and 'what'.

In conclusion, a case study, ideally focuses on smaller sample that has been purposefully chosen to take part in a survey because they are anticipated to be knowledgeable in a certain discipline (Nabwire, 2014).

3.3 Population

According to Korb (2012), target population is a collection of entities or elements which meets certain specified characteristics of interest to the researcher and from where the investigator wants to draw conclusions, up to completion of the study. According to Prof. Mahindi (2016), a population is a set of items or people under investigation. The targeted population of this research is a group of participants from whom the researcher gathered information. The total population of the strategy implementation team of NamWater was comprised of 25 members. This specific targeted population was chosen by the researcher due to its direct involvement with the previous strategy implementation in NamWater.

The researcher assumes that these individuals possess historical experiences, they have accumulated the strategy implementation experience within the defined environment under investigation.

Finally, these strategy implementation individuals were non-management NamWater employees that were drawn from NamWater's total number of 622 employees by the chief executive officer (CEO) and assigned the responsibility of spearheading the strategy execution process of the organisation (NamWater, 2018).

3.4 Sample

According to Kiplagat (2014), sampling is a process of selecting a portion of a target population for the aim of shaping characteristics of the entire population. This study wished to focus only on a cluster of individuals who possessed the characteristics and with direct exposure of the discipline under investigation, a strategy implementation process in NamWater, thus, the researcher adopted a purposive sampling approach. The sample size comprised of the 25 members (equals to the targeted population), formed part of the strategy implementation team (NamWater, 2018). The use of the population as a sample of this study was adopted purposefully, to allow the wide-ranging inputs from all the members of the targeted population. The strategy implementation team was targeted due to its direct involvement in the previous strategy implementation. Furthermore, the study was centered on an exploratory approach which targeted only specific contributions from the total population was dictated by the researcher. In conclusion, a purposeful sampling was an appropriate sampling method for this study as it presented the researcher with a flexibility to be selective with the inputs from the participants as per preference of the researcher.

3.5 Sampling Procedure

The researcher obtained a study authorisation letter from the organisation under study, NamWater, in particular, which authorised the researcher access to the strategy implementation team, a sample focus group for this study and the authorisation letter is attached as Appendix 2.

3.6 Data Collection Instruments

Data collection comprised of the searching, investigating as well as bringing together of raw unprocessed details and facts pertaining to the issue or problem being explored (Lancaster, 2005). This study utilised a qualitative method to collect primary data from the participants. The participants of this study were the organisation's strategy implementation team and non-structured questionnaires were used to collect data. The ultimate choice of adopting non-structured questionnaires as a data collection instrument was guided by the main objective of the study, by considering the nature of data required to understand the problem at hand and was also directed by the flexibility to complete the questionnaires since participants were flexible in deciding their suitable timing to complete the questionnaires.

Furthermore, the primary reason for choosing non-structured questionnaires relates to its potential to obtain the first-hand information such as knowledge, experience, expertise, perceptions and attitudes on a specific item from the respondents (Welman, Kruger, & Mitchell, 2005). Such open-ended questionnaires were designed and structured to suit specific needs and purpose, and stimulating questions were asked to better bring out useful information concerning the topic under study. Non-structured questionnaires empower

participants with an opportunity to contribute wide-ranging information on issues concerning the strategy implementation process (Maas, 2008).

The questionnaires were distributed by the researcher to the participants to answer. However, the informed consent forms which entailed an overview, rules and instructions to the participants of this particular research were distributed earlier to the respondents. In extension, the only participants who were considered by this study are those who had agreed to partake in this research by signing consent form. The questions contained in the questionnaire were provoking questions to stimulate the needed depth information for the study. In conclusion, all collected questionnaires were signed off by the respondents before the information contained in the questionnaire were finally utilised for this research study.

However, despite the sample predicting at least 25 participants, however only 18 respondents were interested and agreed to partake into this study. The non-structured questionnaire utilised by this study is attached as Appendix 1.

Non-structured questionnaires involved structured questions due to be answered by the respondents aimed to deliver a specific purposes or objectives for the research study. Non-structured questionnaires are perfectly adoptable in circumstances where the researcher wants to explore the understanding, experiences or to know the viewpoint of interviewees on a particular topic (Ann, 2013).

3.7 Data Analysis

The data was analysed using content analysis. Content analysis method empowers a researcher with an objective coding structure applied to the primary data collected from

the questionnaires. Hence the technique supports the researchers in making interpretations by way of analytically and empirically identifying mutual characteristics appearing in respondent messages. This kind of data analysis is a process whereby data is categorized according to meaning, patterns, regularities and critical events are identified (Leedy & Ormrod, 2010).

The participants' written answers were transcribed into documents using Microsoft office word, a computer software enabling the researchers to arrange the theme tunes of the questionnaire's contents into classifications at the end of the survey. In addition, the transcribed Microsoft word documents were loaded into another computer software ATLAS.ti, adopted to perform an automated text analysis, auto-coding and to fully extract the meaning. Commonalities among participant's answers were therefore established. Coded responses were classified and compared to each other. Finally, the discoveries were reported as they interrelated to the inferences of the study.

3.8 Research Ethics

The study was carried out within the University of Namibia (UNAM) whose research ethics requirements include voluntary participation of respondents; ensuring that participants were issued with consent forms outlining the activities involved in the study, informing them the purpose of the study and their right to withdraw from the study at any given time and their full consent to participate, was granted through signing an informed consent form.

The participants' identity and the data they provided were not disclosed to any third party without their consent. In addition, the participants were informed through the consent form that the knowledge acquired and accumulated from this research was solely for academic

purposes as the final written research document was to be submitted to Unam and the institution may further decide to publish the final document. Academic dishonesty and plagiarism were also avoided, while, all the documents and the gathered data are stored in a secure storeroom accessible only by the researcher and will be destroyed after five years when they are no longer required by shredding and burning.

3.9 Summary

This chapter covered the research methodology adopted to allow the researcher to achieve the intended objectives. The chapter demonstrated the research design; a case study research design, an explanatory technique was utilised, while the qualitative approach was adopted. The primary data was collected through non-structured questionnaires. Microsoft office word was used to transcribe the questionnaire contents into word documents, while ATLAS.ti was the appropriate tool for data analysis. Other activities discussed under this chapter include population, sampling, research instruments, procedures and research ethics. The next chapter delves into detailed findings of research.

CHAPTER FOUR

RESULTS, FINDINGS AND DISCUSSION

4.0 Introduction

This study focused on developing a strategy implementation framework for Namibia Water Corporation Ltd, aimed to deliver a successful strategy implementation process that's required to attain both short and long term organisational strategic goals while ensuring sustainable delivery of portable water to the Namibian citizens. This chapter presents and discuss the collected data based on the research objectives.

4.1 Main Research Objective of the study

- Develop a suitable strategy implementation framework for NamWater.

4.2 Sub-Objectives of the study

- To examine the challenges affecting the strategy implementation in NamWater.
- To analyse the key factors which play an importance role in the implementation of strategy.

4.3 Presentation of the Findings

The primary data gathering instrument utilised by this study was the open-ended questionnaires. Collected data was scrutinised using content analysis with the help of Microsoft office word, and ATLAS.ti. The researcher interviewed 72 percent of the respondents (n=25). Since all the individuals partaking in this study formed part of the strategy implementation team, their informed opinions revealed a standard understanding of strategy implementation. The following questions formed part of the open-ended

questionnaire and they are accompanied by direct responses from the participants, starting with question 1 to 6.

Question one (1): In your own words, what does the word strategy mean to you?

Feedback:

From the 14 out of 18 respondents, at a certain level, in evaluating various definitions, the word “tactic” contained within many definitions. A categorically clear and a perfect thread of the word “tactic” was contained within 14 respondents’ on their meaning of the term strategy. 2 of respondents described strategy as a set of inter-linked activities intended to improve the operational activities of an organisation, while achieving its goals.

Question two (2): Before you were selected to form part of the strategy implementation team, were you part of the strategy formulation team?

Feedback:

All the 18 the respondents were of the common opinion that, strategy activity sits outside their domains, and they do not even know what happens during the strategy formulation process.

Question three (3): If answer in Question 2 is No, would you like to participate in NamWater’s strategy formulation process?

Feedback:

Once again, all 18 participants demonstrated willingness to partake in the strategy formulation for their organisation. 12 of the interviewees specified they would like to deeply understand the foundation or the initiation grounds of their organisation’s strategy

as it will enhance their knowledge and understanding which will further improve their strategy knowledge during the strategy implementation.

The remaining participants were of the thought that although they might not directly be involved with the strategy formulation of NamWater, their impression is that the management should request for their input and their lower level needs should be considered in the organisation's strategy.

Question Four (4): What were the challenging factors affecting past NamWater strategy implementation you have encountered?

Feedback:

Respondents have presented various strategy implementation challenges they have previously encountered in the NamWater environment. 15 respondents have indicated the *lack of competent and skilful employees, and lack of policies amendments* among the key challenges that affects the strategy implementation in NamWater. 13 participants specified *poor communication* between leadership (top management) and the masses (employees). *Lack of organisational restructuring* is among the identified challenges which faced the NamWater's strategy implementation. 9 respondents have showed that *poor alignment exists between the strategy being implemented and the structure of the organisation.*

Another challenge which was presented by participants was the *lack of a strategy implementation framework*. 16 of the respondents have designated that a lack of clear guidelines on how employees can implement the strategy by making sure a unified approach of work is adopted. On the other hand, 8 respondents alarmed the ineffectiveness of the adopted leadership style, top-down approach, as various respondents decried how

the adopted style disempowers them to make their own decisions or contributions toward key subject areas such as strategy formulation and implementation.

Remuneration and rewards were also highlighted by 13 of the respondents as under par, and some staff held the view that the organisation was not valuing their academic qualifications and acquired special skills to determine their compensation.

Question Five (5): In your view and based on your previous experience, what are the key factors that can enable a successful strategy implementation in Namibia Water Corporation?

Feedback:

Most respondents identified human resources, financial resources and information and technology among key important factors. Convincingly, 12 respondents clearly underscored the need of educated, knowledgeable, experienced and skilled human resources in order to excel with strategy implementation. Particular emphases pointed to top management and supervisors in this respect. Other candidates opined that if top management and supervisors possess skill and competencies in strategy management (in general) and strategy implementation (in particular) there is a likelihood to positively impact the strategy implementation process.

Several interviewees emphasized the importance of trainings to employees. They further also stressed the need to hire knowledgeable staff as among the best initial activities toward successful strategy implementation.

All respondents singled out finance as being one of the key resources for strategy implementation process, - making it clear that financial resources should be availed to

complement reward and remuneration systems. Enough financial resources should be availed to ensure that strategy implementation projects are fully catered for.

Lastly, 7 respondents identified *information and technology* as a significant enabler toward a successful strategy implementation. Participants acknowledged the importance of information, technology especially due to the fact that nowadays business environment is constructed on digital platforms, while information is a key element to organisations operating into a knowledge-based economy. Majority of the respondents also indicated the importance of automating organisational operational processes, which could possibly cut costs, improve efficiency and customers' relationship.

Question Six (6): What would you do to improve NamWater strategy, in terms of its formulation and implementation thereof?

Feedback:

Majority of the respondents raised the need to involve all employees irrespective of their positions with the organisational structure (inclusiveness), take education and training into account for reward and remuneration, and having them involved at both development and strategy implementation process.

Skill auditing, restructuring and re-engineering of processes to best align to the implemented strategy and the organisational structure. The development of new roles and responsibilities to best focus them to the strategy objectives are among of the initiations of the respondents toward the development of an impactful strategy implementation for NamWater. More notably, many respondents had pointed out concerns on poor

relationship and integration among the NamWater departments. Thus, many respondents request aligning NamWater's departments.

Three respondents specified the need for NamWater's management to be considerate when developing a strategic plan, as every strategic plan is normally intended for new changes. In addition, it could further trigger changes in the organisational structure through restructuring and process reengineering to overcome the ensuing "fear of the unknown". Therefore, to best implement a strategy the implementation team should work out a clear change management plan.

Eight (8) respondents have cited policy review as an important tool to improve governance and provide guidance towards strategy implementation. Knowledgeable managers, skilled executives and sustaining a well-trained workforce are among the needs that should be incorporated into the developed framework.

Finally, 3 participants suggested, key performance indicators should be well outlined, accountability scorecards and the execution plan continuously reviewed, and objectives, monthly meetings and reports be continuously assessed.

In conclusion, this section presented the results and findings. It may be concluded that lack of dedication and competencies among employees is a notable challenge for implementation of strategy for NamWater. Ineffective communication flow, misalignment between the organisational structure and the strategy, the leadership style, top-down approach, and lack of lower level employees' participation were factors compromising effective strategy implementation. On the other land, adequate human and financial resources, efficient usage of information and technology are regarded to have a

positive impact on the strategy implementation of an organisation. In an attempt to address the research objectives, the next sections will seek to synthesise the interplay of these findings with the conceptual or theoretical dispositions unearthed in chapter two – literature review.

4.4 Discussion of the findings

The main purpose of this section is to discuss the outcomes in relation to the reviewed literature. This will then take the form linking the reviewed literature and the new discoveries from the empirical interviews as just outlined in the preceding section. Such linkages will result either in accepting or rejecting certain conceptual theories as relating this study.

4.5 Discussion

At the risk of over-reminding ourselves, the main objective of this study was to develop a strategy implementation framework for NamWater. Part of the study also aimed at examining the challenges affecting the strategy implementation in NamWater, as well as key factors that play an important role in the implementation of strategy.

4.5.1 Challenges affecting the strategy implementation process in NamWater

The first sub-objective aimed to examine the challenges hindering the strategy implementation process in NamWater. The research identified various challenges or elements with a negative impact on the strategy implementation process, such as, lack of participation of low-level employees in the strategy formulation process, lack of restructuring/re-engineering, policy review, lack of inter-departmental integration and communication, poor reward and remuneration systems, and leadership. The researcher unpacked these in detail below:

Strategy Formulation at NamWater

Evidently, the early phase of the strategic management process which is the strategy formulation phase lacked a key and fundamental component which is absenteeism and the non-involvement of all employees. The lower level employees especially are not engaged in the strategy formulation process. The researcher discovered that NamWater's management does not encourage the general staff to offer their input in the decision-making process as well as in the strategy formulation stage.

Lack of organisational structural redesign

All the participants pointed out that, no restructuring was done in NamWater. As far as they could remember, no restructuring of NamWater has taken place in the recent past. Nevertheless, there was some communication from the office of the CEO calling for restructuring in the organisation, but nothing materialised. This presents lack of another core and important element of strategy implementation: As a result of no restructuring in the organisation, several employees did not visibly understand their responsibilities and roles. Some staff have failed to relate their job descriptions to the overall strategy of the organisation. When structure is amiss, internal communication channels and the overall utilisation of human capital tends to be misplaced. As a result, (Haaga-Helia, 2011) was of the opinion that strategy implementation was highly compromised. When a misalignment between organisational structure and strategy exists Siapei (2015) and Elwak (2013) were the first to suggest for adjustment and re-engineering to ensure an appropriate fit between the two.

Lack of Organisational Process Re-engineering

Olson, Slater, & Hult (2005), noted that two elements cannot function in isolation as both aspects are configured to attain the anticipated strategy. Organisational processes are the controllers of the organisation's operational model, hence they can positively or negatively impact the translation of strategy execution. Some of the participants had little knowledge on the subject area of process management and re-engineering.

Other interviewees possessed a better knowledge on the business process management and re-engineering. However, many of these respondents specified that, no business or operational processes for their respective departments are documented for future references or for re-engineering purposes. The organisational structure and business processes are complimentary elements that only work best when they are combined.

Poor Communication and lack of integration

The other element which was raised by the respondents, that negatively impacted the strategy implementation process was the lack of communication between the organisation's top management and staff. As things stood, lower-level employees were in darkness on the current strategy reviews taking place in the company at the time, and there was confusion concerning which strategy the organisation was operating on.

Two strategic plans seemed to be appearing in NamWater; the initial strategic plan that ended in 2012 and another recently failed one. The newly developed strategic plan had failed during the implementation and as a result the organisation was forced to roll back to their old strategy. However, the performance contracts signed by the employees were pointing to the just recently failed strategy. Still, there was no clear communication from

top executives to inform lower level employees as to which of the two strategic plans they should they operate on.

Poor communication and lack of departmental integration is the other identified challenge. Strategy implementation challenges can be stimulated by the failure to involve the strategy implementers in the strategy formulation process, while some challenges arise from the inability to effectively communicate (Mbaka & Mugambi, 2014). Although strategy management as a discipline calls for rife exchange of information with employees, slight consideration has been paid to the correlation between communication channels and the adopted strategy (Kagumu, 2016). Effective communication for tasks and processes aimed for the strategy execution provides a clear strategy implementation roadmap to the implementers (Al-Kandi, Asutay, & Dixon, 2013) – which does not seem to be the case at NamWater.

Reward and Remuneration Systems

Despite many respondents acknowledging the importance of employees achieving core competencies and attaining the organisational objectives, a number of employees indicated that the organisation is under-compensating them, and some staff held the view that the organisation was not valuing their academic qualifications and accumulated skills when it comes to compensation.

Ineffective reward and remuneration systems was among the challenges confronting strategy implementation in NamWater. According to Mytty, Pedak and Sun (2016), the encouragement of senior staff to focus and participate in the strategy implementation process is achievable through the organisation's remuneration system. Generally, the focus of remuneration system was more on supervisory staff, even though contemporary

thinking calls for the remuneration system to be cascaded across the organisation to motivate employees in the strategy implementation phase. Failing this can lead to staff demotivation and an unresponsive strategic culture (Murphy, 2015).

Organisational Structure and Leadership Style

Several strategy implementers were indeed worried about the lack of strategy skills within the organisation's top management as strategy development was more dependent on external consultants. However, Siddique and Shadbolt (2016) was of the view that through the top-down management style, the strategic leadership pays less consideration to the role of employees' input on decision making, possibly an appropriate position by the NamWater top leadership.

The executive management must be unbiased and should house even the thoughts and inputs of the lower-level employees as it enables them to nurture an optimistic mindset and a logic of being valued assets through embodiment of their inputs into the organisation's functionality, Olang (2015)

Without any flexibility and accommodation of lower employee's inputs, employees will have little understanding and will also misinterpret the strategy. Hence employees tend to perceive the strategy project as solely a top management development matter that requires no or less of their attention and time (Kiplagat, 2014). When employees disown the strategy then its execution is inevitably bound to face resistance from them (Elwak, 2013).

Lack of Strategy Implementation Framework

Kimber (2013), noted that an implementation framework is a need and leaders of an organisation should embrace it to facilitate implementation decisions and actions. Failure

to adopt such a framework, makes the implementation process to become uncertain as employees and managers carry out the implementation process based on their own misinformed interpretational thinking which results in a poorly implemented strategy. The adoption of a clearly designed implementation roadmap can positively impact the successful implementation of a strategic plan in an organisation (Brinkschröder, 2014).

Furthermore, the implementation framework does not only set standard procedures for strategy implementation. It directs and guides the executives, managers and employees to adopt and follow a standard architectural road-map during the strategy implementation process. This allows all managers to work in a cohesive manner by following and applying similar implementation standards. Its absence presents strategy implementation inconsistency from the involved parties (Chetty, 2010).

To safeguard the successful realisation or transformation of any strategic plan into action, the following two aspects must be considered: strategy developers should know and clearly understand options available to them for transforming their plan into action, and they must adopt a suitable approach of implementation this, including an approach to adopt a suitable strategy implementation framework (Vergert, 2010).

4.5.2 Factors which play an important role in the implementation of strategy

This section is directed by the second sub-objective which was to analyse the significant factors in the implementation of a strategy. The findings of this study presented various key elements which play a crucial role towards successful implementation. Again, several responses mirror on the evidence presented in the literature chapter. After the content analysis on the collected data, the following mutual factors appeared in most respondents' responses.

Human Resource

Convincingly, a number of respondents clearly understood the need of educated, knowledgeable, experienced and skilled human resources to execute a strategy, particular for top management and supervisors. Various interviewees held the view that if top management and supervisors possess skill and competencies in strategy management and implementation, it is likely to bear positive impact on the process. In addition, the knowledge, expertise, experience and understanding possessed by employees can be key to successful realisation of strategies. For example creating an organisational culture that requires employees to achieve success may yield substantive success in that respective organisation. Employees are key resources to any organisation (Bagga & Srivastava, 2014).

Financial Resources

All the respondents interviewed for this study unequivocally cited finance as being one of the key resources for the strategy implementation process. In other words, they made it clear that financial resources should be availed to complement the reward and remuneration systems. With a budget for training and development allocated in such financial resources, all compulsory strategy implementation projects can be catered for.

Nkosi (2015), presented three common concerns to the organisation that arises between a strategy and financial resources. Firstly, delivering best value, this focuses on creating best value for stakeholders, especially the general public by ensuring the best utilisation of public funds. Secondly, is the need to fund the strategic developments as well as the implementation. Lastly, monetary expectations for stakeholders will differ, both to various stakeholders and relative to various strategies.

Information and Technology

Most of the participants acknowledged the importance of information technology and knowledge, especially due to the fact that nowadays the business environment is influenced by digital technologies, while information is a key element to organisations operating in a knowledge-based economy. According to Kasim (2011), information in relation to strategy is observing the magnitude of developments within the information processing and handling competence through the utilisation of Information Communication Technology (ICT) and information systems that can assist the processes to create as well as the sharing of knowledge within an organisation (Kihara, Bwisa, & Kihoro, 2016).

The majority of the respondents also indicated the importance for the organisation to automate its operational processes, which could possibly cut operational costs, improve efficiency and customers' relationship and collaboration. Lastly, technological improvement is the other resource among the four key resources for strategy implementation. Peixoto, Golgher and Cyrino (2017), noted that electronic strategies (e-strategies) have been arising lately and they affect the competitive forces an organisation operates in nowadays.

Possible Improvement towards successful strategy implementation

The study discovered the need to involve all employees in the formulation of strategy. Omoro (2016) indicated that for successful implementation, one expects all employees to be involved and to be active within all the steps and processes of strategic management, while the chosen implementation action model should be accepted by the team as a whole. The study revealed the need for NamWater to adopt a bottom-up approach. Omoro (2016)

developed that the organisation leadership best adopt a bottom-up management style that facilitates employees' input into both strategy formulation and implementation. Despite, the military style of management of the top-down approach being prevalent, there is a need to be more flexible, creative and to elicit lower level employees' inputs (Ravanfar, 2015).

There is a need for ongoing skills development through training, mentorship and motivating employees to attain professional excellence (Maru, 2015). According to Teh (2013), skills refer to the knowledge and competence concerned with the staff's capability to execute the organisation's different activities to attain its targeted goals.

The relationship between the key aspects of strategy implementation is crucial for the success of any given strategic plan. Relationship refers to the coordination of the above-mentioned critical factors which the organisation may be interested in integrating. Such relationships poses a significant impact to the execution of the overall organisational strategic plan (Mbaka & Mugambi, 2014), and they need to be carefully taken into consideration.

Another finding was the need to breakdown the bigger strategic plan into smaller portions called business plans at unit or departmental level as shall be shown latter towards the end. The business plan concept smoothens the strategy implementation and it enables organisations to decide the number of business plans and steps to be adopted as well as the intended funds required to execute the business plans and their strategies. That approach, links a strategic plan to annual business plans and reduces unforeseen surprises arising during the budgeting time (Pacific Association of Supreme Audit Institutions (PASAI), 2012).

The call for the organisation to develop a change management plan before the strategy implementation was among the findings. Nabwire (2014) noticed that one of the common bad practice done by many organisations is that organisations to plan and try to perform change management without clearly establishing and understanding the internal competence to handle the change process. Several organisations formulate the strategy earlier shadowed by changes within their systems before looking at the behaviour responses. However, Obeidat, Al-Hadidi and Masa'deh (2017) argues that the above sequence triggers resistance toward the strategy execution process, and further opines that an encouraging process begins by looking at behaviour change potential before strategy formulation.

Finally, continuous and effective communication also featured significantly in the findings. Omoro (2016) pointed out that the bottom-up approach enables the organisational leadership to communicate both values and goals through an appropriate channels as employees will feel valued and motivated with positive mindset toward strategy execution, as this particular management style also enables all employees to think innovatively and creatively toward achieving the specific strategy activities assigned to them. Olang (2015) enlightened that communication processes must be open and flexible. This enables them to have a optimistic mindset and a logic of being valued assets on the organisation as their inputs are accommodated while their needs are sufficiently embodied in the organisation's functionality.

4.6 Summary

The study confirmed that NamWater was faced with strategy implementation difficulties. The study also unveiled that there was no strategy implementation framework in place.

Employees at the lower levels were not involved in strategy formulation, but only top management and their appointed consultants.

It was observed that there was some restructuring in the past and that could not help much. Regarding to current or more recent strategy implementation there was no trace of records and evidence to this effect. The lack of the organisation's policy review was among the discoveries as the NamWater policy was last reviewed in 2006. The survey also identified a poor communication practice across the organisation, and a lack of departmental integration between units. Reward and remuneration systems are lower compared to other organisations in the market. As a result, the organisation lost a number of employees to competitors.

Another crucial discovery of this study was the lack of strategic management skills within the organisation's leadership particularly regarding managing change and implementing strategy thereof. At the back of this, is a stark shortage of skills, knowledge, experience and training related to strategic management and implementation staff in general. Additionally, financial resources seemed inadequate to stimulate strategy implementation. As if that was not enough, information and technology were also viewed as a determinant for successful implementation of strategy for companies operating in a digital and knowledge-based era.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of findings and recommendations for policy, research and practice. The core objective of the study was to develop a strategy implementation framework for NamWater. To achieve this, the study examined challenges affecting the strategy implementation, and analysed the key factors playing an important role in the implementation of strategy at NamWater. The following sections attempt to present a summary of the study.

5.1 Summary of the study

5.1.1 Purpose of the study

The purpose and the main objective of this study was to develop a strategy implementation framework for State-owned enterprises in Namibia as a function of challenges affecting, and factors playing an important role in the implementation of strategy.

5.1.2 Research Methodology and Design

As a case study, it focused on members of the strategy implementation committee (n=25) at NamWater's head office and across the regional offices. Purposeful sampling was utilised and questionnaires with non-structured questions were administered. The data was analysed utilising the content analysis complimented with ATLAS.ti with an explanatory approach for the qualitative research method.

5.1.3 Summary of the findings

The study confirmed that NamWater was faced with strategy implementation difficulties. It also unveiled that there was no strategy implementation framework in place. Employees at the lower level were not involved in strategy formulation, but only top management and their appointed consultants.

It was observed that there was some restructuring in the long past and that could not help much with regards to current or more recent strategy implementation as there was no trace of records and evidence to this effect. The lack of policy review was among the discoveries as the NamWater policy was last reviewed in 2006. The survey also identified a poor communication practice across the organisation, and a lack departmental integration between units. Reward and remuneration systems were lower compared to other organisations in the market. As a result, the organisation lost a number of employees to competitors.

Another crucial discovery of this study was the lack of strategic management skills within the organisation's leadership, particularly regarding management of change and implementing strategy thereof. At the back of this, was a stark shortage of skills, knowledge, experiences and training related to strategy management and implementation staff in general. Additionally, financial resources seemed inadequate to stimulate strategy implementation. As if that was not enough, information and technology were also viewed as determinants for successful implementation of strategy for companies operating in a digital and knowledge-based era.

5.2 Recommendations

Based on the objectives, findings, analysis and conclusions, there are three sets of recommendations – for policy, practice and for research purposes, implicitly implied.

5.2.1 Recommendations for Enhancement

The recommendation in relation to the first objectives, to examine the challenges affecting the strategy implementation in NamWater.

Employees as a challenge to the Strategy Implementation Process

The other common challenge to strategy implementation is inadequate commitment and resistance of employees to support the strategy implementation process (Chemwei, Leboo, & Koech, 2014). The researcher is of the view that not involving them (employees) is a missed opportunity and thus it would be extremely helpful in future to have them involved so that they take ownership of the process. There is no documented policy to exclude employees in this respect. It can only be a matter of management style and practice why this is the case. As such managers who count more positively on workforce wisdom, skills, experience and knowledge should perhaps be hired more and be considered for top NamWater management positions. Conceptually, this is adequately supported by Kiplagat (2014) and Omoro (2016) who posit that without a will to engage employees, they will have little understanding, disown, resist and end up misinterpreting the strategy.

Furthermore, NamWater needs dedicated, skilful and knowledgeable employees with a capacity to execute strategies and deliver successful strategy implementation. Therefore, this study develops NamWater to hire to provide training and development interventions to build an internal competency base within the organisation and cut down on the costs of hiring external consultants' for developing and implementing the strategy. According to

Teh (2013) skilful employees provide knowledge and competent leading abilities and competitive advantage in the organisation.

In conclusion, remuneration system is also another factor that motivates employees towards successful strategy implementation. Generally, and evidently, remuneration and rewards in NamWater appeared structured to favour those in top management. As a result, the general workforce seemed preoccupied with poor morale and low enthusiasm towards strategy-related matters. Suffice to say, an urgent need to revise NamWater remuneration and reward systems – taking care of the lower-end employees is eminent.

Lack of appropriate organisational structural redesign as a Challenge to Strategy Implementation

The researcher develops that NamWater need to constantly scan its competitive environment, identify the changes, and appropriately make adjustments on its structure as required by the identified changes and programs to be implemented like a new strategy. As a matter of policy, structural realignment should perhaps become a regular feature to ensure a perfect fitment between the organisation structure and the intended strategy. Delays on this could lead to poor strategy implementation efforts. Collins and Porras (1996) indicated that, “*Great Performance is about 1% vision and 99% alignment.*”

Leadership Style, Processes and Communication as challenges to Strategy implementation

The research indeed acknowledges that good leadership and leadership style are significant in successful strategy implementation - depending on an appropriate fitting and good communication. This study proposes a bottom-up leadership style to be adopted in NamWater. A study conducted by Ravanfar (2015), presented that a bottom-up leadership

style allows a more flexible, creative and innovative environment that enables lower level employees input and thoughts to be accommodated through attaining a business atmosphere. As part of the re-engineering process, the study would further develop that NamWater engenders a culture of constant and clearly articulated transparent communication between the bottom and the top of the organisation to cement trust and smoothen relationships for higher-impact future strategy executions.

5.2.2 The Developed Strategy Implementation Framework for the Study

This development was aimed to fulfil the main research objective of the study, to develop an appropriate strategy implementation framework for NamWater. Therefore this section was solely aimed at delivering the main output, in Figure 4 - a graphical presentation of the developed strategy implementation framework for NamWater.

Figure 4: Strategy Implementation Framework

Source: Researcher's Construct

The graphical representation provided above illustrates the strategy implementation framework developed by the researcher. The strategy implementation framework was developed under the strategy "development of all levels". This model was adopted based on the researcher's experience that improved performance across the organisation starts

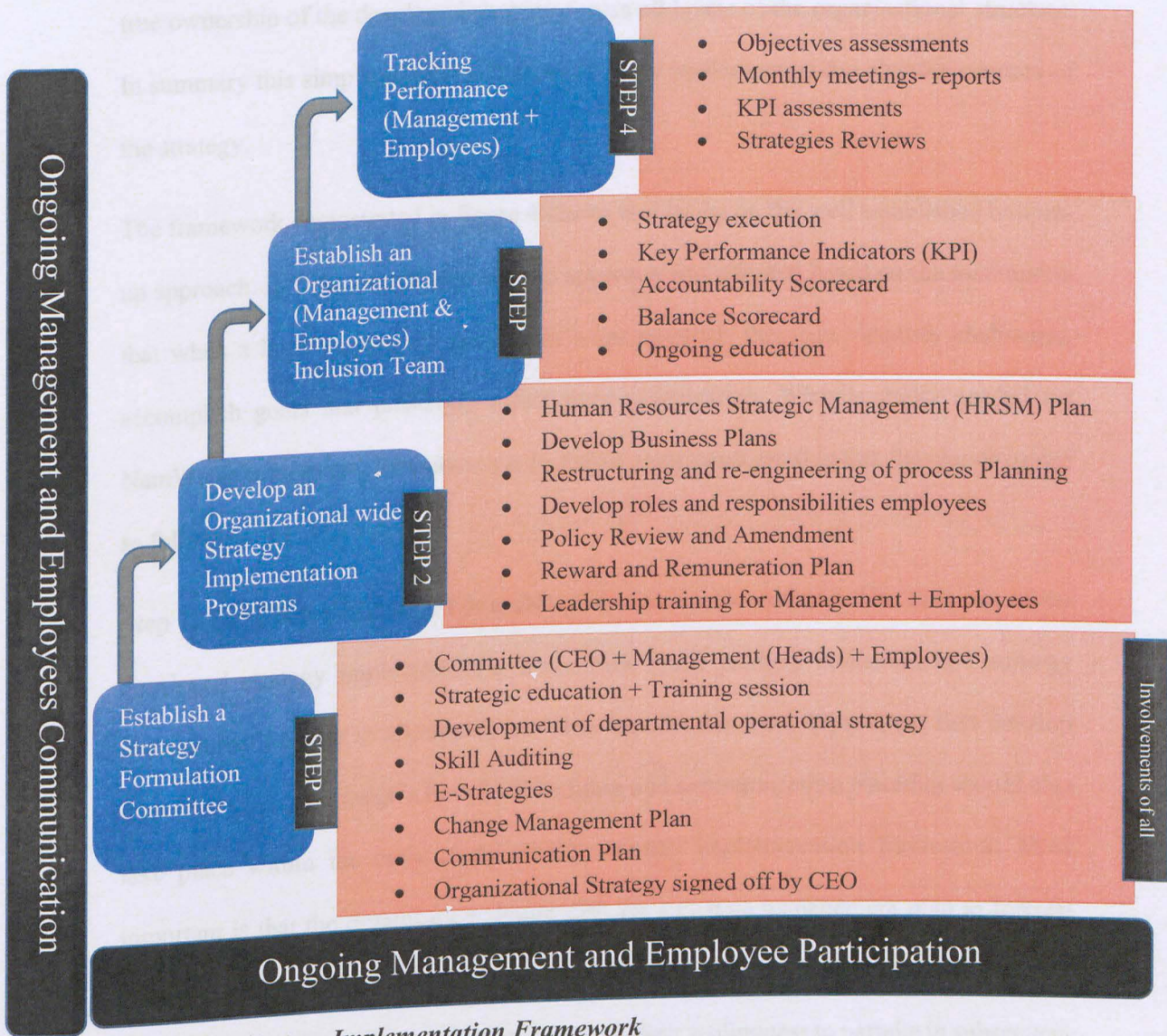


Figure 5: Strategy Implementation Framework

Source: Researcher's Construct

The graphical demonstration presented above illustrates the strategy implementation framework developed by the researcher. The strategy implementation framework was developed under the theme “*involvement at all levels*”. This theme was adopted based on the researchers’ assumption that teamwork participation across the organisation creates

true ownership of the developed strategy across all levels of the organisational structure. In summary this simply stipulates that the strategy implementors are also the creators of the strategy.

The framework demonstrated in figure 4 above was based on the well established bottom-up approach. In extension, the bottom-up approach was adopted based on the assumption that when a large number of employees work together, they can identify challenges, accomplish goals that positively affect their organisation. What is really needed for NamWater strategy implementation is to follow steps configured in this developed model as follows:

Step 1: Establish a Strategy Formulation Inclusion Committee: The first step of the developed strategy implementation framework entails primary education and strategy management training to all employees. This requires that each department first develop their own discrete strategies first. Skill auditing and communication planning should also take place within the early phase of the strategy implementation framework. Most important is that the organisation should develop a change management plan to forestest the reaction of staff at the department level early enough. The early inclusiveness approach guarantees all employees participation as well as their willingness to partake in subsequent higher-level strategy activities, including implementation.

Step 2: Develop an Organisation wide Strategy Implementation Programs: The second stage of the strategy implementation framework requires an intense involvement of the Strategic Human Resources Management (SHRM) department to exert more skills expertise, knowledge, talent to successfully implement the strategy. Through an integrated planning process, the organisation structurally clarifies roles and responsibilities of all

parties in the strategy – what is expected of each individual. To an extent, this might require a review of everyone's job description. A review of policy such as reward and remuneration will be imperative at this stage, as well as further training for senior managers.

Step3: Establish an Organizational (Management & Employees) Inclusive Team: At this stage, the team should have clearly articulated goals (Vision and Mission), and clear lines of reporting so that no one is confused with regards to the center of power and command. It should be clear who gives what instructions and therefore, Key Performance Indicators should be created. Additionally, a scorecard might be a necessity for which all employees would have to be educated and re-educated.

Step 4: Tracking Performance (Management + Employees): The final phase focuses more on the evaluation, monitoring and control concerning the performance of the adopted strategies against their intended objectives. Strategies should be evaluated periodically (weekly, monthly, quarterly or annually) to determine the effectiveness of implementation. This provides an opportunity to alter course, adjust timeframes or even change objectives of the strategic plan. The ideal emphasis of this stage of the framework is to ensure that the changes brought about by the strategy stick and remain sustainable.

5.3 Recommendation for Future Studies

Mindful of the limitations of the study, one may not claim to have exhausted and perfected every aspect of strategy implementation for NamWater and other interested organizations. As such, where gaps remain, it is developed that future studies should consider:

- Developing a strategy implementation framework incorporating all state-owned enterprises in Namibia.

- Incorporation of ICT features in future strategy implementation frameworks to give it better automation and adaptation within an organization.

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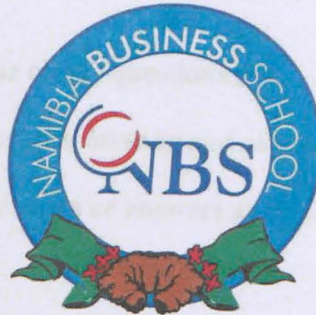
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Questionnaire Cover Letter

I am, Munyala Dzinzerhaka Mphahlele, a student at the Nnamdi Azikiwe School of Management, University of Mpumalanga. I am conducting an academic research as part of the requirements for pursuing a Master of Business Administration (Management Studies). My research topic is "Developing a Strategy Implementation for Small and Medium Enterprises in the A Case of Numbia Private Corporation (Numbia)". All data and information you collected will be strictly confidential and will be used for academic purposes only. Your cooperation will contribute to the success of this study.

APPENDIX A: QUESTIONNAIRE



UNIVERSITY OF NAMIBIA

Inspiring Minds & Shaping the Future

Questionnaire Cover Letter

I am **Munyala Demwiinekela Fillemon**, a student at the Namibia Business School, University of Namibia. I am conducting an academic research as part of the requirements in pursuing a **Master of Business Administration: Management Strategy**. My research topic is “Developing a Strategy Implementation for State-Owned Enterprises in Namibia: A Case of Namibia Water Corporation (NamWater).” All data and information to be collected will be strictly confidential and will be used for academic purposes only. Your corporation will contribute to the success of this study.

Research Questionnaire

Instruction to complete this open questionnaire:

1. Do not write your name on the questionnaire.
2. Please answer questions with honesty and as accurately as possible.
3. Please try to make your views or answers as brief as possible.
4. No words limit

As part of the academic requirements for the **Master of Business Administration: Management Strategy**, the main purpose of the research is to develop a Strategy Implementation Framework for the Namibia Water Corporation (NamWater). To prioritise strategic objectives and initiatives that still require implementation, there is a need to develop an impactful strategy implementation framework. I will distribute the open-ended questionnaires to the Strategy Implementation Team (Champions) which participated in the NamWater's Strategy Implementation for the 2013-2017 Strategy.

The purpose of the study is to understand how the Strategy Implementation Team has engaged the previous strategy implementation and the challenges they had encountered during the previous strategy implementation process in NamWater. Furthermore, based on the previous experience, if you have notions, ideas and key factors toward a successful strategy implementation, it will be important insight to share and it would be very helpful toward the development of a strategy implementation framework for NamWater.

APPENDIX B: CONSENT LETTER FROM NAMWATER



Namibia Water Corporation Ltd.
Private Bag 13389, Windhoek, Namibia

Mr. Demwiinekela Fillemon Munyala
PO Box 8029
Bachbrecht
Windhoek

Study/2018
(+264-61) 71 2078
WillemseN@namwater.com.na
20 August 2018

This letter serves as a confirmation that Mr. Demwiinekela Fillemon Munyala has been granted permission to conduct his research at Namibia Water Corporation. His research is focused on **Developing a Strategy Implementation Framework for State-Owned Enterprises in Namibia: A Case Study of Namibia Water Corporation (Namwater)**.

He is thus granted permission to engage in a survey/Interview the employees of Namwater and having reviewed his questionnaire I can attest that it will be beneficial to the organisation. Permission is also granted that the organisation's name can be revealed in his research project and should be used purely for academic purposes only.

Should you require any additional information please do not hesitate to contact me.

Yours faithfully,

Nadine Willemse

Talent Management Consultant

Research permission/2018

APPENDIX C: LANGUAGE & COPY -EDITING CERTIFICATE



The Rev. Dr. Greenfield Mwakipesile

TiD. MBA. HBS | mwakipg@outlook.com

CONTACT

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LANGUAGE & COPY-EDITING CERTIFICATE

17th November 2018

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF DEMWIINEKELA FILLEMON MUNYALA'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread DEMWIINEKELA FILLEMON MUNYALA'S Thesis for the MASTER OF BUSINESS ADMINISTRATION DEGREE entitled: **RECOMMENDING A STRATEGY IMPLEMENTATION FRAMEWORK FOR STATE-OWNED ENTERPRISES IN NAMIBIA: A CASE STUDY OF NAMIBIA WATER CORPORATION**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, eSwatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Greenfield Mwakipesile".

The Rev. Dr. Greenfield Mwakipesile



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Dr. Greenfield Mwakipesile