Cape Peninsula
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THE ROLE OF BUSINESS PROCESS MANAGEMENT ON CORPORATE STRATEGY IMPLEMENTATION IN A SELECTED ORGANISATION IN THE WESTERN CAPE, SOUTH AFRICA

by

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DECLARATION

I, Khatija Issufo Ali, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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ABSTRACT

This research study explores the role of Business Process Management (BPM) in the implementation of corporate strategy. Most corporate strategies are not fully implemented because business process activities are not systematically managed. Thus, the aim is to explore how BPM can be used as a vehicle to systematically improve business process activities so that the implementation of corporate strategies can be successfully achieved, while consciously managing the socio-technical factors found to be critical to execute business processes by investigating complex interactions among humans and technology within the BPM context. Concepts of bricolage theory are utilised to trace the emergence of socio-technical conditions that should prevail for effective strategy implementation. Bricolage serves as a lens not only to explore how to implement strategy effectively, but to observe the conditions under which it can take place when socio-technical resources are constrained.

This is a qualitative study, employing an interpretive case study methodology. Interviews were conducted with fourteen senior managers from a governmental organisation responsible for biodiversity conservation. The population comprised all senior managers from all business functions who are responsible for enabling the strategy of the organisation to be implemented. Semi-structured interviews enabled the factors to be explored inductively, while a conceptual framework enabled deductive guidance of the empirical results.

The organisational structure is the most important point of departure, and its influence extends to the key resources that fulfil the strategy. Policy is crucial for providing guidance in structure, and giving people and technology guidelines on how to operate in the organisation. It is a conscious assessment of the status quo, and provides the plan for the resource capacity for achieving the strategy. The most significant and overarching enabler for strategy implementation was found to be conscious and consistent communication. This enabler features as a requisite enabler for each phase of strategy implementation as per the BPM framework. The proposed general framework will guide organisations to anticipate socio-technical factors that influence the phenomenon, and to systematically address these challenges. In addition, the concepts of bricolage provide new insights into how organisations can embark on strategic change within constrained environments.

Key Words: Strategy implementation, business processes, Business Process Management, Bricolage theory

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GLOSSARY

Terms/Acronyms/Abbreviations	Definition/Explanation
BPM	Business Process Management
IS	Information Systems
BPR	Business Process Reengineering
TQM	Total Quality Management
ERP	Enterprise Resource Planning
SOA	Service Oriented Architecture
ABPMP	Association of Business Process Management Professionals
EA	Enterprise Architecture
IT	Information technology

CHAPTER ONE: INTRODUCTION

1.1. Introduction

This research study explores the role of Business Process Management (BPM) in the implementation of corporate strategy. With the majority of organisations failing to implement their strategies, it is important to understand how BPM can contribute to the success of organisational performance and in particular corporate strategy implementation (Trkman, 2010; Hernaus, Bach & Vuksic, 2012; Bălănescu et al., 2013:26). Part of strategy implementation is to ensure the requisite business process activities to fulfil strategic goals are carried out as expected. Unfortunately though, organisations have failed to implement their strategies because business process activities emanating from corporate strategy implementation are not systematically managed.

In this research, the aim is to explore how BPM can be used as a vehicle to systematically improve business process activities so that the implementation of corporate strategies can be successfully achieved. BPM could help reach long-term success in strategic programming and improved performance through the link between BPM and organisational strategy (Trkman, 2010:128). To this end, aspects of BPM are explored in detail, as it relates to the management of business process activities, so that strategy implementation can be achieved. Inherently, though, various socio-technical factors are found to be critical to execute business processes and ascertain the use of BPM, as there is the need to have an interaction between people/users (with respect to the organisational, personal and corporate culture) and technology (van Greunen, van der Merwe & Kotzé, 2010:56). BPM concerns various organisational capabilities including personal and cultural capabilities where expert people are needed to design, improve and implement processes, change management and other relevant techniques (Hammer, 2010). Therefore, in an attempt to support the research on BPM in corporate strategy implementation, an interpretive case study research methodology, with semi-structured interview questions, was used to collect data. Furthermore, the results were captured in a general framework as an output which proposed strategies to support the use of BPM in corporate strategy implementation.

1.2. Rationale

1.2.1. Background

The researcher is a student in Financial Information Systems. While taking this course, students were exposed to BPM as a topic in Information Systems (IS). After showing a particular interest in BPM, the researcher discovered that BPM can play an important role in corporate strategy implementation. This is because, with today's competitive environment,

organisational business activities that are meant to fulfil corporate strategic objectives do not deliver the goals established (Wolf 2010; Njagi & Kombo, 2014). Very often the business process activities are not systematically managed, preventing the organisation's strategic goals from being successfully implemented. As such, most business process activities designed to fulfil corporate strategic objectives will have significant waste because of a lack of the general ability to analyse, evaluate and improve them. BPM on the other hand, appears to be the most comprehensive and well-known approach used to manage processes effectively in order to achieve improved and optimised process outcome (Rohloff, 2009; Latif & Soomro, 2015:1). BPM constantly develops and improves an organisation's work, which is required within competitive environments in which organisations operate (Ruzevicius, Milinavičiūtė & Klimas, 2012:69). However, it can be argued that not enough work has been shown on how BPM could be used as a vehicle for strategy implementation, where socio-technical factors are found to be critical. Most studies on BPM focus on developing the concept which include new tools, frameworks, standards (Lusk, Paley & Spanyi, 2005) rather than applying these developments into other contexts. Therefore, there was a need for a pragmatic approach on how to use BPM as a foundation for successful strategy implementation. This is what led the researcher to show an interest in BPM as a fundamental concept in playing a role in improving corporate strategy implementation.

1.2.2. Problem statement

Most corporate strategies are not fully implemented because business process activities are not systematically managed (Trkman, 2010:128; Wolf, 2010; Bălănescu et al., 2013; Njagi & Kombo, 2014; Cândido & Santos, 2015). In today's corporate environment, strategy implementation is critical to a company's success. It occurs after a strategic plan has been developed, addressing how goals can be achieved. The implementation of strategic goals translates a strategic plan into business process activities to be executed. These business process activities have to be effectively and efficiently designed to facilitate successful implementation of the strategic plans. Sadly, however, the majority of companies still fail to fully implement their strategic plans. The implementation of strategic goals are challenging for today's organisations (Li, Guohui & Eppler, 2010). Achieving it successfully is challenging and difficult (Hrebiniak, 2013:6). Fifty to ninety percent of strategic initiatives fail, which means that implementation programme failures abound, becoming an enigma in many organisations (Durand, Decker & Kirkman, 2014: 404; Cândido & Santos, 2015: 237; Miako & Machuki, 2016).

The successful implementation of strategic plans are contingent on many factors, ranging from people responsible for communicating and implementing the strategy to existing systems and other mechanisms needed for coordination and control of activites (Li et al., 2010). While such

factors are important, part of strategy implementation is to ensure that the requisite business processes are carried out as expected. Business processes are the foundation of any strategy implementation where a collection of activities needed to deliver a business objective are performed, such as fulfilling a business contract and/or satisfying a specific customer need (von Rosing, Foldager, Hove, von Scheel & Bøgebjerg, 2014). Organisations need to ensure that these business process activities are analysed and innovated so as to facilitate the implementation of strategic goals.

Successful strategy implementation cannot function without the existence of a systematic approach to evaluate and improve business process activity performance. BPM, among others, has become one of the most fundamental systematic approaches to process evaluation and improvement, consisting of a wide array of components, such as understanding, documenting, modelling, analysing, simulating, executing, and measuring end-to-end business process activities; which result in a significant influence to the success of organisational strategy (Bălănescu, Soare, Beliciu & Alpopi, 2013; Rozman, Draghici & Riel, 2015:134). In essence, the outcomes of BPM have been used for many business process improvement initiatives (vom Brocke, Schmiedel, Recker, Trkman, Mertens & Viaene, 2014). Additionally, over the years, the state of BPM evolution brought about a much broader approach besides increasing the efficiency and effectiveness of business process, including technology advancement with remarkable technological developments which include tools, drivers, standards and related controls (Lusk, Paley & Spanyi, 2005) in order to survive current demanding and constant market change, industry and targeted customer social changing attitude (Latif & Soomro, 2015). Today, BPM also ensures compliance, process standardisation and automation (vom Brocke, Zelt & Schmiedel, 2015). All these innovations were created to assist organisations in minimising and facilitating the management of the complexity of business processes. Therefore, BPM can be used as a fundamental systematic approach to innovate and improve end-to-end business processes designed to fulfil corporate strategic goals for its sucessful implementation.

Despite all the attention BPM is receiving for its benefits, most previous research has limited its focus merely to topics that describe the actual meaning of BPM, for example, how it should be used in organisations and what is constitutes (Trkman, 2010:125). This shows that researchers have focused mostly on the technical elements of BPM, and technical elements alone are not sufficient to bring about an understanding of how BPM can be fully embraced to bring effect about its benefits for organisations. There is little insight into the way users interact with the BPM approach, which might influence the ultimate performance of the entire process (van Greunen et al., 2010:48). It is important to also consider various socio-technical factors by investigating complex interactions between humans and technology within the BPM context.

This will then encompass all necessary resources needed in the process execution and the use of BPM as a vehicle for innovation to evaluate and improve business process activities. This is because human resources enablement allows organisations to carry out operations and obtain optimum results from BPM (Latif & Soomro, 2015:2).

The main focus of this research study is to explore the role of BPM in corporate strategy implementation. Obviously, most organisations manage their processes in a certain manner, but systematically doing it through BPM can provide them with more benefits for corporate strategy implementation. Because business process research is currently not in order in the literature, this area of study does not provide any possibility to arrange and compare this study with other similar studies (Trkman, 2010:126). Therefore, significant strategic progress was required within a corporate environment, linked to the influence of BPM in strategy implementation. As such, the aim is to understand how BPM techniques can be used to systematically improve business process activities so that strategies can be successfully implemented. This implies that various socio-technical factors can be found critical for business processes during BPM implementation, where the interaction between people and the technology is recognised, encompassing all necessary resources influencing execution of processes emanating from strategic decision and the use of BPM as a vehicle for innovation to evaluate and improve business process activities. It is envisaged that a more detailed framework to serve as a guide to use BPM as a vehicle for innovation to influence successful corporate strategy implementation will emanate from this study.

1.2.3. Research aim and objectives

Given the problem statement, the aim of the research is to explore the role of BPM in corporate strategy implementation. As such, the main objective is to determine how BPM can improve implementation of corporate strategy. The sub-objectives are to:

a) Investigate why organisations have failed to fully implement their corporate strategies.

b) Determine how socio-technical factors influence the use of BPM to improve corporate strategy implementation.

c) Determine how BPM can help an organisation to improve strategy implementation.

1.2.4. Research questions

Main question:

How can organisations use BPM to improve the implementation of corporate strategy?

Sub-questions:

a) What are the factors influencing corporate strategic failure within organisations?

b) How do socio-technical factors influence the use of BPM to improve corporate strategy implementation?

c) How can BPM be used to improve strategy implementation?

1.2.5. Problem conceptualisation

The research problem has been conceptualised and depicted in Figure 1 below. Generally, organisations develop corporate strategies, which serve as an input to formulating a work plan with stated organisational policies, and the business activities to be implemented by the respective organisational departments. Policies, rules, and structures are likely to change when organisations develop strategies. These changes serve to inform how business processes should be designed to fulfil strategic goals. In fact, the business process activities of an organisation take place within the boundaries set by the organisation.

Business processes contain attributes, activities, and flow steps to serve the governance of the operations of an organisation so that valuable outputs can be produced (Anand, Wamba & Gnanzou, 2013). They imply how work is done within an organisation in order to produce an output for a particular customer, market or any other strategic goal (Davenport, 1993). When organisations design business processes, the respective outputs to be achieved are also determined. These outputs are often referred to as a service/product and can be used to drive strategic results. According to Bălănescu et al. (2013:25), BPM can be a good systematic approach that can influence organisational strategy. More specifically, it can be used to improve business processes so that the respective outputs can also be improved. This is because BPM is the driving force to arrange, improve, optimise organisational processes in a proper manner, and consequently achieve organisational desired outcome (Latif & Soomro, 2015:1) using its wide range of components. Organisations choose BPM due to the need to constantly develop and improve their work and this is, in fact, required within an organisation's competitive environment (Ruzevicius et al., 2012:69). The objective is to control and organise processes effectively (Anand et al., 2013). In this way, business processes are improved so that strategic output can be delivered. To achieve this, organisations must firstly create a proper source of support for BPM initiatives (Latif & Soomro, 2015:3). This should encompass working on different organisational levels simultaneously, including: the enterprise level, to provide an integrated view of how organisational processes are organised according to their competencies across the entire enterprise (Harmon, 2010:53); the process level, to explore the different approaches to process optimisation, where specific processes are improved (Harmon, 2010:53,70); and the implementation level, where software tools are developed to support process work, reducing or eliminating manual work, and performing processes faster, and at a lower cost (Gonçalves, Paulino & Silva, 2010; Harmon, 2010:53,75).

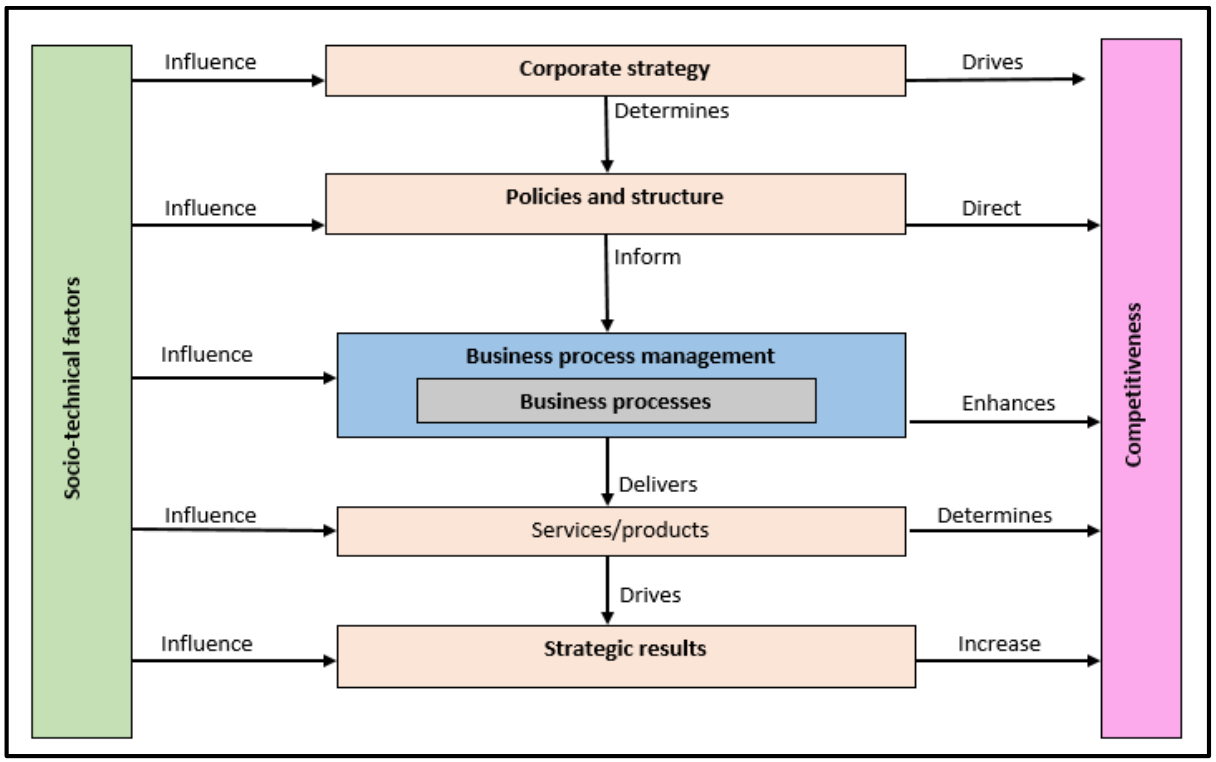

Figure 1. 1: Problem conceptualisation

The use of BPM within organisations will improve business processes to make it effective and efficient so that the respective valuable services/products can also be improved in order to allow better strategic results to be delivered. This implies that socio-technical factors are crucial to influence execution of business processes and to use BPM where the interaction between people, processes and technology is recognised and not treated separately. Reorienting people, business and technology factors to support process management is required as this may impact on how they execute their tasks to support the process management within the organisation (van Greunen et al., 2010:56). This will encompass all necessary resources required to apply BPM within organisations for innovation for successful corporate strategy implementation. These socio-technical factors are important because they will not only influence BPM to enhance competitiveness, but also influence corporate strategy in their plan to drive competitiveness, influence business processes, policies, rules and structures to direct strategic results and to increase competitiveness.

1.3. Delineation of the Research

This study focuses on understanding how BPM can be used as a vehicle to systematically improve business process activities so that strategies can be successfully implemented. The research was limited to interviews with staff in information technology, human resources and accounting and finance. To adopt BPM, organisations need to have technical, human and financial support. As such, the departments were selected because of the role they would play

in BPM adoption. The participants were limited to top management, middle management and lower management.

1.4. Significance of the Research

This study focuses mainly on exploring how businesses should utilise BPM in corporate strategy implementation. It analyses aspects of BPM to improve business process activities that can play an important role in corporate strategy implementation. Furthermore, the results were captured in a framework which proposes strategies to use BPM in corporate strategy implementation. The findings and recommendations of the study can be used by institutions to strengthen corporate strategy implementation through BPM.

1.5. Overview of Rest of Dissertation

The dissertation consists of the following chapters to address the research issues, namely:

Chapter one

Chapter one introduces the background; the problem statement; aims and objectives of the study; delineation of the study, and significance of the study.

Chapter two:

Chapter two discusses concepts of BPM and its role in corporate strategy implementation. In particular, this chapter explores the various socio-technical factors that influence BPM in terms of the interaction between people, processes and technology. The chapter further discusses aspects of Enterprise Architecture as a form of support decision-making by organising views of organisational resources in order to acquire fundamental approaches such as BPM.

Chapter three:

Chapter three outlines the theoretical lens for the research. It provides the overview of the theory and a motivation for its selection and use to help provide a better understanding of the problem.

Chapter four:

Chapter four describes in detail the research methodologies used and provides a justification for its selection in this study.

Chapter five:

Chapter five analyses the findings and presents the results of the research as a general framework.

Chapter six:

Chapter six provides conclusions and recommendations for further research. The chapter also articulates the significance of the research and its implications.

1.6. Summary

This chapter introduced the problem under investigation. The initial evidence to support the relationship between BPM and corporate strategy implementation was addressed. This research not only proposes BPM as a vehicle for innovation so that strategies can be successfully implemented, it suggests socio-technical factors to influence the use of BPM in terms of the interaction between people, processes and technology. Subsequently, the aims and objectives of the research were outlined. The next chapter reviews current literature to reinforce and complement the information outlined in this chapter. Moreover, it will contribute to answering the research questions and provide the foundation for the qualitative analysis.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

Strategy is a long-term plan used by management to describe the future state of the organisation's goals and objectives (Bălănescu, Soare, Beliciu & Alpopi, 2013:24). Within the current environment in which businesses operate, strategies are an important concept of today's organisation. Many companies ought to have strategies to provide an organisational compass, coherence and direction in order to achieve competitive advantage (O'regan & Ghobadan, 2005; Maleka, 2016:2). Strategy consists of three different interconnected processes including planning, implementation, and control (Mišanková & Kočišová, 2014). Among the three, strategy implementation is the most rigorous part of the entire strategy. This is because strategy implementation ensures that the set of goals and objectives established by the organisations are met as effectively as possible (Okumus, 2001; Thompson & Strickland, 2001). Additionally, strategy implementation improves the organisation's performance as well as organisational sustainability in order to make organisations more competitive (Brinkschröder, 2014; Njagi & Kombo, 2014:62; Macharia, 2016). Despite the clear importance of strategy implementation, and the obvious impact on strategy success, strategy implementation is, however, found to be challenging for most organisations, with an unsatisfying failure rate of up to 90 % (Noble, 1999; Hrebiniak, 2006; Li, Guohui & Eppler, 2010; Njagi & Kombo, 2014:62; Rajasekar, 2014; Cândido & Santos, 2015). It is believed that strategy implementation proves to be difficult due to problems such as poor communication, poor planning, unclear accountability as well as the inability to supply the required resources when they are needed (Macharia, 2016). Yet, researchers prefer to invest much time in investigating strategy formulation to improve organisational sustainability (Brinkschröder, 2014). Strategy implementation needs to be solved from a broader perspective to improve its high failure rate.

Strategy is mainly implemented by business processes, which are characterised by activities or tasks that enable strategies to work (Wheelen & Hunger, 2006:17; Cater & Pucko, 2010; Bălănescu et al., 2013:26). The main role of business processes is to put strategy into action by providing direction on how work is done so that an output is produced which represents a service/product that drives strategic results for a particular customer or market (Davenport, 2003; Wolf, 2010). Given that business processes deliver services and/ or products, and these services and products drive strategic results for a particular customer, business processes are instrumental in bringing about strategic changes envisioned to make a business competitive. Processes thus become the key driver to effective strategy implementation. As a result, this research suggests that constant management, monitoring, and assessment of business processes are essential in order to ensure that a strategic change occurs to bring about the

anticipated strategic results (Njagi & Kombo, 2014:62; Beukes et al., 2016:1). To enable constant management of processes to occur, the influence of people and technology becomes relevant, as they represent some of the more important variables for process execution (van Greunen et al., 2010:56). People bring knowledge, skills, and competencies to perform business processes, while technology brings tools and techniques to make the process efficient (Beukes et al., 2016:3). There is thus a socio-technical influence on business processes for the success of strategy implementation. As a result, the monitoring and assessment of business processes require coordination with socio-technical resources using a systematic approach to manage them effectively. Sadly, however, there is a notable lack of a systematic approach to enable the monitoring and assessment of processes in the strategic management literature, more so in terms of simultaneously managing the relationship between processes and resources which include people and technology.

Previous studies on strategy implementation have not yet addressed this phenomenon of monitoring and assessment of business processes, particularly with reference to the influence of socio-technical resources. On the other hand, studies on Business Process Management (BPM) have shown that its concepts and techniques can be used as a systematic approach representing a management principle that focuses on bridging processes, diverse systems and people together (Thabiso, 2012:26). BPM constitutes components that sustain the entire cycle of a process from process analysis to process execution and monitoring (Ruzevicius et al., 2012; Thabiso, 2012). More notably, it includes support for human and application-level interaction (Thabiso, 2012:23). Thus, the intention of this study is to ascertain how BPM as a systematic approach can facilitate strategy implementation by bridging the aforementioned gaps with the management of processes emanating from strategy, while paying attention to the socio-technical influences that are employed in process execution.

In essence, it can be argued that the aforementioned gaps provide the background to strategy implementation in literature and demonstrate the aspects necessitated in this research. The basis for the use of BPM is given to demonstrate how organisations can systematically manage processes that are coordinated with socio-technical resources. In the following sections, a broad base of literature is reviewed to suggest areas for strategy implementation process.

2.2. Strategy Implementation

Strategy refers to long-term plans describing an organisation's future state (Bălănescu et al., 2013). At present, organisations of all types have realised the benefits of embracing strategies which are crucial to achieving mainly competitive advantages (O'regan & Ghobadan, 2005). For many years, strategy formulation has referred to the relevant process in strategic management when compared to strategy execution. While this may be accurate, a good

strategy formulation does not necessarily determine that the organisation will successfully achieve and implement the objectives outlined in the strategy (van Buul, 2010:3). To ensure that the success of strategies is achieved, strategy implementation has been recognised as a key element for any organisation's survival (Rajasekar, 2014; Hrebiniak, 2006). Strategy implementation refers to a process that involves systematic activities that are connected logically and choices required to enable organisations to make their strategies work (Hrebeniak, 2005; Cater & Pucko, 2010:210; Wheelen & Hunger, 2012:320). Strategy implementation puts strategies into action, and then results, in order to ensure organisational goals and objectives are achieved (Thompson & Strickland 2003: 365). Moreover, strategy implementation improves an organisation's performance, as well as its sustainability, in order to make them more competitive (Brinkschröder, 2014; Njagi & Kombo, 2014:62; Macharia, 2016). While strategy formulation is normally regarded as entrepreneurial in nature, and requires more analysis, judgment, and innovation, implementation requires the ability to predict obstacles that might arise and both administrative and managerial talent (Rajasekar, 2014:170).

Although the literature on strategic management has recognised the implemention of strategy to be important for strategy success, most organisations know more about strategy development than strategy implementation (Hrebiniak, 2006). In fact, the strategic management field focuses more on strategy planning, while the discipline of strategy implementation has for many years been neglected in the literature (Okumus, 2001; Noble, 1999; Li et al., 2010). This lack of attention to strategy implementation, has caused the field to be problematic and challenging for most organisations (Noble, 1999; Hrebiniak, 2006; Li et al., 2010; Rajasekar, 2014; Cândido & Santos, 2015). The literature demonstrates an unsatisfying high failure rate in the implementation of strategies of more than 50%. A study led by Mintzberg (1994) draws attention to the fact that more than half of formulated strategies are never actually implemented within an organisation. Charan and Colvin (1999) in their study found that 70% of strategies fail due to poor implementation. Similarly, a recent study conducted by Cândido & Santos (2015:1) found that failure rates for strategy implementation range from 50 to 90 percent.

Given the high failure rate of strategy implementation, there has been an attempt to identify the various problems encountered with strategy implementation to better understand why implementation fails (Li et al., 2010; Durand et al., 2014). Such problems include, for example, poor handling of process implementation, underestimating the time needed for implementation, people's involvement in implementation, strategies that are unclear, organisational structure conflict, poor knowledge sharing, poor interpretation of structure, unclear responsibility, a lack of accountability, and an inability to manage change (Hrebiniak, 2013). In addition, other problems found by Alexander (1985) include uncontrollable factors in the external

environment, such as market scenario, competitors, and technology advancements, among others. Essentially, these are some of the problems that have resulted in the decline, or even failure, of the successful implementation of the strategy.

According to Stonich (1982), strategy implementation must include five interrelated variables, including strategy formulation, organisational structure, human resources, management processes (planning, programming, budgeting and reward systems), and culture. Similarly, Yip (1992), identified four main factors that are crucial in developing and implementing global strategies, which are organisational structure, culture, people, and management processes. Additionally, Okumus (2001) separated the factors which include strategy, structure of the organisation, culture of the organisation, operations, human resources, communication and monitoring, conditions of the environment, as well as project outcome. Furthermore, Rajasekar (2014) found that factors affecting implementation of strategies include organisational structure, culture, people, technology, styles of leadership as well as availability and acccuracy of information.

While there is certainly consensus in the literature on the broader factors that influence the implementation of strategy, there are scant findings on how to address the aforementioned challenges. Notably, though, many of these factors speak to the lack of a systematic approach to strategy implementation. Given that it has been established that business processes put strategy into action by providing direction on how work is done to produce strategic results, the approach to implementation should focus on how factors related to organisational structure, policy, people, technology, and management processes, for example, are systematically addressed and aligned to the strategy at various levels of implementation, until the process implementation level (Thompson & Strickland, 1993; Hunger & Wheelen, 1996; Davenport, 2003; Dess & Lumpkin, 2003; Hill & Jones, 2009; Wolf, 2010). Also, many of the aforementioned factors are related to processes, and as such will have a direct influence on the success of process implementation, and thus the strategy implementation. People and technology constitute core resources in the implementation of processes, while organisational structures either constrain or enable processes (van Greunen et al., 2010; Rajasekar, 2014). Processes are informed by policy, and management processes, which include setting goals, planning, controlling, organising, leading the execution of the strategy implementation, including monitoring and evaluation and process performance measurement, ensuring that the change occurs to bring about the anticipated strategic results (van Buul, 2010:12).

Thus, given the above, process has been identified as a key driver in helping companies implement their corporate strategies. And the above factors involve aspects that can be addressed through business processes. Therefore, it is important for companies to define business processes first when developing strategies to plausibly realise a strategic objective.

These business processes are characterised by activities which are instrumental in bringing about strategic changes that are envisioned to make strategies implemented in a successful way (Cater & Pucko, 2010:210; Bălănescu et al., 2013). The main role of business processes in strategy implementation is to put strategy into action and provide direction on how work is done so that an output is produced, which represents a service/product that in turn drives strategic results for a particular customer or market (Davenport, 2003; Wolf, 2010). Thus, business processes are instrumental in bringing about strategic changes envisioned to make a business competitive.

Consequently, this research proposes that continuously monitoring and assessing management processes is important because it will ensure that an organisation's goals and objectives are successfully met (Hammer, 2010:5; Njagi & Kombo, 2014; Beukes et al., 2016; Macharia, 2016). Management of processes creates high performance of processes within organisations resulting in process accuracy, process speed, lower process cost and flexible processes in much lower costs, reduced assets and faster process speed (Hammer, 2010:7; Baldassarre, Ricciardi & Campo, 2016). In addition, by managing business processes that transcend strategic goals through monitoring and assessment, companies can drive out processes that add no value to the strategy during implementation, while assuring that its strategic promise operates consistently. Therefore, in order to use business processes as the key driver for the successful implementation of strategies, while ensuring they are constantly monitored and assessed, it is important to understand the variables that influence business processes in strategy implementation so that it can be constantly monitored and assessed.

2.2.1. Business processes and strategy implementation

Every organisation has business processes which are important for strategy implementation to achieve a competitive advantage (Bălănescu et al., 2013:26). Business processes are described as "a set of logically related tasks performed to achieve a defined business outcome" (Davenport & Short, 1990). Essentially, a business process is about bringing together separate tasks to combine them with other tasks, which can create results for the organisation (Hammer, 2010). In the last few decades, the business process concept has evolved substantially at a very rapid pace, given its importance (Bălănescu et al., 2013). Within organisations, business processes have created horizontal communication which has helped the governance of the main organisational operations so that valuable outputs can be delivered (Anand et al., 2013:2; Yakovlev, 2015:4). These outputs, which have been referred to as a product/service, can be any business objective such as completing an item request, approving a request, compiling a purchase order, managing customer contacts or scheduling services (Gebauer & Schober, 2005:3). Well-organised business processes that are deliberately managed from end to end determine the organisation's overall performance (Hammer, 2010:7).

When organisations formulate strategies, business processes emanate from these strategies, and are necessary for strategy implementation to occur (Harmon, 2007). Throughout the implementation of strategies, these business processes are influenced by certain variables for its execution. People bring knowledge, skills, and competencies to perform business processes, while technology brings tools and techniques to make the process efficient (Beukes et al., 2016:3). There is thus a socio-technical influence on business processes for the success of strategy implementation. The provision of suitable business process performance is influenced by people and technology as the main resources that help bring strategic plans into action (Rajasekar, 2014). People need to understand the task or activity that each of them must perform and they need the right skills, knowledge, experience, and attitude to help improve strategy implementation (Beukes et al., 2016:3). In addition, processes make a structural contribution to the way people cooperate and communicate (Beukes et al., 2016). However, these resources do not exist arbitrarily. There is a clear relationship between these resources, and organisational structure and policies from a governance perspective.

Business processes are performed by employees based on principles set by the strategy in terms of organisational structure, together with organisational policies for the strategy to be put into action. Firstly, a clear hierarchy in terms of activities to be performed are informed to clarify the responsibilities and authority that each employee has over the activities (van Buul, 2010:13). In this case, the importance of organisational structure determines this hierarchy to inform and clarify certain activities in the organisation related to people's roles, responsibilities, allocation of staff within departments/units, decision-making process, structure in reporting with proper communication systems, coordination and integration of related functions both vertically and horizontally (Daft, 2001; Rajasekar, 2014). Once that is in place, organisational policies, which are usually aligned to the new strategy, guide and describe how activities integrate and what data items employees have access to (Chinosi & Trombetta, 2009). Organisational policies constitute rules or guidelines that demonstrate limitations in which action should occur (Quinn & Ghoshal 1999: 5). Policies ensure that employees within firms make the right decisions and take actions that support the organisation's goals and objectives (Wheelen & Hunger, 2010:15).

Business processes, as the means for strategy execution, span organisational boundaries, linking processes together with socio-technical factors, as they represent the resources for performing tasks. A study which can evaluate business processes from a human and technical perspective is needed, even more so a study which engages with the people that will be affected by the implementation of strategies.

2.2.2. Social and technical factors influencing strategy implementation

The main concepts in strategy implementation have been highlighted to establish a foundation for this research. This section, however, draws attention to the social and technical elements, which represent the socio-technical resources that influence business processes targeted to fulfil strategic goals. It is these issues that have determined the focus of this research, being processes that are integrated with people and technology as socio-technical resources in strategy implementation. If the socio-technical issues outlined here are considered when implementing strategies to support business processes, it is more likely to lead to sustained strategic results. Social and technical factors are important as they represent the foundation through which management can determine, inform and support business process activities, organisational structure, organisational policies and strategic results.

2.2.2.1. Social factors

Social factors in this section, refers to people's characteristics needed in the implementation of strategies. These social factors may include people's attitudes and beliefs that have a major impact of the operation business activities within an organisation (Vasudeva, 2007; Trehan & Trehan, 2009; Masovic, 2018). These people are responsible for executing the business processes designed to be implemented in response to the strategy. Strategy implementation demands the involvement from top-level, middle-level and lower-level of management.

Top management monitors the direction of the firm, reviews processes and may intervene when the view of the objective is lost, or where resources may need re-allocation (Brinkschröder, 2014). Middle management, on the other hand, holds a unique position within an organisation, which is to directly influence strategy of an organisation (Salih & Doll, 2013). Middle managers rely on organising activities which should be executed (Cater & Pucko, 2010). They ensure that other employees have an understanding of success levels at all times, and understand their key roles and responsibilities (Macharia, 2016). According to Floyd & Wooldridge (1997), middle managers, through the implementation of strategies, are responsible for clearly informing actions and allocating budgets, monitoring people's performance and taking corrective action when behaviours do not meet expectations. Lastly, lower management is responsible for putting the plans formulated by top management into action. From top management to lower management, people must be committed and perform processes which are crucial to effective execution (Hrebiniak, 2013).

At the implementation level the success of a strategy depends on having the right people, looking into whether they have the skills, knowledge and competencies required to implement the strategies. Employees without skills such as technical skills or soft skills are worthless employees. In addition, the reason why social factors are important is because the success of

strategy depends on people and their characteristics to implement the strategy (Rajasekar, 2014). However, organisations tend to struggle with getting people to engage in the implementation of the new strategy because of a human tendency to resist change in the organisation, which is often brought about by a fear of the unknown (Edmonds, 2011). People believe changes in the strategy compromise their self-interest, which consequently delays implementation, reduces the quality of implementation, or sabotages the effort (Li et al., 2010). For example, very often middle managers are likely to sabotage the implementation because they are not happy with the strategy and do not feel that they have the necessary skills to implement it (Heracleous, 2000). In addition, lower-level employees may find changes in the strategy particularly threatening or disagreeable and resist them (Li et al., 2010). Nevertheless, people become open to change when it is communicated correctly. This way, employees do not feel their social interests are being compromised because they have been informed about what to do.

Effective communication can address the resistance of employees to the changes in management (Heathfield, 2008). This is to ensure that the information concerning which activities have the highest priority is clear to employees for successful implementation to avoid resistance to change (van Buul, 2010). After top level is clear about the strategy, this information about the strategy needs to be shared with those who are going to implement it by educating them, and increasing their incentives and motivation to be able to successfully implement the strategy. If lower management does not share the same information, consensus regarding that information might never come about and people will be more resistant to change.

Skills and capabilities are to be addressed through the inclusion/participation of operational staff in process change at the implementation level. The inclusion of staff in process change increases performance, satisfaction, and productivity of employees within organisations (Pfeffer, 1994). Moreover, the inclusion of operational staff allows people to exercise control over their work and contribute to work environment improvements, quality, productivity and decision-making (Strauss, 2006; Wairimu & Theuri, 2014).

Furthermore, social factors include aspects of culture as well as level of education which are relevant for this study (Trehan & Trehan, 2009). Culture in this context constitute characteristics related to beliefs and values of people which affects business activities and reflects on the achievement of strategies (Masovic, 2018). Generally, organisations construct their own believes and values to affect their business. However, people in organisations come from different backgrounds in terms of culture and it is important to take into consideration cultural diversity and use it to create an unique culture for the strategy being implemented (Masovic 2018). Further, in relation to level of education, this becomes an important social

factor as people with higher level of education influence their contribution towards strategic performance of the organisation (Aswathappa, 2010). People with high education level have a basic or general knowledge necessary to undertake a specific job without necessarily go through training in some cases and this saves time in implementing a strategy.

2.2.2.2. Technical factors

Technical factors in the context of this study refers to the components associated to existence of technology such as availability of control systems, training on how to use systems as well as the interaction between systems and processes. The presence of technology provides convenience to organisations, stakeholders and customers (Susanto, 2016). Technology improves the way business is done by reshaping businesses to communicate better, coordinate functions, and create a more oriented team (Nisar, Ahmad & Ahmad, 2014:219). In addition, technology can, for example, create online platforms for internal and external rapid interaction with each other, regardless of long distances between organisations in a fast, accurate, accessible, and reliable manner (Susanto, 2016).

Within a strategic management context, control systems can be defined as a critical component which help confirm if a strategy formulated fits the desired outcomes of the strategy (Wanjohi, 2013). They are an important technology which helps to formalise the beliefs of employees, create boundaries on employee behaviour, measure performance and encourage discussion about uncertainties in strategies (Simons, 1995). Control systems are fundamental to maintain or alter rhythms in organisational activities (Simons, 1995:5). Additionally, control systems keep today's actions in conformity with future goals and are important to strategy implementation (Atkinson, 2006:1446).

Control systems provide incentives to management and other employees to pursue the right activities needed to achieve organisational goals (van Buul, 2010:14). These incentives are meant to encourage employees in terms of security, loyalty, fostering teamwork, and ultimately facilitating process execution, which supports strategy implementation. Moreover, control systems balance long-term goals and short-term operational demands (Bungay & Goold, 1991). Given that, control systems need to be expanded into all levels in the organisation, and performance should fit the activities employees are responsible for (van Buul, 2010:14). In relation to people, rewarded behaviours, and how these rewards relate to performance, should also be determined (van Buul, 2010:14). Essentially, control systems provide timely feedback about organisational processes, performance and behaviour so that change and adaptation become a routine part of the implementation effort.

However, the idea of introducing technology into strategy implementation presents a different set of technical factors to consider from the perspective of interaction between processes and systems as well as people and systems. For example, adopting technologies can mean changes to processes like marketing, production, human development (job roles and responsibilities and training of staff), as well as the politics of an organisation (Ahmad, 2014; Delaney & Agostino, 2015). Concerning people and systems, the uncertainty of what changes in technology for a specific strategy means, can create employees' resistance and acceptance to it (Delaney & Agostino, 2015). This is because technology for a specific strategy brings in new tools or software and employees are sometimes attached to old processes (ways of doing things) and legacy tools they are comfortable with (Delaney & Agostino, 2015). These changes can intimidate employees, impact relationships and change behaviour patterns, particularly employees with certain skills and abilities who will look at technological changes as a threat which can compromise their positions (Delaney & Agostino, 2015). When systems for a specific strategy are not easy to use or do not fulfil the role which has been inscribed, it can betray the strategy being implemented.

Furthermore, training is important when it comes to technical factors. When training is provided, people at the operational level not only understand expectations and recognise what is necessary to successfully implement the strategy but they also develop the necessary skills, master new processes, and reinforce existing protocols for a strategy. In fact, Truxillo, Cadiz and Rineer (2014) describe training as one of the most important variables that strives to create an effective workforce. Careful attention must be paid to the use of training to effectively implement strategy (Hitt, Jackson, Carmona, Bierman, Shalley & Wright, 2017). As such, before an organisation prepares to implement a strategy, they must ascertain the obstacles in terms of the necessary skills and other abilities that might exist at the operational level so that proper training is provided where needed. It does not make sense to have unprepared people implementing outstanding strategies, so organisations must make sure that they provide employees with the right training.

2.3. Business Process Management

Business Process Management (BPM) is defined as "concepts, methods and techniques to support the design, administration, configuration, enactment and analysis of business processes" (Weske, 2007). Hammer (2010:3) defines BPM as systems useful to manage and transform operations with organisations. Although various researchers have defined BPM in different ways, the essence of BPM in these definitions is to provide end-to-end process improvement, optimisation, transformation and innovation of processes.

Considering the factors identified to influence strategy implementation, and the need for the coordination of process activities to ensure that strategy is implemented, it is evident that these gaps require a systematic approach to managing business processes designed to fulfil strategic decisions. The approach should consider the influence of socio-technical elements on processes. BPM concepts and techniques encompass a systematic approach to processes and bridges processes, systems and people (Thabiso, 2012). In fact, BPM can help reach long-term success in strategic programming, and improved performance through the link between BPM and organisational strategy (Trkman, 2010:128).

BPM as a discipline could extend to various contexts, including the use of BPM techniques to improve process performance. However, the focus for this study will not be specifically on process performance, but on the implementation of strategy through processes. The systematic approach of BPM techniques can lend itself to this context, by providing a systematic way of doing it. Therefore, given the main problem related to the use of processes for strategy implementation, BPM presents a sequence of steps suitable to focus on processes which are instrumental in bringing about strategic changes that are envisioned to fully implement corporate strategies: model, automation, implementation, control, measure and optimisation of business activity. In particular, the techniques applied in BPM do not ignore the fact that resources should be given due consideration in the execution of processes, whether for strategic purposes or not.

To this end, the prospect of applying BPM in strategy implementation will be explored as it relates to the management of business process activities so that strategy implementation can be achieved. BPM can be employed as a strategic management principle that can assess and monitor business processes in strategy implementation, while coordinating processes with socio-technical resources (van Greunen et al., 2010). Given non-systematic processes not being delivered as expected, BPM has started to systematically improve their performance in a proper manner to achieve the desired process outcome, as well as improve and optimise them (van der Aalst, Rosa & Santoro, 2015; Latif & Soomro, 2015).

BPM is a systematic approach which enhances business process improvement, business process optimisation and business process innovation within organisations (vom Brocke et al., 2015; Latif & Soomro, 2015; Yakovlev, 2015). It has been rated highly on management agendas as a means of increasing the organisation of work and activities required within an organisation's competitive environment (Ruzevicius et al., 2012). Other benefits targeted by BPM include greater process flexibility, increased process accuracy, faster process execution, cost saving and reduced investments (Hammer, 2010:7). This has resulted in enhanced customer loyalty, customer satisfaction, and elevated levels of staff effectiveness (Garimella, Lees & Williams, 2008; van der Aalst, 2013).

BPM as a management theory concept has only been discussed since 1990. It originated mainly from work within the business management and information technologies disciplines (Sousa Neto & Medeiros Junior, 2008; Recker & Mendling, 2015). Work in business management relates to Business Process Reengineering (BPR), Total Quality Management (TQM), as well as Six Sigma. Information technology concepts relate to, for example, Enterprise Resource Planning (ERP), and new approaches that are integrated into an organisation's IT structure, such as Service Oriented Architecture (SOA) (Sousa Neto & Medeiros Junior, 2008). The business management techniques focus on the design, management, measurement and control of business processes to improve the quality of processes, thus improving the efficiency of the entire organisation (Ruzevicius et al., 2012). Information technology constitutes systems to reduce or eliminate manual work in order to perform processes faster and at a lower cost (Gonçalves et al., 2010). Such employment of information technology usually requires the use of business management techniques to systematically manage the incorporation of new technology to facilitate processes. As such, processes designed to fulfil strategic goals require such techniques to address the design, modelling, measurement and control of processes when considering the use of information technology techniques.

2.3.1. BPM in research

Research on the role of BPM in strategy implementation has not been well established in the literature. It is a new research area that has come to be more natural to information systems researchers focusing mostly on the technical elements of BPM (vom Brocke, Zelt & Schmiedel, 2015). Most companies consider BPM as a technology, while BPM is more about management discipline than it is about technology. Without the management techniques for defining, measuring and improving processes, BPM tools are less effective (Thabiso, 2012:28; Bălănescu et al., 2013:27). Nevertheless, organisations are still reluctant to let academics poke around to write about BPM projects and there are not enough good case studies on BPM which can be beneficial for both business management and information technology (zur Muehlen, 2007). More research on BPM within the organisational context will allow the researcher to gain access to real world data which can generate better insights compared to the data that already exists in the literature (zur Muehlen, 2007).

The link between BPM and organisational strategy has been somewhat considered in previous studies (Pritchard & Armistead 1999; Bălănescu et al., 2013). According to Pritchard and Armistead (1999), introducing BPM as a fundamental part of strategy is crucial as BPM that is integrated to a strategy increases business excellence and organisational performance. Bălănescu et al., (2013) have also studied the impact of BPM on organisational strategy and

found that, although complex, BPM can be very useful as it influences organisational strategy in terms of objectives, mission and vision, resources, timelines as well as competitive advantage. Apart from this, no further research has been conducted to demonstrate how BPM can influence strategy implementation.

2.4. The Use of Business Process Management in Strategy Implementation

2.4.1. The Business Process Management Lifecycle

Literature has provided many suggestions on how BPM techniques can be used within organisations. Although various models are suggested, the BPM lifecycle, developed by the Association of Business Process Management Professionals in 2009, and the BPM pyramid, developed by Harmon (2010), maintain the optimal structure for this study, with a clear representation of how BPM can be applied to strategy implementation given the gaps identified. The most relevant aspect of BPM to process management in strategy implementation begins with understanding the process development stages, also known as the BPM lifecycle, to define, manage, measure and control processes over time (McCormact, Willems, van der Bergh, Deschoolmeester & Willaert, 2009). Researchers in this area have analysed the BPM lifecycle elements and developed BPM lifecycle models which constitute a repetitive process lifecycle to be followed when managing processes. The idea of BPM lifecycle is to make decisions in terms of quality of processes that are improved or transformed in each stage (Ruzevicius et al., 2012). The process lifecycle model provides a highly useful sequence of stages that uses the results of the previous stage (von Rosing et al., 2014:265). Practitioners can thus complete categorisations of different process areas through improvement of their steps, activities, and future operations (von Rosing et al., 2014:265). Despite the BPM lifecycle, many BPM models have been developed since it was introduced at the end of the last decade (Ruzevicius et al., 2012:71). The lifecycle model produced by the Association of Business Process Management Professionals (ABPMP) (2009), illustrated in Figure 2.1, contains the main lifecycle components/phases of planning, analysis, design, modelling, measurement and control, and transformation, an optimal structure to process change developed by practitioners in the field of BPM (Ruzevicius et al., 2012:72).

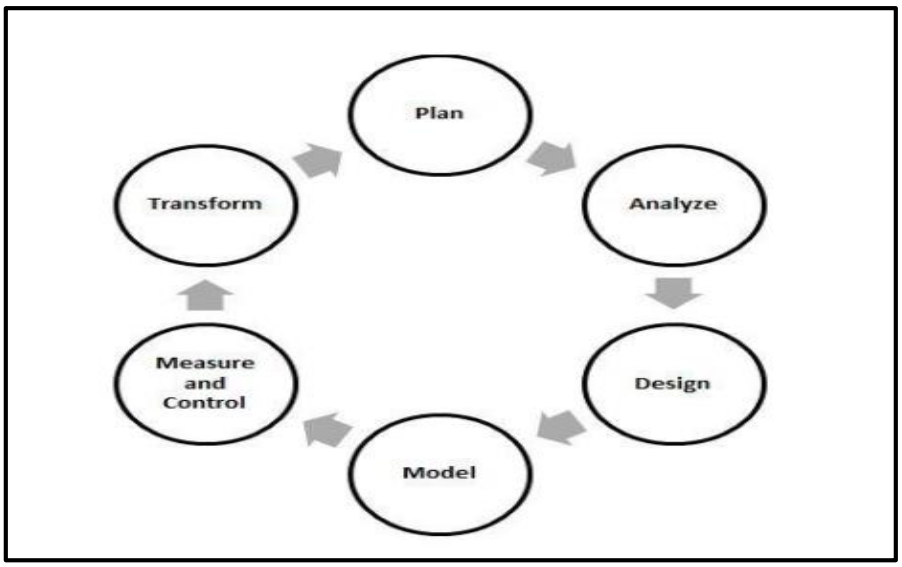

Figure 2. 1: Business Process Management lifecycle (ABPMP, 2009)

The BPM lifecycle model can begin to address the main sentiments of this study through a broader understanding of the lifecycle to provide continuous monitoring and assessment of processes ensuring that strategies are properly implemented. Essentially, the lifecycle model can generally address the gaps pertaining to strategy implementation by addressing each phase of strategy into the BPM model. In relation to strategy implementation, the planning stage is where processes are planned to determine business process objectives and goals in relation to the strategic goals of the organisation. Relative to the variables discussed in this literature, this phase would relate to the development of a corporate strategy, considering the variables that underpin corporate strategy such as people's involvement, timeline for implementation, knowledge sharing, technology, among others. Here, the problems identified in this literature that pertain to strategy, and that encompass all elements of strategy formulation, are addressed in the planning stage.

A process plan is then followed by process analysis, which focuses on analysing individual business processes to achieve the understanding of the current state of business process and its conformity to business objectives (Ruzevicius et al., 2012:71). Within strategy implementation, process analysis can be used to analyse individual process activities to understand their current state. Depending on the results of the process analysis, business objectives are transformed into business-level process diagrams at the design stage to get a view of how business processes for specific strategies flow (Ruzevicius et al., 2012:71).

The design stage is followed by the modelling stage, which includes the steps necessary for the development/identification of process models. In this phase, an infrastructure to support processes is created in the model and furthermore integrated with information systems that already exist in the organisation (Ruzevicius et al., 2012:72). Process modelling is the stage

where a strategic model can be identified to support business processes designed to fulfil strategic goals. In this phase, business processes for the specific strategy go through a continue change by using a business process model.

Finally, process measurement and control begin after process modelling to further transform processes. Measurement and control focus on the implementation of strategies to obtain the actual results from processes implemented to then transform those processes again if necessary. Transformation phase focus on the realignment and modification to aspects of strategies that to better align with the goals of the organisation through the modification of policies, structure, processes, people as well as technologies. At this stage, socio-technical resources are assessed and addressed in relation to processes, and the cycle returns to the planning phase to redress processes so that it meets expectations (Ruzevicius et al., 2012:72). This cycle is repeated continuously. The idea of BPM complete lifecycle is that processes are improved in each stage according to cycle results (Ruzevicius et al., 2012:72).

2.4.2. The Business Process Management Pyramid

Over the years, in addition to the BPM lifecycle, particularly its potential to facilitate the monitoring and assessment of business processes, BPM has brought much broader approaches other than general process management. BPM now focuses on bringing processes, diverse systems and people together in order to foster more effective, agile and transparent business processes (Harmon, 2010; Thabiso, 2012:26). This approach is further addressed in the Business Process Pyramid developed by Harmon (2010). The BPM pyramid provides a systematic approach that can play a crucial role in corporate strategy implementation. The pyramid integrates people and technology with processes to execute, control, monitor and analyse processes, making the objectives of the business more tangible to all those involved (Harmon, 2010). Although there are a number of BPM frameworks and approaches conceptualised, the BPM pyramid approach is appropriate to address the gaps identified to improve process management, including the socio-technical factors that influence corporate strategy implementation. In particular, the BPM pyramid can facilitate the management and control of processes throughout the stages that are included in the BPM lifecycles, while also coordinating processes, people and technology. This addresses the gaps identified to enable strategies to work. The use of BPM allows the company to analyse the entire strategy implementation, giving detailed attention to business process activities to control the interaction with other processes in terms of time and cost, while integrating socio-technical elements. As such, this research focuses on the principles of BPM pyramid as a crucial systematic approach to demonstrate the provisions of suitable management and monitoring of processes. The objective is to integrate the principles of BPM with socio-technical

factors to further make recommendations for strategists to promote de use of BPM to manage their processes.

Harmon (2010) developed the business process pyramid illustrated in Figure 2.2. The pyramid incorporates three different organisational levels, namely the enterprise level, process level and implementation level. At the enterprise level, organisations organise their processes across the entire organisation through alignment of strategic processes, governance and systems needed to measure the entire organisation (Harmon, 2010:53). At the process level organisations exploit process analysis and redesign new approaches, and finally, at the implementation level, technologies are evolved to support processes (Harmon, 2010:53). For this study, all three levels were considered fundamental to address the gaps in strategy implementation. In relation to strategy implementation, at the enterprise level, organisations seek to plan and organise corporate strategy, business processes based on organisational structure, policies, and organise socio-technical resources across the entire enterprise. At the process level, organisations explore the analysis, design, modelling, measurement and control, and transformation to monitor and manage business processes during strategy implementation, which had been integrated with the socio-technical resources determined at the enterprise level. Finally, at the implementation level, the processes, human and technical elements are integrated to influence strategic results.

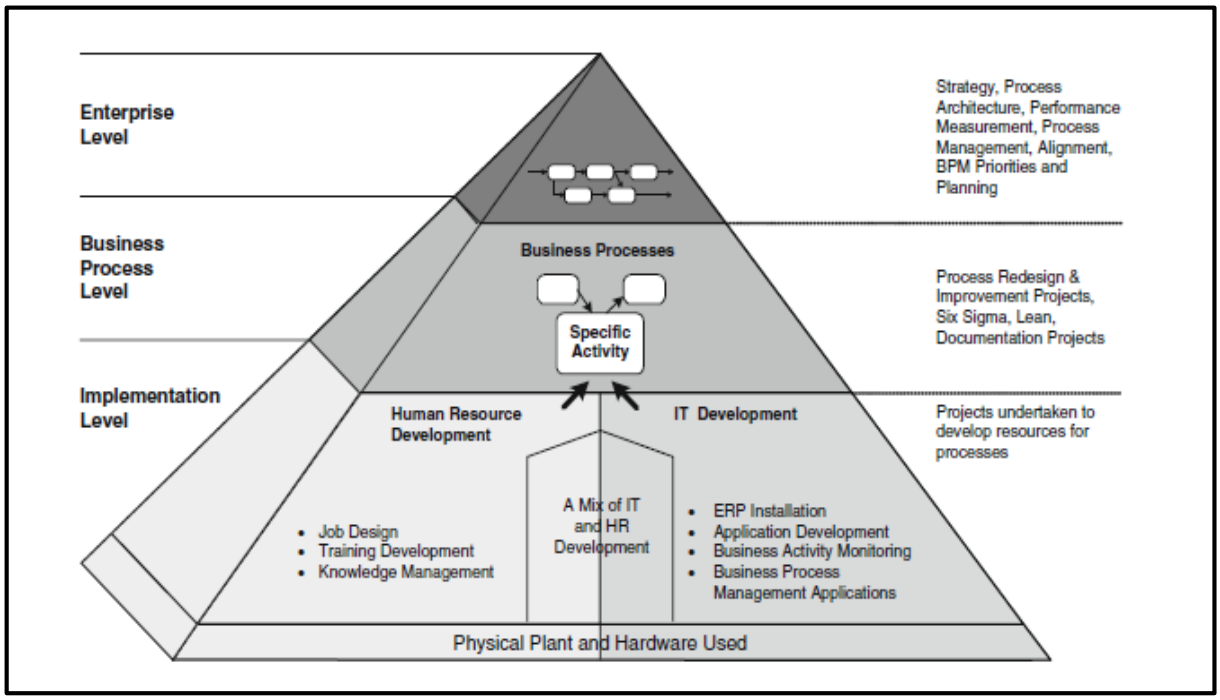

Figure 2. 2: The business process trends pyramid (Harmon, 2010:54)

2.4.2.1. Enterprise level

The enterprise level is the first level of the pyramid developed based on the concepts of Enterprise Architecture (EA) to help manage and optimise processes within enterprises. Thus, before studying enterprise level, it is important to understand EA concepts. EA is a tool that helps provide a common view of organisational goals, processes and activities and primary resources, showing how they integrate with each other, and this provides the necessary variables needed in the organisation in the enterprise level (Anaya & Ortiz, 2005:25). The idea is to keep all information about the company briefly, while able to classify it and relate to each other in an appropriate form (Anaya & Ortiz, 2005:25). Through EA, companies can identify sources of integration as well as problems which can be very useful as it allows for problem-solving in a more structured way (Anaya & Ortiz, 2005:28). This integrated view is increasingly important as a first step to the success of any corporate environment, and needs a different new approach such as EA, which is demonstrated in Figure 2.3.

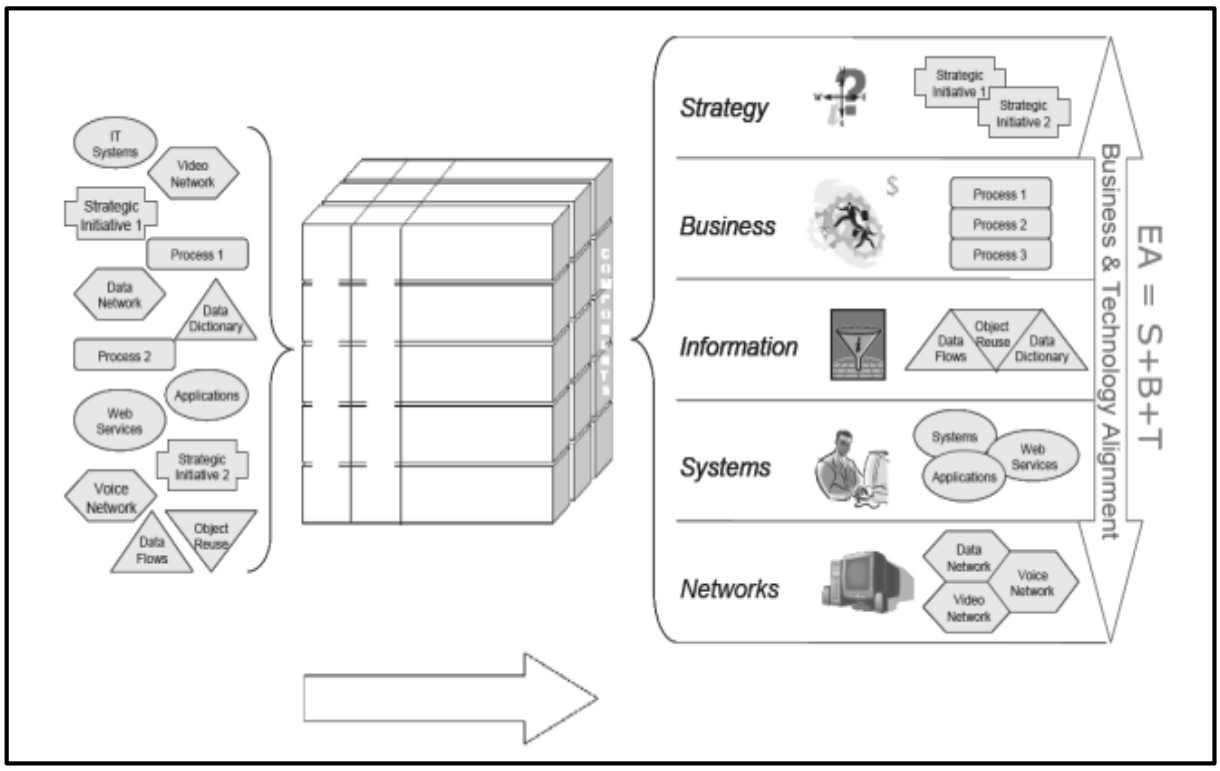

Figure 2. 3: The organising of enterprise architecture (Bernard, 2006)

Considering the EA in the figure above, Harmon (2010:54) conceptualised the enterprise level which focused on the strategic plan, governance of processes, and systems to measure processes (Harmon, 2010:54). This level is important because it provides an integrated view of how organisations organise their processes according to their competencies within the entire

company, aligning processes with strategies as well as resources, and defining process governance and measurement systems (Harmon, 2010:53).

Organisations first develop the strategy based on the stakeholder and customer expectations. Thereafter, organisations define and design business processes to fulfil strategic goals based on the organisational structure and organisational policy to determine the departments where the activities will be performed, and what data activities departments have access to. Finally, the people and technological resources needed to enable the strategy to work are determined. After organisations have selected all the variables needed to put a strategy into action, EA is used to structurally organise and integrate processes with people and technology as a way of linking business processes with the people that will perform tasks (Bernard, 2006). Once completed, a clear view of all the components is demonstrated in EA, which aligns, organises and integrates the organisational strategy, business processes and socio-technical resources in an objective manner. In this way, the organisation has a big-picture view of the components necessary to enable the strategy to work, and it is easy for everyone in the organisation to understand the processes. Once the strategy is planned, organisations can then target the business process activities for implementation of the strategy.

EA is a useful practice that facilitates the work of all levels of management in the organisation by providing an approach to strategy and business where strategic planning, policy, decision-making, and resource is developed. It is thus evident that the concept of EA plays an important role in the use of BPM to implement strategies. This is because, through EA, organisations can view their strategic components such as strategic direction, practices, information flows and technological resources, in an organised and integrated manner (Bernard, 2004). The literature on EA presents an equation known as EA=S(Strategy)+B(Business)+T(Technology), and is a sound bite version of EA (Bernard, 2006). Studies in EA have considered the equation fundamental to improve organisational performance by providing a holistic integrative view of the three common areas within the organisation, namely: strategy, business and technology. Essentially, the EA equation shows that the common areas within organisations integrate with each other to provide the main drivers for enterprises to focus on.

In this study, the EA equation was equally important because the three areas of the equation are not only related to the levels of strategy implementation, namely enterprise level (strategy), business process level (business processes) and implementation level (technology), but also encompasses and integrates the key resources driving the phenomenon under study, i.e. strategy (strategic planning), business processes, and resources (people and technology) (Bernard, 2006). Strategy implementation requires continuous change to improve strategic results. Although the BPM frameworks provide insights that can systematically enable the strategy to be implemented, the consideration of EA provides additional structure and detail of

the organisational processes, goals and resources by integrating the strategic factors, allowing for a more rigorous evaluation of the requisite capacity for the successful implementation of the strategy (Anaya & Ortiz, 2005:30; Bernard, 2006). This is because the EA equation compels the interrogation of the technical aspects required for the strategy to work, as well as how the elements of strategy (processes, functions, structure, and policies) must align to achieve the anticipated results. This will enable the organisation to standardise and organise strategic aspects to align with strategic goals (Harmon, 2010). EA will help examine the phenomenon of strategy implementation in a holistic manner enabling organisations to explore the socio-technical elements influencing strategic factors to always be linked through the EA equation. As such, the findings will be integrated to see how these variables (strategy, business processes and technology) always influence each other. By looking at the EA areas from an integrative approach, organisations can plan, structure and analyse the important variables of the strategy in a sequential and holistic manner. In this way, important variables are not excluded or forgotten during implementation and only important variables which form part of implementation are considered.

2.4.2.2. Process level

At the process level, the phases introduced in the BPM lifecycle, such as process analysis, monitoring and control, are developed to specifically evaluate and improve business processes (Harmon, 2010; Thabiso, 2012:36). This level initiates with a focus on all the components integrated at the enterprise level and focuses on aspects that are fundamental to support business processes for strategy implementation (Harmon, 2010:70). Once organisations integrate and align processes with socio-technical resources at the enterprise level, strategies are implemented through business processes. While strategies are being implemented, processes need to be monitored and assessed at a process level.

Firstly, organisations analyse planned processes in relation to the strategy, and then their progress status and conformity to strategic objectives and goals are met. It is insufficient to improve, implement or change certain processes without understanding how those processes support the organisational goals and contribute to other processes (Harmon, 2010:79). Process analysis focuses on individual process analysis where an overall understanding of a process's current state, and its conformity to business objectives, is realised (Ruzevicius et al., 2012). The results of the analysis phase will determine the transformation of strategic objectives into diagrams at the design phase (Ruzevicius et al., 2012). Usually, graphics and flow diagrams are used as a model in this phase. Thus, after analysis, processes are transferred to the design stage where a simpler flow chart is developed to compare with what was initially established and to ensure objectives are still met. The next step is process modelling and constitutes the steps necessary to develop or identify a business process model

(Ruzevicius et al., 2012). The transformation of the designed process model into a business model is the last and most crucial step to ensure the successful management of the process because discrepancies between what was developed and what happens during implementation often arise (Ruzevicius et al., 2012). Finally, processes are measured and controlled to ensure processes follow the order that responds to actual scenarios during implementation. After that, the cycle repeats itself.

2.4.2.3. Implementation level

After the process level is developed, implementation is the next step allowing companies to practically focus on elements of human resources and IT to support the changes emanating from strategy. The requisite changes must be incorporated into a new software application (Harmon, 2007). At this level, processes designed for the strategy are incorporated into a technological infrastructure to easily integrate all the gaps identified. This is because if a process is changed at the process level, this can mean that software can be developed at the implementation level. Consequently, the development of new projects can begin to link them with the new software application (Thabiso, 2012). This software application integrates with human resource development to define job design, training development, as well as knowledge management. Reorienting IT and human resource elements to support business processes are important as a way of integrating them with process outputs to create the best strategic results. Thus, the implementation level is important because it focuses on the mix of human resources and technology variables which are necessary to execute and monitor processes.

The BPM frameworks and the EA equation evidently show that business process performance is reliant on people and technology as the main resources required to put strategic plans into action (Anaya & Ortiz, 2005:30; Bernard, 2006; Harmon, 2010). It has also been established that there is a relationship between these resources, and organisational structure and policies from a governance perspective (van Buul, 2010:14). However, when resources are scarce, it confines the choice of opportunities for the strategy to work. The influence of resource scarcity on strategic plans is discussed in the next section.

2.5. Scarcity of Resources

After understanding how BPM can be used in corporate strategy implementation, it has been found that the requisite resources for a strategy must be developed and configured to create the capabilities needed for implementing a firm's strategy (Sirmon, Hitt, & Ireland, 2007). Resources can be defined as assets that are divided into tangible or intangible groups which are necessary to implement strategies (Ray, Barney & Muhanna, 2004:24). Within strategy implementation, if resources are exploited in business processes then they can be a source of competitive advantage (Ray et al., 2004:26). In this sense, business managers define a

company as being carried out by processes that generate and consume different kinds of flows (Anaya & Ortiz, 2005:26).

When exploring strategies, firms do not always possess all of the resources needed to adequately exploit the global market in a timely fashion (Duane & Webb, 2007:57). The technical and human resources, which are the resources required for this research, are often not available when needed, which can inhibit the implementation of strategies (Brudel, Preisendorfer & Ziegler, 1992).

The need for innovative solutions for these resources, particularly when they are limited, becomes crucial (Senyard, 2015). Literature provides much emphasis on explaining the role of socio-technical resources in strategy implementation, but there is a lack of clarity on what to do when these resources are scarce (Li, et.al, 2010; Rajasekar, 2014). Access to resources, especially when they are scarce, confines the choice of opportunities (Thakur, 1999). According to Cater and Pucko (2010), human capital and the effective pooling of skills are very important for strategies to succeed. To manage further innovation, it is necessary to rethink the allocation of resources to govern uncertainties (Baldassarre et al., 2016:300).

2.6. Conclusion

The review of the literature highlights the fact that successful strategy implementation is required to improve organisational performance, sustainability, and to maintain competitiveness. However, the literature shows that strategy implementation appears to be challenging for most organisations. As such, the factors that influence successful strategy implementation were explored. Business processes were found to be the key drivers for effective strategy implementation. In addition, certain socio-technical factors were explored, as they represent the resources for enabling process execution.

The main assertions are that there is a lack of a systematic approach to implement and manage business processes designed to fulfil strategic decisions, with a focus on the consideration of socio-technical influences. In addition, constant monitoring and assessment of processes were found necessary to ensure that strategic change occurs and indeed brings about the anticipated strategic results. In this sense, the Business Process Management lifecycle and pyramid frameworks were explored to ascertain its relevance to address the gaps identified to influence strategy implementation. These BPM frameworks facilitate the integration of processes, people and technology to enable the effective implementation of strategy via business processes, and provide a systematic approach to ensure that, not only are processes implemented to align to strategy, but they are evaluated to ensure alignment has indeed been achieved. Assertions were made about how these frameworks can systematically address the socio-technical factors that challenge the success of strategy implementation.

Socio-technical resources are required to create the capabilities needed for implementing strategies. However, since many organisations do not have the socio-technical resources when needed, they must seek out alternative means for resource utilisation. The notion of improvisation and other elements in the case of resource scarcity will be addressed in the next chapter which focuses on bricolage as a theory which will underpin this research.

CHAPTER THREE: UNDERPINNING THEORY

3.1. Introduction

The research problem, aim and objectives of this study were outlined in chapter one to put the research topic into context. The research problem is that most corporate strategies are not fully implemented because business process activities are not systematically managed. Strategy is mainly implemented by business processes, which are characterised by activities or tasks that enable strategies to work. Therefore, the objective of the research is to determine how BPM concepts and techniques can improve the implementation of corporate strategy. BPM presents a systematic approach that focuses on bridging processes, systems and people, and providing a systematic way of linking processes to corporate strategy. The literature discussed in chapter two brought about an in-depth understanding of the problem conceptualised in chapter one. It was found that for strategy implementation to be implemented, business processes are a fundamental variable to consider and they require coordination with socio-technical resources using a systematic approach to manage them effectively. People bring knowledge, skills and competencies to perform business processes, while technology bring tools and techniques to make the process efficient (Beukes et al., 2016). Socio-technical resources add meaning to process execution and represent some of the important variables for process execution. However, it was further discussed in the literature that businesses in many sectors face the challenge of resource scarcity. Resource availability gives companies opportunities to create the firm's value, but most firms do not always have the requisite resources internally, so they seek to access external resources (Mahajan & Clarysse, 2017). In this context, the firm's ability to pursue certain business process activities may be limited due to scarcity of resources.

In this chapter the objective is to provide a general understanding of bricolage theory and its underpinning concepts, which will be used together with the principles of BPM to guide the data collection, analysis, and interpretation for this study. This chapter proposes a theoretical approach to address limited socio-technical resources that impact on corporate strategy implementation, including access to skilled people and technical systems to control performance and behaviour. Bricolage theory constitutes concepts of improvisation, among others, to provide courses of action to implement strategy despite resource limitations. This chapter also outlines the application of bricolage in information systems research, demonstrating its affordances and limitations. Finally, this chapter will explain the development of a conceptual framework, which is underpinned by concepts of the problem conceptualisation, which has been shaped according to the findings in the literature review and which reflects the potential for bricolage concepts to emerge for strategy implementation within constrained environments.

3.2. Overview of Bricolage

The concept of bricolage is a theory notion that was first developed and introduced to show the creation of something new through the transformation of materials at hand (Lévi-Strauss, 1966). The term has its origin as a philosophic-anthropological approach, where bricolage was originally referred to as “making do with what is at hand” (Lévi-Strauss, 1966:1). “Making do” was identified as the first construct of bricolage developed by Lévi-Strauss (1966) to differentiate the engineer’s actions and ‘bricoleur’s’ actions (Fisher, 2012:1026). For example, while the engineers put together tools and materials to create a table, the bricoleur makes do with what he has at hand to create something new (Fisher, 2012). In essence, “making do” influences situations where there is an active engagement with a problem instead of asking questions about the possibility of an outcome being created or not through consideration of available resources at hand (Baker & Nelson, 2005:334-335). Recombination of resources is another term used in many studies where bricolage combines and reuses different resources excluding those initially intended to be used (Baker & Nelson, 2005). This combination of resources enables organisations to use bricolage to respond to situations of constraints and opportunities with firms (Senyard, 2015:19). This activity has enabled emerging firms to recombine all resources at hand to solve novel problems in difficult contexts (Gurca & Ravishankar, 2015).

The above definitions used to define bricolage demonstrate that bricolage is generally linked to improvisation (Baker, Miner & Eesley, 2003; Baker & Nelson, 2005; Di Domenico, Haugh & Tracey, 2010; Duymedjian & Ruling, 2010). For example, refusal to be constrained by limitations and making do imply improvisation in a certain way (Di Domenico et al., 2010:686). The concept of bricolage provides organisations with the potential to improvise, while still able to render established organisational goals with the purpose of creating new opportunities (Baker & Nelson, 2005). However, the treatment of bricolage as an improvisation differs from that of improvisation alone. This is due to the fact that improvisation alone consists of combining elements using simple rules in order to provide a unique composition (Duymedjian & Ruling, 2010:134). The method of improvisation referred in bricolage, is used to enable companies to harvest value without attempting to design businesses or make long-term plans for production (Baker et al., 2003).

In a broader perspective, bricolage can be best described as a theory of resourcefulness that consists of an individual’s adaptation to new and destabilising situations where resources are scarce (Duymedjian & Rüling, 2010). This behaviour helps firms to mitigate resource restrictions while identifying new opportunities to continue to create value to enterprises (Baker et al., 2003; Senyard, Baker & Davidsson, 2009; Di Domenico et al., 2010). In other words, through bricolage, firms are able to create innovative solutions while attempting to satisfy the

challenges faced within resource constrained environments (Ali & Bailur, 2007). In addition, bricolage can tackle unexpected complex challenges and enable firms to go where others won't in their attempt at development (Senyard, 2015). Generally, using resources at hand typically includes all kinds of resources such as assets, people's capabilities, knowledge and competencies, information, firm attributes, initial investment, personal network, technological resources, financing, suppliers, office space, advice, employees, and so forth (Baker et al., 2003; Mahajan & Clarysse, 2017). Bricolage can essentially create something from what appears to be nothing (Baker & Nelson, 2005). Given the characteristics and central idea of bricolage, this theory can be used in this study as a theory of resourcefulness to explore the manner of recourse for strategy implementation within constrained organisations.

3.3. The Elements of Bricolage

Bricolage has been approached from different perspectives across multiple disciplines, other than anthropology, to provide a more complete conceptual underpinning of studies within organisations (Duymedjian & Ruling, 2010:133). Since the original coining of the term, bricolage has been applied in the formative processes of teaching, law-making, finance, information systems, as well as entrepreneurship (Hatton, 1989; Hull, 1991; Baker & Nelson, 2005; Pallud & Elie-dit-cosaque, 2011; Kariv & Coleman, 2015). However, the constructs forming part of bricolage literature have not been subjected to an organised analysis that is useful to the multiple disciplines in which they have been applied. Bricolage is still formed by different structures that take shape and size during the research progress, requiring the inclusion of perceptions, subjectivity and especially researcher's creativity (Campos & Ribeiro, 2016). However, the proposed bricolage found in present-day literature aligns different elements of resourcefulness that can be useful in this study, such as multi-tasking and "making do" (Lévi-Strauss, 1966; Di Domenico et al., 2010); improvisation (Di Domenico et al., 2010); and refusal to be constrained (Di Domenico et al., 2010). These elements can always be expanded or restructured in the various fields to meet new ends. In addition, each element belongs to either a purely intellectual kind of bricolage or one materialised to new functions or interpretations as time passes and as the mythical mind of the bricoleur demands it.

3.3.1. Making do

"Making do" was identified as the first element in bricolage (Lévi-Strauss, 1966). The concept is commonly used in social entrepreneurship (Zahra, Gedajlovich, Neubaum, & Shulman, 2009). In "making do", bricoleurs use available resources and recombine them to solve problems or create new opportunities (Di Domenico et al., 2010:689). Usually when companies face contraints, they make do with available resources, rather than look for alternative actions (Senyard, 2015). "Making do" allows flexible resource combination, particularly within social meanings (Feldman, 2004). Essentially, "making do" involves depending on available

resources at hand (Senyard, 2015). For example, in education, “making do” involves using existing skills and competencies to deal with students that have certain challenges in learning (e.g. Hatton, 1989). “Making do” includes three approaches to resource construction, namely (1) creating something from nothing – creating something from scratch, a market or service that has never existed before; (2) using resources that are unwanted for new purposes; and (3) using resources that are hidden and other organisations have not recognised their value (Di Domenico et al., 2010).

3.3.2. Multi-tasking

Lévi-Strauss (1966) proposed multi-tasking as one of the facets of bricolage. A bricoleur, the person who engages in bricolage within an organisation, is adept at multi-tasking activity which generally allows him/her to do what he/she needs with multiple resources at hand (Pallud & Elie-dit-cosaque, 2011). This is because the figure of the bricoleur in general appears like the figure of the primitives when they were confronted with a task (Pallud & Elie-dit-cosaque, 2011). They tend to reject or protest against situations they face and that are considered meaningless and multi-task by using multiple resources at hand to give it meaning (Pallud & Elie-dit-cosaque, 2011; Lévi-Strauss, 1966). In fact, multi-tasking refers to completing two or more tasks at the same time so people can accomplish more in less time (Otto, Wahl, Lefort & Frei, 2012), which is a characteristic of bricolage.

3.3.3. Refusal to be constrained

Refusal to be constrained manifests when firms face limitations resulting from organisational or political situations. According to Baker and Nelson (2005), bricolage not only constitutes “making do” definition but also constitutes the refusal from organisations to be enacted by limitations. Refusal to enact limitations involves actors resisting all kinds of constraints related to the firms’ environment within organisations (Di Domenico et al., 2010). Bricolage behaviour and refusal to be constrained by limitations represents a response to organisational pressures (Di Domenico et al., 2010). Refusal to enact environmental limitations is another element that helps firms use bricolage to create something from nothing (Baker & Nelson, 2005). When organisations look at resources as something with value, they automatically refuse to see it as nothing and can create something out of it (Baker & Nelson, 2005). This refusal to be constrained enables firms to demonstrate their creative capabilities and can show their capabilities in improvisation while making good use of the emerging resources they have (Baker & Nelson, 2005). Refusal to be constrained eliminates environments with resource limitations, while at the same time creating a social value (Di Domenico et al., 2010). The characteristics of refusal to be resource constrained constitute (1) trying new solutions to eliminate limitations caused by organisational situations; and (2) eliminating resource limitation created by environment with resources while at the same time creating social value.

3.3.4. Improvisation

Bricolage is a form of scientific research that is more associated with intuition and improvisation. Improvisation is also part of the social entrepreneur's research, which can easily fit within the constraints of limited resources. Improvisation is closely linked to "making do" and refusal to be constrained (Di Domenico et al., 2010). Improvisation as an element of bricolage enables adaptation of standard ways of working and also creative thinking to complement an environment with limited resource conditions (Miner, Bassoff & Moorman, 2001; Weick, 1993). The intuition and improvisation presuppose a handmade path, that is, methodological flexibility; however, they cannot be mistaken for lack of planning (Campos & Ribeiro, 2016). Improvisation to respond to resource scarcity in social entrepreneur studies is frequent. Improvisation is the concept that is more common within bricolage research where recombination of resources involves a 'hands on' approach (Ciborra, 1999; Kamoche & Cunha, 2003; Baker, 2007). Improvisation causes organisations to be creative and innovative as a response to unexpected activities in order for organisations to organise their resources (Ciborra, 1996; Styhre, 2009; Bechky & Okhuysen, 2011). Improvisation is also common in social entrepreneurship research (Di Domenico et al., 2010). The characteristics of "making do" include (1) creating ways of working and innovative thinking to eliminate environmental limitations; (2) initiating projects and constantly responding to opportunities; (3) and creating engagement in community.

3.3.5. Network bricolage

Another element of bricolage that has been introduced by Baker et al. (2003) is "*network bricolage"* as "dependence on pre-existing contacts at hand". This happens when organisations rely on pre-existing networks as a means of primary access to resources needed (Baker et al., 2003). The use of network bricolage to address resource-seeking constitutes finding useful contacts by networking with other people in other organisations who previously were not considered by the organisation (Baker et al., 2003). Furthermore, network bricolage is instrumental within experiences that can range from different departments dealing with recruitment, equipment, and finance (Phillimore, Humphries, Klaas & Knecht, 2016). This concept requires that firms establish a strong interpersonal dimension with probably restricted individuals who the company "gets along with" (Duymedjian & Ruling, 2010). In this sense, bricolage is related mainly to sharing of intimate knowledge repertoires, object relationships, as well as potential connections (Duymedjian & Ruling, 2010). Actors need to be familiar with the collective action of networking, as the less familiar they are, the higher the possibility of conflict between them (Duymedjian & Ruling, 2010). Within the information systems field, Ciborra (1991:289) suggests that in order to be unique, collaboration is important even with competitors particularly in developing strategic information systems, as this allow companies to find clues for new and significant changes in the routines of another company.

All these elements are concepts derived from the theory of bricolage to better suit its application under resource-scarce environments. Despite the complexity around bricolage and its application, mostly in social studies, the importance and contribution of bricolage theory has also been found useful to the information systems domain.

3.4. Bricolage in Information Systems Research

Over the years, bricolage has expanded increasingly within information systems literature. Ciborra (1991) used bricolage to suggest that the concept could facilitate the implementation of strategic information systems and could give companies a competitive advantage over a period of time. In particular, for organisations to develop information systems can be costly and companies may lack innovation, thus forcing companies to approach the use of bricolage to make the development of strategic information systems (ibid.). This is because strategic information systems are those that serve at the grass roots of organisations, and the components and skills of those specific information systems can be improved on a daily basis, thanks to the myriad invisible acts of bricolage (ibid.).

Ciborra (2002) defends that within established and structured organisational approaches, specialists in systems need to appreciate and understand changes in systems practices and rely on adequate resources and attention to their cultivation. Because of that, he considers bricolage to be an important strategy to IT which consists of reassembling ISs to adapt it to an immediate information need. IT underutilisation is linked to inexperienced staff who consequently rely on tinkering and improvisation when using such tools. In addition, not having enough time, proper training, and poor communication once the IS is implemented also implies tinkering behaviours, resulting in an incomplete utilisation, misuse or an avoidance and resistance to change. Their study (ibid) contributes to IS research by examining the consequences of new system implementation on IT adoption, IT usage and users' affective reactions. Using bricolage theory as a lens enriches the understanding of IT adoption in the workplace (Pallud & Elie-dit-cosaque, 2011).

Similarly, Pallud and Elie-dit-cosaque (2011) use the metaphors of bricoleurs and engineers to better understand individual user's reactions to a newly implemented system. This represents a challenge as individuals respond in different ways to IT implementation, which contributes to the emergence of unique IT practices. As companies have limited capabilities to modify the core characteristics of the technologies they use, organisations increasingly look for a greater knowledge into the human processes at work during IT adoption (Pallud & Elie-dit-cosaque, 2011). Given the fact that few studies have given careful consideration to the roles played by behaviours and emotions when a new system is implemented, bricolage is used to

show how behaviours influence user adoption of systems and features (Pallud & Elie-dit-cosaque, 2011).

According to Ferneley and Bell (2006), strategic development alignment to adopted information systems within SMEs can be a difficult experience. Using bricolage to this end, and particularly as an approach for improvisation where companies can learn from a real experience, can be useful in this instance because in so doing, SMEs can learn about IS while exploring a “can do” approach found in those environments (Ferneley & Bell 2006). However, the use of bricolage in SME’s can take some time to happen and the changes for it to be trusted as a different perspective in SME’s are still being explored (Ferneley & Bell 2006).

Considering what has been discussed above, bricolage research is useful to the information systems domain. The power of bricolage theory illuminates empirical situations in information systems which have been well-demonstrated above as important tools for exploring behaviour such as refusal to enact limitations when using technology in organisations. Therefore, given the role it plays in information system studies, bricolage shows relevance to how it can also positively contribute to this study. In these studies, bricolage reveals certain socio-technical conditions that can contribute to this study as they are in line with the objectives of the study. For example, bricolage provides a foundation to show how behaviours influence users adaptation to technology, tools, and features. It also enriches the understanding of IT adoption. Given that strategy brings about changes to processes that influence resources, including people and technology, these applications of the theory can substantiate that the theory is well-suited in this research. The objective is to frame the thinking in terms of using bricolage as a lens to explore incidences where bricolage concepts are used, applied, or naturally occurred, whether knowingly or unknowingly. As such, bricolage will be used as a canvas to explore the socio-technical conditions that emerge within the context of this study as it pertains to strategy implementation in an organisation.

The literature is scant in as far as utilisation of bricolage as an analysis tool in empirical studies for strategy implementation. As a result, this research presents a novel way of exploring the socio-technical conditions within constrained environments that bring about strategy implementation. The implications of bricolage applications and thinking within the context of strategy implementation and process management will be elaborated in the next section.

3.5. Conceptual Framework

Bricolage is a suitable theoretical lens for understanding the socio-technical resources influencing strategy implementation, as it addresses solutions for human and technological factors at varying levels of strategy implementation. For this study, bricolage was utilised to trace the emergence of socio-technical conditions that should prevail for effective strategy

implementation. Bricolage will serve as a lens not only to explore how to implement strategy effectively, but to observe the conditions under which it can take place when socio-technical resources are constrained. Interpretation of the findings will be guided by these concepts to bring out which of these scenarios were applied in the context of this study. Elements of bricolage can lead to creative and innovative solutions for effective implementation of strategies, instead of seeking new resources.

Given the overview of bricolage and its relevance in social studies, as well as information systems research, a conceptual framework was developed to guide the data collection, analysis, and interpretation. The point of departure was to refer to the problem conceptualisation and to transform it to reflect the findings from the literature review and to show the influence of the theory to frame the problem. Given the influence of BPM on this research, particularly its role to bring about systematic approach to strategy implementation through processes, and its due consideration to socio-technical resources, the perspectives of the BPM lifecycle and Process Management Pyramid were incorporated into the conceptual framework. The recognition of the EA equation manifests in the representation of the concepts of EA at each phase of implementation because it is envisaged that the strategy, business processes, and technology (or resources in general) aspects will be influenced by socio-technical factors at each phase of the strategy implementation, and will influence each other, as social dynamics unfold within an organisation. The framework is depicted in Figure 3.1.

The research problem conceptualised in Chapter 1 was that organisations develop corporate strategies which serve as an input to formulating a work plan with stated organisational policies, and the business activities to be implemented by the respective organisational departments. Policies, rules, and structures change when organisations develop strategies and these changes serve to inform how business processes should be designed to fulfil strategic goals. Business processes contain attributes, activities, and flow steps to serve the governance of the operations of an organisation. When organisations design business processes, the respective outputs to be achieved are also determined. These outputs are often referred to as a service/product and can be used to drive strategic results. BPM can greatly influence parts of organisational strategy because it can be used to improve business processes so that the respective outputs can also be improved. BPM is a systematic approach to organise business processes properly in order to achieve optimised and improved outcome (Latif & Soomro, 2015:1). The use of BPM is fundamental within the competitive environment that companies operate (Ruzevicius et al., 2012:69). Socio-technical factors are crucial during BPM implementation where the interaction between people, processes, and technology is recognised and not treated separately.

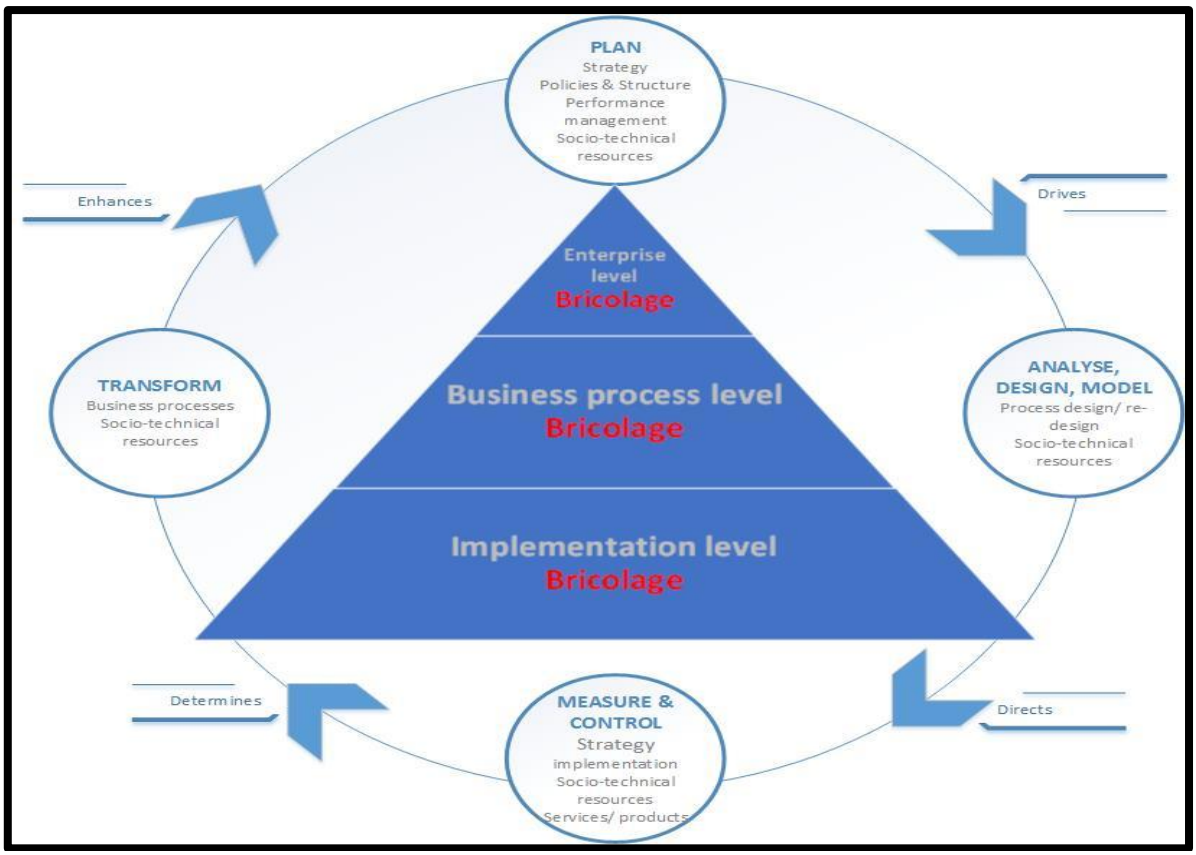

Figure 3. 1: Conceptual Framework: Strategy implementation

These sentiments are replicated in the conceptual framework, but have been framed according to the systematic approach that BPM provides in the context of process management that conforms to strategy implementation. Within the BPM lifecycle, the activities within the various levels of the BPM pyramid are carried out at various steps, thus the lifecycle encompasses the entire pyramid to represent the cyclical approach to process modelling to respond to strategy implementation, particularly to monitor and evaluate strategic achievement. The steps within the lifecycle call for various levels of activity, for example, the planning step will call for the activities that underpin the enterprise level, including developing the strategy and determining the resultant policies and structure that will underpin the policy. The strategy drives the design of the processes that will serve to implement the strategy. Thus, analysing, designing, and modelling the processes will call on the activities of the process management level, where process design and/ or re-design occurs, which will serve to direct the work of people and the technology that will facilitate the processes, leading to the delivery of a product or service. This constitutes the implementation level, and thus strategy implementation. The implementation of processes, and the work that constitutes the processes, is monitored and evaluated, which calls on the activities of the enterprise level for performance management. Measurement and control of process activities determine the need for transformation of business processes to enhance the competitiveness of the organisation.

The EA equation as a framework orientates the evaluation of the socio-technical influences envisaged to emanate from the findings. While the conceptual framework does not provide a detailed account of how these socio-technical influences would manifest, it serves as a 'placeholder' for anticipating the empirical findings that will be framed by the EA equation to show how the key variables of the equation will be influenced, and to anticipate that they will influence in each variable. However, the empirical data will show how they will influence each other. EA helps the entire cycle of implementation in the framework as it focuses on bringing the phases, as well as the factors in these phases, together to form a more seamless environment in the organisation, and to focus on the right aspects. EA enables systematic design decisions on all the components of strategy implementation for making long-term decisions around transformation.

Socio-technical resources are affected during each phase of the cycle. During the planning phase, resource availability is considered in terms of the requirements for the achievement of the strategy. Here, concepts of bricolage may emanate for the achievement of the strategy. During the analysis, design, and modelling phase processes are designed in line with the available resources, perhaps also drawing on notions of bricolage. During implementation, measurement, and control, socio-technical resources are put to work to implement the strategies through processes, while enacting bricolage constructs.

It is envisaged that this framework will serve to explore those socio-technical conditions that will bring about the successful implementation of strategy under the guidance of BPM approach, while also exploring applications of bricolage thinking and applications, and that this thinking will emerge at the enterprise, process, and implementation levels. Essentially, this framework will enable the researcher to obtain insights to how these bricolage concepts were applied (either knowingly or unknowingly) and will provide novel findings on successful strategy implementation within constrained environments.

CHAPTER FOUR: RESEARCH DESIGN AND METHODOLOGY

4.1. Introduction

The previous chapter presented a review of the underpinning theory used to address socio-technical resources needed to successfully implement strategies. The underpinning theory of bricolage was used as the theoretical lens through which this study was channelled. Given the previous chapter, it is evident that the concept of bricolage, and its elements, play an important role in the problem conceptualised in this study to address the socio-technical resources needed to successfully implement strategies. The literature findings thus far affirm the socio-technical resources underpinning the problem conceptualisation to be relevant. However, the propositions made in respect of the extent to which bricolage introduces innovation for socio-technical resources would indeed contribute very much to the successful implementation of strategy, and this, therefore, would have to be determined based on empirical evidence. This chapter elaborates on the research approach, philosophy, strategy, and design in line with the aforementioned implications.

4.1.1. Research Methodology

The review of the literature revealed strategy implementation to be a social phenomenon. It was established that Business Process Management (BPM) concerns various organisational capabilities (including personal and cultural capabilities), the need for people with deep expertise in process design and implementation, and the need to have interaction between people/users and technology. It was also established that despite the attention that BPM has received for its benefits, most research focuses on describing BPM, what it constitutes, and how it should be used. Not enough work has been shown on how BPM could be used as a vehicle for strategy implementation, where socio-technical factors are found to be critical. There is little insight into the way users interact with the BPM approach, which might influence the ultimate performance of the processes. It was found that it is important to consider various socio-technical factors by investigating complex interactions among humans and technology within the BPM context.

Research focusing on social phenomena can use different research methods in which research studies can be classified. According to Fouché and Delport (2002:79) the quantitative and qualitative paradigms are the two well-known and recognised methodologies to research. While a quantitative approach aims to respond to “what” questions and is useful to test hypotheses, a qualitative approach is useful to respond to the “why” and “how” questions and is useful to understand complex psychological issues (Marshall, 1996:522). A quantitative approach refers to counting and measuring of things while qualitative research is defined as the gathering, analysing, and interpreting of data through observations of what people do or

say (Anderson, 2006:3). According to Moustafa (2011:68), a quantitative approach is used "as a synonym for any data collection technique such as a questionnaire or analysis procedure such as graphs or statistics that generates or uses numeric data". With a quantitative research approach, the aim is to examine objective theories by evaluating variables that can be measured in order to generate numerical data that can be analysed using statistical procedures (Creswell, 2014:4). On the other hand, a qualitative research approach is useful in social phenomenon studies (Myers, 1997:2). It is useful to ask broad and general questions in order to gather views of respondents in terms or images, and it analyses the information for description and themes (Creswell; 2002:58). Essentially, a qualitative approach is used in studies that are of exploratory in nature to allow proper understanding of respondents' opinions (Wyse, 2011).

The aim of this research is to understand how BPM can be used as a vehicle to systematically improve business process activities so that corporate strategies can be successfully implemented. The resultant research questions focus on "why" and "how" questions, which can more suitably be answered with a qualitative research approach, given its affordances to explore the social phenomenon and to enable a proper understanding of people and the social environment in which they operate (Myers, 1997:241). Thus, an in-depth understanding of the social phenomenon was needed, which required a close interaction with people for relevant information to be gathered. This was to gain an in-depth insight into how organisations perceive strategy implementation. These insights were questioned in line with the literature review, as well as the frameworks of BPM and bricolage used in this research, providing a unique lens through which the socio-technical determinants for enabling innovative and systematic strategy implementation can be discovered.

4.1.2. Research Philosophy

Bricolage theory was selected as the theoretical lens to explore how to implement strategy effectively and innovatively, and to observe the conditions under which it can take place when socio-technical resources are constrained. Given the relevance of bricolage to social studies, as well as information systems research, a conceptual framework using the concepts of BPM and bricolage, was developed to guide the data collection, analysis, and interpretation. The social nature of this research is ontologically subjective as the existing literature provides little basis for understanding the use of bricolage to provide innovative solutions for the implementation of strategies. From an epistemological perspective, a theoretical approach of interpretivism was used. Nicholson and Sahay (2004:338) quote that in interpretive research "the aim is to understand the complexity of human sense making processes, and the processes by which inter-subjectivity is obtained as the situation is constantly changing". Given the focus of this study to explore opinions about the understanding on socio-technical enablers using

bricolage in order to provide innovative solutions in implementation of corporate strategies, this study was interpretive. The theory of bricolage was used to provide a clear understanding of the phenomenon under study, identify variables that should be added to the problem conceptualised, and link the variables of the theory with the ones conceptualised which further provide additional meaning to the study. The use of qualitative studies in order to interpret a phenomenon is often used to uncover and construct the meanings of a phenomenon (Thorne, 2000:68). This shows that for the researcher to engage with the reality, it can be done only by using social constructions such as conversations, sharing of ideas and consciousness (Myers, 2009).

In this study, the underpinning research philosophy, interpretivism, helped put the social theory of bricolage into social reality of strategy implementation through BPM and explain them in relation to each other in influencing corporate strategic results. The main contributors to the selection of the concept of bricolage as a lens through which to study the phenomenon are:

a) The nature of the problem as described in the problem statement;

b) The research objectives and questions;

c) The conceptual framework.

4.1.3. Research Approach

A research approach can be inductive or deductive. In an inductive research approach, ideas are generated from data. On the other hand, in a deductive research approach, data is used to confirm or negate an initial idea (Holloway, 1997). While inductive reasoning builds concepts and theories, deductive reasoning test hypotheses (Merriam, 2009). Given these definitions, an inductive research approach has been employed in this research study. This is because an inductive approach allows significant themes about the study, inherent in the data, to emerge naturally (Thomas, 2006:238). Additionally, inductive reasoning allows general inferences to be drawn from cases of empirical data to a broader population of interest (McAbee, Landis & Burke, 2017; Woo, O'boyle & Spector, 2017:257).

Since this study aims to understand and interpret the underexplored role of BPM in corporate strategy implementation from a social standpoint, an inductive approach was appropriate to further discover new knowledge about the topic. By employing an inductive approach, the researcher could generate themes, concepts and insights for this underexplored social phenomenon. Moreover, an inductive approach allowed knowledge to be generated to gain an understanding of the relationships among the themes to further make recommendations for various contexts of interest that can be used to enhance successful strategy implementation. The researcher looked for themes from literature to discover new knowledge, which affirmed

that socio-technical factors will emerge at various stages of strategy implementation. The variables for this phenomenon were subsequently inductively explored, as they emerged 'naturally' from the raw data, particularly findings related to bricolage. While the conceptual framework framed the social phenomenon, findings about bricolage were not pre-empted. This fits in with the interpretive case study research strategy employed and discussed in the following section.

4.1.4. Research Strategy

As previously stated, the aim of this research is to explore the role of BPM in corporate strategy implementation. This requires a detailed understanding of the role that BPM can play to systematically improve business processes so that strategies can be successfully implemented. A qualitative methodology was found suitable to produce a holistic understanding of generally unstructured data (Mason, 2002). An interpretive research paradigm was further selected to frame the exploration of this underexplored and unstructured phenomenon using conceptual categories. Thus, the research strategy selected for this study was an inherent component of the methodology chosen. Firstly, different types of research strategies were considered to identify the one most suitable for this study. Research strategies include experiments, surveys, case studies, ethnography, and grounded theory (Wedawatta, Ingirige & Amaratunga, 2011). Given the aims of the study, and the interpretative qualitative methodology chosen to explore the phenomenon, a case study research strategy was selected.

A case study approach investigates a phenomenon given the real-life situation in which it occurs (Yin, 1984:23). Case studies allow the researcher to explore and interpret issues that are very complex and this is useful to investigate multiple aims of the research (Paré & Elam, 1997; Zainal, 2007:1). Through case study methods, the researcher can understand the behavioural conditions, using the human's perspective to examine specific data (Zainal, 1997:1). More importantly, a case study approach is useful for answering "how" and "why" questions in situations where the researcher does not have much control (Rowley, 2002:16; Yin, 2003). Given the research questions for this study, a case study approach was found to be more suitable to explore the social phenomenon and to help the researcher understand how people engage with this phenomenon in their social context.

According to Yin (1984) case studies constitute three categories, namely exploratory, descriptive, and explanatory. The idea in exploratory case studies is to explore all kinds of phenomena that open doors for further examinations such as "how" something happened and are of interest to the researcher. In descriptive case studies, the idea is to describe a natural phenomenon within the data. Finally, in explanatory case studies, data is closely examined considering all levels in order to explain the data where the researcher may ask the reason

"why" something happened. Furthermore, still in the context of case studies, two categories are distinguished by McDonough and McDonough (1997), namely interpretive and evaluative. In an interpretive case study, the aim is to interpret the data in order to develop conceptual categories and support the assumptions generated from it. On the other hand, in an evaluative case study, the aim is to add judgment to the data (Zainal, 2007).

Given the interpretive stance adopted for this research, and the underexplored area of research, an exploratory interpretive case study approach was the appropriate research strategy to use. By focusing on one case study, the researcher could obtain a deeper understanding and intensive engagement about the phenomenon. Case study research draws on real-life situations and compares views directly in relation to the phenomenon as they unfold in practice (Flyvbjerg, 2006:235). Thus, given the propositions made in this research, and the conceptual framework developed, it was suitable to select an organisation that embarked on strategic change and has changed its processes in response to its strategic initiative. The case study will be discussed in the following section.

4.2. Overview of the Case

4.2.1. Background

The organisation chosen for the case study was CapeNature, which is in the Western Cape, South Africa. CapeNature is a governmental organisation which was formed in January 1999 (CapeNature, 2018). The organisation is responsible for the biodiversity conservation, management, and supply of ecosystems services in the Western Cape (ibid.). In particular, it maintains wilderness areas and public nature reserves in the Western Cape. Besides promoting nature conservation, CapeNature also renders services and provides facilities for research and training.

CapeNature's vision is to sustain the future of conservation and its mission is to manage conservation while at the same time promoting human and natural assets in the organisation. By doing so, they provide best practices, access, and sustainable use of their resources. The objective of the organisation is achieved through various projects including social and economic related projects, Youth Development, Environmental Crime Investigation, Fire Management, Wildlife Management, Stewardship, and Eco-tourism development (ibid.). CapeNature is dependent on partnerships with other role players and communities to implement its mandate to ensure a successful conservation economy in the Western Cape.

CapeNature has developed a five-year strategy for 2015 to 2020 (ibid.). Since its development, the organisation has been working towards achieving the objectives of the strategic plan through implementation in the various business functions. The five-year strategic plan reflects the strategic goals and objectives which CapeNature endeavoured to achieve over the period

of five years. Within its first years, CapeNature was able to successfully meet around 80% of their predetermined strategic objectives. Recently, the company decided to review the efficiency and effectiveness of its service delivery capacity. The initial stage of this exercise resulted in various changes in their business processes using various techniques of BPM to improve strategy implementation. The idea was to focus their efforts particularly on strengthening governance structures through the review of policies, procedures, and systems. This was mainly to improve functionality and alignment of the aforementioned areas with the organisational processes and subsequently strategic decisions.

An external advisory was appointed to conduct an organisational diagnostic of the entity and guide the organisational development process. As a result, the annual report for 2017/2018 shows improvements compared to previous achievements. One hundred percent of the objectives were met as a result of the changes that were made in their business processes. Therefore, given that CapeNature was already engaging in systematic management of their business process using BPM in response to a corporate strategy implementation, the company was found suitable for conducting a study on matters of BPM and strategy implementation.

The organisational structure is shown below in Figure 4.1. This structure was useful to identify the participants that would be suitable to contribute to the research study.

Figure 4. 1: Organogram: CapeNature

The CEO of CapeNature is appointed by the Western Cape Nature Conservation Board in consultation with the Minister. The CEO is responsible for executing duties and functions of the board, managers, and its staff. The executive team supports the CEO in assisting with the day-to-day management of the organisation and to ensure that the objectives, strategies, and policies are adhered to. Senior managers from various business functions such as Finance, Conservation Management, Strategic Management, Communication, Marketing and Sales, People and Conservation, Biodiversity Legislation, Tourism, Human Resources, Fire Management, Supply Chain Management, Internal Control and Risk Management, engage more in implementation of the strategy and were the focus of this study.

4.2.2. Unit of analysis

The unit of analysis is an important component to consider in research studies. It refers to entities or individuals that are being analysed in a study. In most studies, this is referred to as the population from which data can be collected (Parahoo, 1997:218). For this study, the unit of analysis is an organisation that has implemented process changes to achieve strategy implementation. According to Burns and Grove (2003:213), a population constitutes constituents with the same characteristics, which is the basis for inclusion in a study. A population is also referred to as a group of individuals with common characteristics (Best & Kahn, 2006). The population in this study would constitute all the individuals in the organisation who engage in strategy implementation.

The target population included senior managers from the various business functions depicted in the organogram in Figure 4.1. The participants were selected based on their degree of participation and involvement in corporate strategic decisions, from the point of participation in strategy formulation to implementation, and business process change, which is the focus of this research. These participants were able to provide perceptions about corporate strategy implementation, and business process changes which emanated from those strategies, to shed light on the role of BPM in the implementation of corporate strategy within the selected case study.

4.3. Sampling

Given the aim of this research to determine how BPM can improve the implementation of corporate strategy, the qualitative stance, and its interpretive case study approach; the choice for a sampling technique was based on the intention of the research to obtain an in-depth understanding, rather than on generalising the findings. The literature presents two types of techniques for sampling, namely probability and non-probability sampling. Probability sampling makes a random selection of the population, and inferences can be generalised to a finite population (Brick, 2014). In this case, for each element in the population, there is a non-zero

chance of them being selected (Battaglia, 2011). In non-probability sampling, on the other hand, the population is not well-defined and there is no random selection of the sample from the population. Instead, methods that are useful for subjective studies are used to help identify the characteristics of the population that should be part of the sample (Battaglia, 2011). Non-probability sampling lacks generalisability, as it is mostly useful in studies with existing insights into theories of how to develop new theories (Showkat & Parveen, 2017). In this research study, non-probability sampling was selected as the most appropriate technique. The selection of this technique was primarily driven by the intention of the study, which is not to generalise the results, but rather to provide deeper, valuable insights on the phenomenon under study.

Non-probability sampling is divided into three categories, namely quota, purposive, and convenience sampling (Battaglia, 2011). Quota sampling provides the targeted interview numbers to be conducted with the subgroups of a population; purposive sampling is useful in situations where the sampling produced is representative of the population of interest; finally, convenience sampling will depend on the access to the population of interest, considering the costs related to location, geographic distribution of the population, and access to obtain a response from the selected elements (ibid.). In this study, a purposive sampling method was employed. Purposive sampling is considered to be the most important type of non-probability sampling because of the representativeness of the information gathered (Welman, Kruger & Bruce, 2009:69). Given its criterion for representativeness, the research can intentionally choose those to be included in the study having in consideration the ability of the people to provide necessary data (Parahoo, 1997:232). Therefore, the rationale for choosing a purposive sampling method was to collect data from those participants who would more suitably provide the data that would answer the research questions. This method allowed a deliberate choice of participants who would provide knowledge about the use of BPM on strategy implementation and further make recommendations for the relevant population of interest.

Sampling involves selecting a few people from the chosen population to become the basis for gathering information about the topic under investigation. A sample constitutes a small group of a selected population to be observed or analysed (Best & Kahn, 2006). Therefore, the researcher needed to select a sample population to serve as a basis to conduct this research. To be able to answer the research questions, it is important to choose an appropriate sample size that is useful in qualitative studies (Marshall, 1996).

The sample size for this study constituted sixteen staff members at the selected organisation. This included all sixteen senior managers from different business functions of the organisation. Although the sample size might seem small, Marshall (1996) asserts that qualitative samples are generally small, particularly when developing an understanding of issues related to human behaviour. In fact, there is no appropriate sample size for qualitative studies, and yet an

appropriate sample is dependent on the research study being investigated (Patton, 1990:185; Marshall, 1996:522). Ensuring enough data is gathered to provide credible analysis and reporting is more important (Marshall, Cardon, Poddar & Fontenot, 2013:11). This is important to avoid the collection of a large amount of data and to provide accuracy of the results of the study. In addition, Tan, Cater-Steel and Toleman, (2009) suggest that researchers can act on precedents by citing sample sizes used in similar studies to determine theirs. This study considers the number of people used in a study conducted by Ball (2016), which was to determine the "operational effectiveness of information technology function in business process change: A case study in a financial services film". He selects a number of 10 respondents within a department to be interviewed. Furthermore, Glaser and Strauss (1967) suggest the idea of saturation for obtaining an adequate sample size in qualitative research to be considered important as well, which aligns to the view of Marshall et al. (2013) on ensuring the collection of 'enough data'. Estimating appropriate sample size relates to the saturation of data collected (Marshall et al., 2013:11). Data saturation "entails bringing new respondents continually into the study until the data set is complete, as indicated by data redundancy" (Marshall et al., 2013:11).

Despite initially hoping to get a one hundred percent sample of the population, with all sixteen senior managers within the company, only fourteen senior managers were able to be interviewed. The other two could not participate. One did not think she would be able to assist due to capacity issues and operational challenges in her unit, and the other could not meet with the researcher due to a busy schedule. Therefore, the result comprised an 88% response rate, which is more than the acceptable average response rate of 52.7% suggested by Baruch and Holtom (2008). The researcher was, therefore, satisfied with the selection of fourteen participants which also enabled the researcher to collect enough data to reach a saturation point.

Table 4.1 below shows the sample in relation to the population for the selected organisation.

Table 4. 1: Sample and Population of CapeNature

Department	Levels	No of managers	No of interviewees
Finance	**Senior Manager**	2	1
Conservation Management	**Senior Manager**	1	1
Strategic Management	**Senior Manager**	1	1
Communication	**Senior Manager**	1	1
Marketing and Sales	**Senior Manager**	1	1
People and conservation	**Senior Manager**	3	3
Biodiversity legislation	**Senior Manager**	1	1
Tourism	**Senior Manager**	1	1
Fire Management	**Senior Manager**	1	1
Supply Chain Management	**Senior Manager**	1	1
Internal Control	**Senior Manager**	1	1
Risk Management	**Senior Manager**	1	1
Human resources	**Senior Manager**	1	0

4.4. Inclusion and Exclusion Criteria

Inclusion criteria target the population the researcher will use to respond to the research questions (Hulley, Cummings, Browner, Grady & Newman, 2007). This can be divided into demographic, clinical, geographic, and temporal criteria (Panacek & Thompson, 2007). Proper selection of inclusion criteria optimises the validity of the study (Panacek & Thompson, 2007). On the other hand, exclusion criteria are also important as these criteria enable the researcher to predict potential problems to eliminate, which might include data that does not add quality value to the study or respondents that are not easily recruited for the study (Panacek & Thompson, 2007). Exclusion criteria are for the selected population with other characteristics that are not relevant for the study (Patino & Ferreira, 2018). Therefore, studies need to define the inclusion and exclusion criteria for their research study (Patino & Ferreira, 2018).

In this research study, the departments within the organisation that were involved in corporate strategy implementation, as well as process change stemming from corporate strategic decisions, were included. These departments were considered fundamental for the study as they provided insights required to improve the implementation of corporate strategy. These departments were intensively affected by process change stemming from corporate strategic decisions. Consequently, their knowledge was found to be fundamental to influencing the understanding of how BPM tools and techniques can systematically implement corporate strategy. In addition, the employees selected were senior and strategic managers within each department. These employees engage more intimately with matters pertaining to this study, as they are the implementers and drivers of corporate strategy. All sixteen senior managers from each of the functional areas and one strategic manager of the organisation were selected.

The decision to include all the managers was to obtain diversified perceptions and insights relative to each person's experience, which can collectively provide a more comprehensive answer to the research questions.

Employees not involved in strategic decisions and/ or implementation thereof were excluded from the data collection process as they would not have the requisite knowledge and experience required to achieve the research objectives of the study. This included all operational staff.

4.5. Recruitment of Research Participants

Once the organisation agreed to participate in the study, the approval from the Chief Executive Officer (CEO) of the organisation was granted to officially conduct research at the organisation. Following the approval, the selection of the participants constituting the sample population was facilitated by the Chief Information Officer (CIO) of the organisation, given the participants' capacity and compliance to facilitate the research objectives of the study. Thereafter, the participants were contacted via email to inform them about the study and their participation in the study. A brief explanation about the researcher and a background of the study was provided. Additionally, the interview questions were sent as part of the email so that they had a sense of the type of questions that would be asked, and for the researcher to ensure the quality of answers. The CIO of the organisation assisted with scheduling meetings with the selected participants for data collection. Thereafter, the researcher contacted the participants individually to set up a meeting with them. Initially, only five participants replied positively to the email. A few days later, the researcher sent a reminder to the participants to confirm their availability. Subsequently nine of the remaining eleven participants agreed to meet.

4.6. Data Collection Methods

4.6.1. Qualitative data collection technique

Data collection is considered to be a crucial part of any research study. This is because data collection constitutes a systematic way of putting together information about the research study to solve the research problem, using different sources such as interviews, observation, focus groups, as well as case histories (Burns & Grove 2003:373). In addition to these sources, techniques such as documents from government, tapes, newspapers, and books can also be used in order to answer the research questions (Corbin & Strauss, 1990:5). Depending on the nature of the study, researchers use the technique that is most appropriate to solve their problems. Generally, within research studies of a qualitative nature, such as this study, it is appropriate to rely on qualitative data collection methods in order to get people's insights, opinions, thoughts, and feelings (Hove & Anda, 2005). Interviews and focus groups remain the most common qualitative data collection techniques used to gather a deep understanding of a

specific phenomenon (Gill, Stewart, Treasure & Chadwick, 2008:291). Interviews are an extendable conversation between partners that aim at obtaining 'in-depth information' about a certain topic, and can take place in various ways, of which one-on-one interaction is the most common (Schostak, 2006:54; Alshenqeeti, 2014:40). A focus group, on the other hand, occurs in situations where the researcher engages with a group of respondents of two or more to collect qualitative data (Parahoo, 1997:296).

Having explored the qualitative stance adopted to solve the problem in this research, and the nature of the research aim, interviews were selected as the most suitable data collection technique as they are a valuable technique for qualitative data collection (Potter, 1996). One-on-one interviews provided the researcher with a deeper understanding of the social phenomenon concerning corporate strategy implementation and were appropriate for exploring topics respondents wouldn't feel comfortable talking about in a group environment (Silverman, 2000; Gill et al., 2008: 292). Thus, given the fact that little is known about the social phenomenon, detailed insights were required from individual respondents on their experiences and viewpoints related to the objectives of the study (Turner, 2010:754).

Interviews can be divided into three categories, based on the degree of structuring: structured interviews, unstructured interviews, and semi-structured interviews (Fontana & Frey, 2005):

a) Structured interview – the interviewer asks predefined questions all in the same order with little room for improvisation in responses;

b) Unstructured interview – uses no predefined questions and the interviewer generates questions in response to the interviewee's narration;

c) Semi-structured interview – shows some flexibility compared to the others as questions are prepared beforehand and the interviewer has a space for improvisation to modify the questions that are being asked and their sequence.

Given the characteristics of the above types of interviews, each has its own advantages and disadvantages. The selection of the type of interview depends on the research aim and research design chosen for the study. For the purpose of this study, the researcher was guided by a conceptual framework, and an underpinning theory, and aimed to explore the socio-technical factors that influence strategy implementation. There is both a structured and unstructured element to this study, as there were predetermined questions, but they were open-ended and there had to be room for probing to obtain the depth of data required, particularly given the exploratory nature of the study. Thus, structured and unstructured interviews both presented limitations to this study. For this study, the researcher needed to improvise, intervene, and probe for clarity and a deeper understanding of the phenomenon. Therefore, semi-structured interviews were appropriate since the nature of the study intended to understand and explore the subjective discipline. A semi-structured interview was valuable, as it provided the requisite space for the researcher to use the themes of the theoretical

framework, and allowed flexibility in engagement. This flexibility through semi-structured interviews was due to the fact that one had space to probe the respondent for additional information or to clear vague responses (Welman & Kruger, 2002:161)

4.7. Advantages and Disadvantages of the Data Collection Instruments

As the preceding sections have suggested, interviews were used as a data collection instrument in this study. Thus, it is fundamental to have an appreciation of the advantages and disadvantages associated with the use of interviews to gather detailed information, particularly with the view of maintaining rigour and reliability in applying research processes. Interviews are one of the most important data collection instruments in qualitative research (Myers & Newman, 2007). This is because, regardless of the topic being studied, qualitative research helps researchers explore deeply when compared with other research methods. Here, the participants can elaborate answers that could not be achieved using other methods. Participants can use their own words to share their opinions instead of fitting into a perspective created by the researcher which might create a limitation. Interviews allow for the collection of large quantities of relevant data in a short space of time (Marshall & Rossman, 1995:80). Additionally, due to the social influence of the topic, interviews are ideal for obtaining the interviewee's first responses and ideas, as opposed to giving participants questionnaires which inhibit that level of honesty. Essentially, with qualitative research, the interviewer can use interviews to put together information about the participant's views and opinions of a specific social phenomenon while at the same time interacting the individuals in different sessions.

There are, however, many potential disadvantages to using interviews. Through qualitative interviews, one cannot be sure if respondents are telling the truth about their real-life situations considering the environment, circumstances, and opinions. Additionally, interviews require a researcher to interact with respondents who are strangers to them and ask them to answer questions, often under pressure (Hermanns, 2004:208; Myers & Newman, 2007). Thus, it is difficult to assure the validity and reliability of studies using qualitative methods (Stenbacka, 2001: 552). This assurance also cannot be guaranteed unless the data analysis and interpretation are rigorous and consistent. This means that the findings from qualitative data cannot be generalised, as the output cannot be extended to a broader population of interest. Given the research objectives, though, it is not the researcher's intention to generalise the findings of the study by reporting on the views of a broader population, but to focus on the quality of the data from a smaller case.

4.8. Design of the Interview Schedule

As previously stated, the research aim was to explore the role of BPM in corporate strategy implementation. The review of the literature in chapter two has revealed BPM to be crucial in strategy implementation because of the use of systematic tools and techniques which give due consideration to socio-technical resources. Furthermore, a conceptual framework was developed in chapter three based on the review of the literature, the concepts of BPM and the underpinning theory of bricolage. Thus, the interview questions for this research study were developed based on the conceptual framework. These interview questions allowed the researcher to explore the experience and knowledge of the respondents so that important data could be collected from the respondents (Turner, 2010). The question design is fundamental to the success of the interview to achieve the appropriate data, and for effectiveness of the interview (Turner, 2010). According to McNamara (2009) several recommendations for creating an effective research question are suggested and include the following elements:

a) Questions must be open-ended to enable individuals to respond freely and choose their own words and terms to respond to the questions being asked;

b) Questions must be neutral to avoid influencing individuals in their answers (e.g. avoid judgmental wording);

c) Ask one question at a time;

d) Clear questions must be elaborated with terms that are known to the respondent;

e) Ask “why” questions more carefully.

The questions for this research were firstly developed based on the elements listed above to give participants the space to express their insights, instead of influencing or guiding them, which adds to the rigour and reliability of the data. The choice of this technique in relation to the research aim and objectives of the study was to allow individuals to freely express themselves and not create restricted ideas and opinions about the questions being asked during the process. Secondly, the questions were guided by the research aim, objectives, and the review of the literature. Furthermore, the conceptual framework was useful to enable the discussion to occur with the context of the research. This means that interview questions were arranged according to the themes of the conceptual framework, and were related to each other. The major themes included strategy implementation, business processes, socio-technical factors, and BPM. Therefore, the conceptual framework enabled the researcher to view the themes in relation to each other and to know what to address in the interview. However, concepts of the underpinning theory of bricolage were to emerge ‘naturally’ via significant themes revealed by participants through their responses. Table 4.2 below outlines the interview questions, and how the interview questions relate to the research sub-objectives:

Table 4. 2: Interview questions

Investigate why organisations have failed to fully implement their corporate strategies	
What are the factors influencing corporate strategic failure within organisations?	What drives your corporate strategic decisions? How do you approach strategy implementation? What steps are followed to implement strategy? How do you ensure that strategy is implemented? How do you gauge the success of strategy implementation? What challenges are faced when implementing strategy?
Determine how socio-technical factors influence the use of BPM to improve corporate strategy implementation	
How do socio-technical factors influence the use of BPM to improve strategy implementation?	What factors influence strategy implementation? How have processes changed because of strategy implementation? How have business process resources changed because of strategy implementation? What factors influence the execution of processes? What challenges are experienced when executing processes? How do you ensure the employee's willingness to comply with process changes?
Determine how BPM can help an organisation to improve corporate strategy implementation	
How can BPM be used to improve strategy implementation?	What steps did your organisation take to manage processes? How has BPM been used to guide strategy implementation? What impact did BPM have on strategy implementation?

4.8.1. Pilot Study

A pilot study is a study conducted before a large piece of data is collected to determine whether the appropriate methodology and instruments were used for the study (Bless, Higson-Smith & Kagee, 2006:184). Through a pilot study, the researcher can identify mistakes by selecting one or a few respondents to test the data collection (Wilkinson & Birmingham, 2003:52). A pilot interview was held with one senior manager of the target population. The pilot was intended to verify that the data collection instrument was appropriate and would indeed collect the quality of data that would answer the research questions to establish clarity in terms of the type of answers participants would provide. Piloting further ensured that the questions were not ambiguous. Besides testing the interview questions, terminologies used were also tested during the pilot, as well as the time it took to interview the participants. Furthermore, the participant for the pilot was encouraged to comment and provide suggestions that would

improve their understanding of the questions, and thus the degree of validity of the data collected.

One pilot interview was sufficient to gather the information to determine whether the interview questions, length of interview, and terminologies used were appropriate. One aspect that emanated from the pilot study was that the questions seemed to be addressing issues repetitively, thus resulting in a lengthy interview. Amendments were made to the questionnaire to remove those questions which seemed to generate similar answers. Consequently, this reduced the interview time. In addition, the terminologies used seemed to be very theoretical, and the participant was not familiar with some of the terms used in the interview. Such research-specific terms were amended to make them more understandable to the participants.

4.8.1. Process of data collection

The data collection process involves all the steps taken to guide the researcher in collecting data uniformly. Data collection processes vary, depending on the aim of the researcher, which can be to produce, among others, descriptions, ethnographic findings, theoretical analysis, or systematic theory of a particular phenomenon (Corbin & Strauss, 1990:3). Thus, the researcher can use different procedures depending on the aim of the study. Given the fact that this study aimed at providing rich descriptions of the phenomenon under study, guided by the conceptual framework and underpinning theory, the researcher had existing questions or areas for observation, and thus collected all of the data prior to beginning systematic analysis. This is in contrast to, for example, grounded theory, where once initial data has been collected, analysis can begin (Corbin & Strauss, 1990:6).

At the commencement of the data collection process, the researcher contacted the CIO of the organisation to obtain permission to conduct the research at their organisation. Subsequently, a formal request for permission was sent via email, together with the consent letter from the university, a consent letter template to be completed by the organisation, and the interview questions. Obtaining consent from both the university and the organisation(s) is one of the key ethical aspects that should be considered in any research project (Patton & Cochran, 2002). Thereafter, the CIO obtained approval from the Chief Executive Officer (CEO). Once permission was granted, the researcher started the investigation. A meeting with the CIO was scheduled to further discuss the background of the study, timeframe for the interviews, people to be interviewed, and their availability.

Interviews were scheduled with participants via email at their availability and convenience. Interview questions were also sent to the participants so that the researcher could ensure the quality of responses. The participants decided on the date, time, and place for the interview. This ensured that they felt comfortable. The process of interviewing the participants was

undertaken over a period of one month. Interviews ranged in duration from 45-60 minutes to allow the participants to freely express their own thoughts and to uncover important topics. Although interview time duration varies, with some respondents using more time than others, (Burke & Miller, 2001), the interview time used in this study was enough to allow the respondents to explain their experiences during the time allocated.

At the commencement of the interviews, the researcher thanked the participants for offering up their time to take part in the research. Thereafter, a brief introduction of the researcher, as well as the purpose of the research, were presented. Concepts of the research such as corporate strategy implementation, business processes, and business process management were explained, if required. Thereafter, permission to record the interview was requested. The interviews were mainly recorded with an electronic device, but some points were noted by the researcher, where necessary, to supplement the data collected. Recording interviews is important as this is a control protocol to ensure data quality (McGonagle, Brown, Schoeni, 2015). The interviews were conducted in English. Furthermore, the interview questions were asked using terms that were simple and that the participants were familiar with. This was important to ensure that the respondents clearly understood the questions and responded accurately (Krosnick & Presser, 2009:3). The researcher also probed during the interview to establish the right course and to get in-depth responses. Furthermore, the participants could finish what they were saying, and were not interrupted, allowing them to freely speak. However, the researcher ensured the discussion was kept to relevant topics of discussion.

Following the data collection, the transcription of data was undertaken on the same day of the interview to ensure that the details covered during the interview were still fresh and that the researcher did not forget what needed to be covered. The entire process involved the transcription of the data collected during interview by listening to the recording. However, the researcher had to summarise the ideas and opinions repeated by the participants. This process helped the researcher to prepare the data for further comprehensive analysis related to the categories of the conceptual framework.

4.9. Data Analysis and Validation

4.9.1. Analysis

Data analysis is the most complex of all the phases of qualitative research (Thorne, 2000). This is because it involves converting unstructured data into useful information for decision-making. Once data is collected, the next step is to analyse the data in order to interpret it as a whole using strategies found in analysis with the objective of changing raw data into a more logical representation of the topic under study (Thorne, 2000). According to Ary, Jacobs and Razavieh (2002) three main steps are applied to analyse data: organising, summarising, and

interpreting the data. The organisation of data consists of structuring data gathered to make it understandable to then put it into themes or codes (Creswell, 2003, 2007). Summarising is done by grouping data into same categories that enable meaningful and easy interpretation of data in such a way that it addresses the primary objectives of the study. According to Ary et al. (2002), the process of coding into categories and grouping of similar categories is intended to provide a meaningful summary and reconstruction of the collected data for interpretation. Data analysis is the process by which the researcher identifies keywords from the data and associates the keywords with the themes from the raw data to code, categorise, and further explain them in detail.

4.9.2 Analysis technique

4.9.2.1. Content analysis for qualitative research

Different analysis techniques can be used to analyse qualitative data (Elo & Kyngäs, 2007:107). Some of the qualitative data analysis techniques include content analysis, grounded analysis, and narrative analysis. Content analysis refers to a technique used to interpret the subjectivity of text and data through categorisation and coding (Hsieh & Shannon, 2005). With grounded analysis, themes are generated naturally instead of searching for themes decided in advance (Easterby-Smith, Thorpe & Jackson, 2012). Narrative analysis, on the other hand, refers to a variety of methods of analysis such as biographies, autobiographies, history (life and oral), narrative about life, auto-ethnography, and storytelling sociology (Earthy & Cronin, 2008). Depending on the purpose of the research study, the researcher must select the most appropriate analysis technique to be used (Knafl & Howard, 1984:18). Since this study is guided by a conceptual framework that is underpinned by concepts of BPM and the theory of bricolage, content analysis was selected. This is important as the technique validates conclusions based on evidence in order to provide new ideas, knowledge, and facts (Krippendorff, 1980). Essentially, content analysis constitutes the process of reducing the texts to a unit and the researcher can produce a unit by applying rules for coding to a set of qualitative data such as written texts, recorded audio, and video media (Ryan & Bernard, 2000: 785).

Coding is useful in research that uses content analysis of qualitative data (Ryan & Bernard, 2000: 782). The coding process is about using content analysis to create a coding scheme that will guide users in their decision-making concerning the analysis of content (Hsieh & Shannon, 2005). Coding is used to organise data so that messages derived from the data are clear to the researcher (Smith & Davies, 2010: 155). Coding is useful as a link between the data collected and explaining the meaning of the data (Charmaz, 2006:46). However, before codes are identified, the next step in qualitative content analysis is to look for themes in data being analysed (Bryman, 2008). Themes are interpretive concepts that explain aspects of the

categorised data (Gale, Heath, Cameron, Rashid & Redwood, 2013). Thus for the purpose of data analysis, the researcher had to construct a coding scheme based on the variables identified from the literature review, the concepts of the theory, and the concepts of BPM. These themes guided the research and were used to categorise the data analysed. After that, codes were formulated inductively as concepts were derived from the data using the approach explained below.

Current applications of content analysis show three approaches to be used, depending on the inductive approach involved, which included conventional content analysis, direct content analysis, or summative content analysis (Hsieh & Shannon, 2005). Conventional content analysis is crucial for research with limited theory and limited literature, where codes and categories derive from raw data directly (Hsieh & Shannon, 2005). Directed content analysis is useful when there is a theory and prior literature available in research, which allows initial codes and categories to be identified (Hsieh & Shannon, 2005). Summative analysis is used to identify and qualify the meaning of keywords after the data has been interpreted (Hsieh & Shannon, 2005). All of the aforementioned approaches are useful to interpret situations from the data collected and, therefore, be able to adhere to a more natural paradigm (Hsieh & Shannon, 2005). Coding and its origin, as well as threats to trustworthiness, are the difference between these approaches (Hsieh & Shannon, 2005). The selection criteria for the approach should be based on specific coding appropriate to categorise the data gathered. Therefore, directed content analysis was selected in this study to address the research questions. This is given the fact that initial codes were predefined and the study was guided by existing theory and drew on literature to formulate codes based on a conceptual framework.

In this study, recorded data was first transcribed and then combined with handwritten notes to create a more accurate analysis. Thereafter, the main themes predefined through the conceptual framework and literature were used to guide the analysis of the data. Despite that, the research could consider new themes and codes emerging from data. Thereafter, the codes were grouped within broader themes. Coding was done manually to decipher complex information that was hard to decipher using automated means (Krippendorff, 1989:404). Coding came out through words or phrases that were generated from the responses when the researcher was reading. The problem conceptualisation and the literature review helped guide and provide the codes that emerged and possible variables to look for.

4.10. Constraints and Limitations

Constraints and limitations constitute the nature of the methods used in the study which have an impact on the data collection and analysis (Price & Murnan, 2004). The study was primarily limited by the lack of prior research on the role of BPM in corporate strategy implementation. There was little prior research on which the topic could build upon for the achievement of the

research objectives. However, this impacted minimally on the quality of data gathered. The researcher was able to combine ideas from various researchers into a new perspective and new way of thinking. A further limitation existed in terms of the participants' understanding of the concepts used. This will always present a possible limitation to the quality of the qualitative data collected, but the researcher applied strategies to minimise this limitation, as discussed in the data collection section.

Another limitation was the fact that the researcher is a student and did not have experience in conducting research and has selected one case study to initially explore the relatively unexplored topic. This was somewhat compromised compared to works of experienced scholars. Perhaps using different case studies could result in different interpretations and generate more accurate results.

This study was further limited by the lack of access to organisations that systematically manage processes emanating from strategic decisions. Access to the first organisation was denied as the phenomenon was complex and could only be responded to by top management who were not available at the time. However, this did not prevent the researcher to follow through the study and search for other companies with the same characteristics that would be available to respond to the questionnaire.

The review of literature revealed that different levels of management within the organisations should be involved in the implementation of strategy. However, due to the fact that lower management is often not included in strategic decision-making and process change decisions within organisations, lower management was not able to provide the knowledge needed for the research within the organisation selected for the case study. Therefore, only top management was interviewed to provide the answers needed for the research.

4.11. Reliability and Validation

The key aspects of all research are reliability and validity (Brink, 1993:35). Reliability and validity in qualitative studies pertain to the trustworthiness, rigour, quality, and relevance in research studies to establish truth and clarity in terms of what is being investigated (Golafshani, 2003:604). Depending on the researcher's capacity to conduct qualitative studies, reliability emerges from validity (Patton, 2001). The difference between research that is good and research that is not good can be assured if meticulous attention is given to reliability and validity (Brink, 1993:35). Reliability is useful in most researchers as it ensures quality, particularly in qualitative studies, thus the examination of trustworthiness is fundamental (Golafshani, 2003:601). It is concerned with the consistency of information provided by respondents and the capacity of the interviewer to collect the information needed for the research accurately (Seltiz, Wrightsman & Cook, 1976:182). In order words, the researcher needs to be able to

consistently generate the same results even when repeating the tests during different periods of time using methods of that research, or similar, whenever a similar study is conducted (Brink, 1993:35). To be able to achieve consistency of data, the steps of the research are verified by examining the data collected, reduction of data, and notes taken (Campbell, 1996). This can be relevant in studies of a qualitative nature where the subjectivity of the discipline can be performed through the interpretation of data (Brink, 1993:35).

In this study, to ensure the trustworthiness of the results, the researcher used measures proposed by Shenton (2004). These measures included the adoption of appropriate, well-recognised research methods, such as semi-structured interviews to collect data; content analysis to analyse the data; and an inductive approach to develop the themes. In addition, the researcher provided an in-depth methodological description to allow the reader to assess the extent to which proper research practices have been followed, and if necessary, repeated; and to ensure that the detail of data gathered addresses the relevant aspects of what was done in the field (Shenton, 2004:73). In addition to that, to ensure reliability, a pilot study was conducted to ensure the correct questions were asked, the correct terminology was used, and that the instruments used were reliable to the subject studied. All input in the form of comments and ideas from participants were considered to improve the level of reliablility of the study. Individual interviews were conducted by the researcher to ensure that the participants felt comfortable and provided the exact information needed to complete the study. Finally, the accuracy of this study was enhanced by the fact that the researcher familiarised herself with the culture or the organisation under study and its participants before beginning the data collection. Also, to ensure honesty from the participants, the researcher indicated that there are no right answers to the questions being asked.

Validity, on the other hand, constitutes what exists and a valid instrument measure of what needs to be measured (Brink, 1993). “Internal” and “external” validity are the major forms or types of validity which feature in most research books (Brink, 1993:35). While internal validity represents the reality which is not a result of irrelevant variables, external validity represents a reality that is applicable across groups (Brink, 1993:35). Internal validity is about asking what the study intends while external validity is about asking the context in which the findings can be applied (Malterud, 2001).

In order to ensure internal validity, the researcher ensured that opportunities for scrutiny of the research were offered to the participants. The respondents’ perspective may bring assumptions made by the investigator, whose closeness to the project is low and frequently inhibits his or her ability to understand it clearly (Shenton, 2004). This ensured that the data used in the analysis did not contradict the participant’s views. Therefore, validity was not only achieved through assessing correlations between responses made by the interviewee, but also

correlations made between the responses provided by different participants. This validity can be generated through a control of questions that are formulated and a pilot-test conducted during the interview schedule. Given that, this study conducted a pilot test and from the feedback received, the interview schedule of this study was revised. The research instrument used a pilot-test to test the questions from the sample population selected which represents the sample chosen for this study. The researcher then revised the interview questions by using the findings from the pilot-test to ensure validity. Given that it is not the intention of the researcher to generalise the findings, the matter of external validity does not apply to a case study.

4.12 Ethical Considerations

Ethical considerations are about maintaining the protection, content, privacy, and respect for anonymity and confidentiality of respondents (Leedy & Ormrod, 2010). It is important for researchers to maintain ethical standards which involve (Myers & Newman, 2007):

a) Permission- obtain ethics approval from the appropriate ethics committee as well as permission from interviewees;

b) Respect- treat people with respect, respect their time, position within the organisation and knowledge;

c) Fulfilling commitments to individuals and organisations such as keeping transcripts/records/ and technology confidential and secure;

d) Present findings and results- provide early feedback to subjects and organisations and check with them about factual matters if needed.

In this research, the above ethical standards were followed. The researcher first applied to the institution's (CPUT) ethics committee for approval. After approval, written consent, as presented in Appendix A, was provided. After agreeing to participate in the study, the selected organisation was provided the written consent, which outlined the ethical considerations of the research. The participants were also informed about the nature of the study, as well as the ethical considerations, before proceeding with the data collection. They were assured that their names would not be identifiable in print as code names were given for each participant. In addition, the identity of the interviewees was only used for research purposes to prevent hurting their reputation. Organisational confidential information was not collected, as this was not needed for the research, except data about corporate strategy implementation and business processes.

Participants were informed that interviews would be recorded and that the recorded information gathered was treated as confidential. All information recorded was stored and secured on the researcher's personal computer, which is password protected. The researcher personally transcribed the interviews to maintain data confidentiality. The recordings of the interviews were transferred from the recording device to the researcher's personal computer and removed

on the same day after transcribing. After the completion of the interview session, the recorded information was transcribed and stored. After the completion of the thesis, verbal recorded information was deleted. Full disclosure of the results from the study were provided to the participants to ensure internal validity.

CHAPTER FIVE: DATA ANALYSIS AND INTERPRETATION

5.1. Introduction

The previous chapter discussed the research design and methodology adopted for the study and presented contextual information that was important to underpin the study. In this chapter, the results of the interviews with participants of the selected organisation are discussed. This chapter presents the findings and discussion thereof in relation to the research aim. As such, the findings were interpreted in terms of how organisations can use BPM to improve the implementation of corporate strategies.

The data was analysed in respect of the research questions posed. Data collection and interpretation was guided by the findings from the literature review and the conceptual framework to refine the proposed framework. The underpinning theory of bricolage served to elucidate the matter of resource scarcity for the context of the organisation under study to recommend strategies on a broader scale and to be incorporated into the general framework as a guiding framework for strategy implementation.

5.2. Overview of Analysis

5.2.1. Introduction

The previous chapter discussed the qualitative data analysis approach applied in this study. Particularly, it was discussed that qualitative analysis transforms raw qualitative data into clear, understandable, insightful meaning (Gibbs, 2007:1). It involves procedures to interpret and organise the data by reducing data into simpler terms to make sense of the respondents' views and opinions (Corbin & Strauss, 1990:12; Hsieh, Sullivan & Guerra, 2007; 461). Three steps were applied, which included organising the data through themes or codes, summarising the data by grouping the codes into same categories, and finally interpreting the data to explain it in detail. The data was subjected to content analysis. Content analysis refers to a technique used to interpret the subjectivity of text and data through coding schemes (Hsieh & Shannon, 2005). In particular, directed content analysis was used, as it explores codes from existing or prior research to begin identifying key concepts or variables as initial coding in order to address the research question posed (Hsieh & Shannon, 2005).The next section outlines the practical application of data analysis followed in this study.

5.2.2. Process of qualitative analysis

As a result of the chosen data analysis approach, the researcher followed the data analysis process suggested by Watling and James (2012) which consists of six steps to be able to analyse the data, which include: define and identify, collect and store, reduce and sample, structure and code, build theory and test, as well as report and write up the result of the study. All six steps are relevant in this chapter as they contribute to the systematic analysis of data to facilitate the achievement of the outcomes of the study. The above steps are important as they provide an analytical and organised process to transform the data gathered into findings. In this regard, the researcher was able to apply the broader steps of organising, summarising, and interpreting (Ary, Jacobs & Razavieh, 2002) through this six-step analysis process. In particular, organising the data was facilitated through defining and identifying data, and collecting and storing the data. Summarising data was performed through data reduction and sampling and structuring and coding the data. Finally, interpretation of the data was achieved through theory building and testing and reporting and writing up the results. The application of the six steps is explained below:

5.2.2.1. Define and identify data

Defining and identifying the data entails obtaining a clear understanding of the meaning of the data in relation to the research questions and aim of the study (Watling & James, 2012:385-395). In this study, to help define and identify the data, the conceptualisation of the problem was first developed in relation to the research questions and aim. Further, the problem conceptualisation was used to guide the literature review. Then, an underpinning theory in conjunction with variables from the literature was used to develop a conceptual framework from which existing themes and codes were determined. These themes and codes were finally used to identify the data required in relation to the research questions.

5.2.2.2. Collecting and storing data

Collecting and storing empirical qualitative data entailed gathering the opinions of the respondents using a digital recorder and making notes, and further transcribing and storing the data (Watling & James, 2012). After defining and identifying the data, collecting and storing started with conducting interviews with managers of the selected organisation. Essentially, the research questions guided data collection. After considering the research questions, the researcher also used themes and codes from the conceptual framework to guide the data collection. Finally, the chosen methodology led the researcher to collect data that would enable answering the research questions. The collected data was transcribed verbatim into a written format.

5.2.2.3. Data reduction and sampling

After the data was collected and stored, aspects of what data is relevant and what is not was determined in accordance with the intended purpose of the study (Watling & James, 2012). From that, similarities were established in the respective interviews that represent the data identified (Watling & James, 2012). A careful reading through the transcripts was performed to identify common ideas and differences to gather ideas about the codes and themes generated from the data. The researcher then transferred the main ideas into an excel workbook to better organise the data by question/ theme and participant, to strengthen the analysis. Each question was presented on a separate worksheet to group responses of each participant by question, to more easily ascertain what variables emanated from the transcribed responses, and along which themes. Thus data reduction entailed reading through the data to look for specific phrases or words that represented the codes identified, and highlighting the relevant variables of the transcribed data to include in the analysis, thereby constituting a level of sampling.

5.2.2.4. Structuring and coding

Structuring and coding of data constitutes the key aspect of the research and can be used to apply a theory to new circumstances or generate or confirm a new theory (Watling & James, 2012). Structuring and coding entails shaping the data into codes and categories to apply it consistently through the entire analysis over a range of data. In this study, a theory was not generated but rather applied to a new circumstance. As part of this section, after the data was reduced and sampled, the coding of data was initially predefined in relation to the themes identified in the conceptual framework, aligned with the literature review and problem conceptualisation. Furthermore, coding was also carried out by looking through various comments and identified codes that represent a concept or variable anticipated in the conceptual framework. However, this did not limit the researcher to identify variables other than what was presented in the literature review and the conceptual framework. In fact, the researcher kept the coding open for any new variables that emerged from data. The researcher also looked at context in phrases that represent a similar code emerging through comments. Once this was completed, if different concepts of coding seem to represent activities directed toward a similar process, they were grouped under a more abstract category (Corbin & Strauss, 1990:7). In addition to that, the bricolage theory used in this study, informed the general framework, as some of the themes used in bricolage were included in the framework. These categories were guided by the variables from the conceptual framework and included structure, policies, people, as well as technology. An example of the categories and their respective codes and meaning found during analysis are presented below in Table 5.1.

Table 5. 1: Example of categories, codes and meaning units

Category	Code	Meaning
Structure	Decentralised operations	"…*the decentralising causes many issues, in a fact that we have got that people that procure in a certain manner. That is not standard across…" (Participant 9)*
	Poor reporting structure	*"the structure is too tall, the decision-making sometimes stifles the operations… things are changing, we can't sit at a structure that was set up many years ago because things have changed" (Participant 7)*
Poor people's management	High staff turnover	"…*from a human resource point of view, yes, there has been some changes there as well. We have some people resign and some new people come in…" (Participant 6)* *"… Big factor is turnover rate, staff turnover is very high, people come and people go. It is a challenge… We start something and in the middle of everything they leave, without completing targets…" (Participant 1)*
Poor technology management	Poor analysis of systems needs	*"The reporting systems are quite elaborate, so we report in excel format at the moment, so it leaves a lot of room for error in terms of copy and paste, and sending from one person to another…" (Participant 12)* *"… Our beginning goal was to get an integrated system and that never did happen* *…we ended up with a very expensive finance model, our HR lies somewhere else, our payroll has their own software, our procurement are now going for a procurement solution for another software, so it's not integrated at all…" (Participant 9)*

5.2.2.5. Theory building and testing

As mentioned, theory building can constitute applying an existing theory to new circumstances or generate or confirm a new theory (Watling & James, 2012). In doing so, relevant diversions and insights into the research question can be obtained from the participant's view in order to build or test a theory (ibid.). In this study, however, a new theory was not developed. Directed content analysis was used, which relies on codes from existing literature and the conceptual framework. Instead, an existing theory was applied in a new context, that is, strategy implementation through BPM. As such, theory testing was not required. However, as part of this step, the researcher was able to expand the conceptual framework developed in chapter three, given the responses and new insights from the participants, to develop a general

framework. The resultant themes, codes, and their relationships are presented in Figure 5.1 which is based on the conceptual framework developed in chapter three to represent new knowledge about strategy implementation using empirical findings.

5.2.2.6. Reporting

Reporting is about explaining the empirical findings from the data analysis in the form of a report (Watling & James, 2012). The final step in this research was to report on the empirical findings and compare them with the conceptual framework and the literature in the form of a discussion. In addition, excerpts were provided to substantiate the findings, and findings were discussed in relation to each other to provide an in-depth analysis of the empirical findings, and to demonstrate the nature of the phenomenon as set out in the description of the conceptual framework. This served to provide an integrated view of strategy implementation. The categories, codes, and their relationships were presented in a general framework to provide conclusions drawn from the findings that contribute to the body of knowledge.

5.3. Analysis and interpretation

This research study aims to explore how Business Process Management (BPM) can be used as a vehicle to systematically help organisations to improve the implementation of their corporate strategies. Most corporate strategies are not fully implemented because business process activities are not systematically managed. The review of the literature highlighted key socio-technical variables that influence the implementation of strategies. In addition, monitoring and assessment of processes were found necessary to ensure that strategic change occurs and that they indeed bring about the anticipated strategic results. The BPM lifecycle and pyramid frameworks were explored to ascertain their relevance to address the gaps identified influencing strategy implementation, with the inclusion of Enterprise Architecture (EA) to provide an integrative view of strategies, its directions, flow of information, and resources. It was important to view these three components holistically because they can be integrated into one to provide organisations with the main drivers to focus on. This would enable organisations to understand the needs of the strategy, the processes to be considered, and finally the resources required to implement the strategy. EA is able to capture the essential elements that characterise organisations (Bernard, 2004).

Furthermore, assertions were made about how these frameworks could address the socio-technical factors that challenge the success of strategy implementation. The result was a conceptual framework that encompasses the key issues that underpin strategy implementation. In addition, the scarcity of socio-technical resources was found to influence the implementation of strategy, thus organisations are often forced to seek out alternative means for resource utilisation. The theory of bricolage thus served to frame the exploration of

this phenomenon in pursuit of a comprehensive general framework to guide the implementation of corporate strategy. The following sections elaborate the outcomes of the analysis, and the results and findings that were used to develop the general framework. The results are discussed in relation to the research questions posed to achieve the overarching research objective.

5.3.1. What are the factors influencing corporate strategic failure within organisations?

Literature contends that the successful implementation of strategies is fundamental for organisations (Maleka, 2016:2). This is because strategy implementation represents the most rigorous part of a strategy due to the fact that it ensures that the set of goals and objectives established by the organisation are met as effectively as possible (Okumus, 2001; Thompson & Strickland, 2001). Empirical evidence in this study showed that strategy implementation was crucial to the organisation under study. Annually, the company provides direction on what needs to be achieved in that year in order to meet the five-year plan, which is divided into annual objectives. Depending on the function, projects are developed, funding is provided, and timelines are set in order to meet the annual objectives. This process is repeated every five years and monitored based on annual achievements. Despite the consistency in its effort to achieve its strategic goals, the data showed that the organisation did not find it easy to implement its strategies. Particularly, the challenges that it experienced influenced its strategy implementation to the extent that only an average of 80% of its predetermined strategic objectives was delivered during the five-year period. The analysis of data showed that the challenges influencing strategy implementation for the organisation included poor reporting structure, decentralised operations, poor staff competency, high staff turnover, misalignments, manual systems/paperwork, poor analysis of system needs, poor policy compliance, poor formal review of policies, and resource scarcity. The next sections unpack these factors in more detail.

5.3.1.1. Organisational structure

It was proposed in the problem conceptualisation, and supported in the review of the literature, that the organisational structure has an influence on the implementation of strategies within an organisation. Generally, structure is a generic term, and can be unique for each organisation due to its nature. However, in the context of strategy implementation, organisational structure extends to the clarification of people's roles and responsibilities, the allocation of human resources, the decision-making process, reporting relationships, providing communication systems, and functions coordination and integration, both vertically and horizontally (Daft, 2001; Rajasekar, 2014). Structure determines a clear hierarchy in terms of activities to be performed and clarifies the responsibilities and authority that each employee has over the

activities (van Buul, 2010:13). In particular, it was proposed that the organisational structure informs business processes needed to implement strategies in terms of clarifying roles, responsibilities, and resources. In other words, business processes are performed by employees based on principles set by the strategy in terms of organisational structure. Given the fact that organisational structure is an overarching concept that is underpinned by several structure-specific variables, the findings are discussed in respect of several structural dynamics that emanated from the data, including poor reporting structure, tall structure, and decentralisation which are discussed in the following sections.

5.3.1.1.1. Poor reporting structure

One of the variables related to organisational structure that emanated from the data analysis was poor reporting structure. The non-optimal reporting structure at the organisation has existed for many years and has not changed in response to the requirements of the strategy. The management structure of the organisation constitutes several layers of management. This has impeded on the successful implementation of its strategies over the years, as the structure is not consistent with the strategy being implemented. While a reporting structure does exist, it is not optimally designed to respond to the needs of the strategy. The following excerpts reflect the views of the participants relating to the reporting structure:

"…the structure is too tall, the decision-making sometimes stifles the operations…" (Participant 7)

Additionally:

"…The organisational design process is going to streamline the implementation of strategy. Whatever the strategy is. Because right now our organisational structure is not as optimal as it could be…" (Participant 6)

Another participant further explained the following:

"… Things are changing, we can't sit at a structure that was set up many years ago because things have changed…" (Participant 7)

Over the years, the management structure in the organisation developed into many layers of management as people and functions were added to the organisation. When a reporting structure is not optimised, authority to the right person is not well-defined, and information may have to filter through multiple layers of management before a result is rendered. While Rishipal (2014) indicates that multiple layers of management, from the CEO to low-level employees, present an advantage because they assert obvious lines of reporting and articulation of clear roles and responsibilities, in the context of this study the operations were negatively impacted

due to the time it took for important decisions to be taken in fulfilment of the strategy. This finding is in line with Elsaid, Okasha and Abdelghaly (2013) who assert that poor reporting relationships result in various problems for the organisation, such as poor productivity, and employees may not have a proper environment to complete their work in an efficient manner, delaying the strategic results to be delivered in the organisation. Whenever a strategy is articulated, the organisational reporting structure needs to be redefined to optimise strategy implementation (Rishipal, 2014). Regardless of how much the organisation grows, structures need to be reviewed to keep alignment to the strategy. While the responsibilities and functions of the people responsible for executing the strategy may be well-defined, a poor reporting structure can constrain progress on tasks assigned. It is evident that the organisation has not fully considered the proper reporting structure that would support its five-year strategy roll-out. The organisation had too many levels of management in place, with the same operational responsibilities. Functions and resources were assigned in the same way, while the needs of the strategy brought about requirements that were not satisfied by their old structure. When people are not properly allocated in the organisational structure, this results in functions that are not well-coordinated to respond to the strategy.

5.3.1.1.2 Decentralisation of operations

Another variable related to organisational structure that emanated from the data analysis was the decentralisation of operations. Decentralisation as a concept is when authority is distributed to all levels of management, particularly within companies that operate in different locations (Marume & Jubenkanda, 2016). As such, a decentralised structure is when decision-making is delegated to all levels of management and when they operate independently from each other. Decentralisation emanated as follows:

"…the decentralising causes many issues, in a fact that we have got people that procure in a certain manner. That is not standard across…" (Participant 9)

Similarly, another participant asserts the following:

"…so, we report on excel format at the moment, so it leaves a lot of room for error in terms of copy, paste, and send(ing) from one person to another. So, if we use an integrated system like reports, it will be centralised (and) accessible to many people…" (Participant 12)

Decentralised operations addressed in the above comments are related to power, functions, responsibilities, and decision-making which are transferred to different departments away from the centre (Olum 2010: 2). Although researchers have considered decentralisation important for certain environments, in this case it had a negative impact due to the type of organisation CapeNature operates and the difficulties it had in delivering proper strategic results. According

to participants, this had a negative impact on strategy, as authority in the organisation was distributed across different areas in terms of procurement and reporting, for example. CapeNature operates in different reserves (areas used for conservation purposes). Managers at each reserve operate as a separate unit and make their own key decisions in an independent manner. This means that local managers hire their own people, plan their own training, set their own pricing, and report in their own way. This has resulted in inconsistent practices and reporting structure. This is the result of authority being placed in the hands of multiple managers with more employees reporting to multiple managers (Elsaid et al., 2013). As a result, it is difficult to evaluate performance, particularly in strategy implementation (Baldenius, Nezlobin & Vaysman, 2016). The decentralised operation in CapeNature has meant that functional areas made decisions without considering the main agenda of the strategy being implemented. As such, the coherence of the strategy was threatened. The organisation has objectives to deliver in relation to the strategy within various functions in the organisation. A decentralised structure implies that autonomy is given to these functional areas, and each might authorise aspects of a strategy that are not standardised or in accordance with the strategy, thus creating differences in the objectives delivered. In addition, strategy-specific responsibilities across functions are not well-defined and each department functions in their own interest in growing the department, rather than meeting the objectives of the strategy.

5.3.1.2. People

In the conceptual framework, it was proposed that people pose a significant influence on strategy implementation. This assertion was supported in the review of literature, with several social issues emanating from the literature. This is because people are considered to be the main drivers in strategy implementation because they are responsible for executing business processes that implement strategies. In the following sections, the social factors found to influence strategy implementation for the given context are presented, including poor staff competency, high staff turnover, and misalignments.

5.3.1.2.1. Poor staff competency

Competency is a characteristic trait of an employee that is related to the demonstration of various abilities to be able to perform a job (skills and knowledge) (Zaim, Yaşar & Ünal, 2013). Staff competency focuses on the quality of tasks performed in alignment with the strategy. Staff competency increases benefits for both the organisation (organisational profits, performance, and productivity) as well as the individuals (employee engagement and career development) (Puteh, Kaliannan & Alam, 2014). Essentially, competency involves certain characteristics needed to perform an activity, which include, but are not limited to, an individual's knowledge, skill, and experience (Govindarajan, 1989; Peng & Litteljohn, 2001).

The empirical evidence points to the lack of such competencies in staff to impede on the implementation of strategies as follows:

"…We have deadlines that sometimes are difficult to consistently meet because of various factors. It could be, human resource factors. Quality of staff. Challenges to meet deadlines means having quality of staff, having the right people…" (Participant 6)

The poor quality of staff leads to lower levels of productivity and poor work quality in achieving strategic goals. Because of that, strategic deadlines are put at risk because there is not appropriate competency which means that people are incapable of doing their own work independently. In addition, they often have difficulties adapting to the inevitable changes brought about by new strategies. According to Parry (1998), competency can be defined as a group of similar individuals' characteristics that influence employees' performance such as skills, attitudes, and knowledge. Russo (2016), contends that it is difficult to define and identify the competencies of people involved in business processes. Mitrani, Dalziel and Fitt (1992) contend that general problems such as a lack of motivation, a lack of knowledge, and a lack of self-value are some of the reasons for poor competency. In the case of this study, however, it seems that the purported reasons or premises around competencies might not necessarily resonate with the dynamics of the organisation under study. People might possess the necessary motivation and content knowledge, but if there are no proper lines of communication, and they are not suitably familiarised with how to apply that competency in the environment, the quality of staff will be identified as poor, and this makes it difficult to align their performance with strategic goals achieved. Arguably, employees are merely lacking the requisite training and development that strategy changes bring, and they are trying to manage with constrained resources, and poor organisational structure could impede their performance.

5.3.1.2.2. High staff turnover

A high turnover rate can be defined as not having a sufficient number of employees to perform organisational tasks, which is a challenge for organisations, particularly because in this situation the employees leave the organisation (Johnson, 2009). Employees do not remain in the organisation until the strategy is implemented. It is important to address this issue of staff turnover as it reduces interruptions in ongoing projects and operations (Kumar, 2012). The data revealed a high staff turnover rate as impeding on strategy implementation. One senior manager asserted the following:

"… Big factor is turnover rate, staff turnover is very high, people come and people go. It is a challenge

…We start something and in the middle of everything they leave, without completing targets…" (Participant 1)

Similarly, another participant asserted the following:

"…from a human resource point of view, yes there has been some changes there as well. We have some people resign and some new people come in…" (Participant 6)

These findings are in agreement with that of Walsh and Taylor (2007), who assert that employee retention issues are a major challenge (Walsh & Taylor, 2007). Employee turnover has been a challenge for employers in most companies (Iqbal, 2010). As mentioned, the organisation's strategy implementation spanned a five-year period. During that time, specific people were assigned to perform certain tasks in fulfilment of the broader strategy. However, high staff turnover impedes the completion of tasks, and thus the fulfilment of the strategy, because of the number of employees that come and go during the implementation period. A high staff turnover results in the company suffering a loss of productivity, and the recruitment of a replacement can take a long time before productivity is restored, while increasing the budget assigned for the strategy. It is relevant to mention this because when planning the strategy, the cost of a replacement was not considered, and this created disruptions in the continuity of the implementation of strategies. The cost spent on training and developing employees will also be lost when employees decide to leave (Mello, 2011). In fact, the productivity in the organisation can be affected by staff turnover and can generate other issues in the future (Iqbal, 2010). As such, staff turnover can arguably be linked to a lack of interventions to address employee needs. Employee satisfaction will be low, and the idea to remain in the company until a strategy implementation is completed can be compromised. Iqbal (2010) contends that often this is out of the control of employers as they are not aware of why employees choose to leave their organisations. Thus, there should be more conscious anticipation of social issues that emanate from strategic change, as set out in the conceptual framework.

5.3.1.2.3. Misalignments

An additional social factor that impedes on strategy implementation is the misalignment between people's objectives and strategic objectives. This is when people do not deliver the objectives of the strategy. It is fundamental for the success of the strategy for people throughout the company to be authentically aligned with the strategy and future decisions (Labovitz & Rosansky, 1997). In this context, alignments would guide everyone to achieve the same purpose by following the same direction, while at the same time putting together people's skills and other resources around the purpose of the organisation (Lee & Liu, 2005; Labovitz & Rosansky, 1997). The empirical data revealed the misalignment between people and strategic objectives. This is evidenced in the following comments:

"…common challenges that I do experience is obviously because you require individuals in your organisations, or teams in your organisation to deliver against things that you have highlighted in your strategy, in some cases you will find that there is misalignments between teams delivery and what the organisation wants to achieve. There might be difference there…

…In 2013 when I joined here in CapeNature, there was quite a bit of misalignment of what the organisation as a whole needed to perform vs what individuals in the organisation needed to perform…" (Participant 3)

According to Heracleous and Werres (2016), misalignment means that the strategy of the organisation, organisational competency, and the competitive environment are not aligned, leading to a failure in strategic results. However, in the context of this study, misalignment was manifested in different ways. For example, in some instances people in different roles, who focus solely on their own objectives, ignore overall priorities. Misalignments also existed because of poor communication, poor staff competency, and poor engagement. Clear aims and priorities are not communicated through broad channels such as technology that can serve to maintain consistency and support common goals. In addition, poor staff competency results in misalignments as people don't have a clear direction on what to do. This is because people don't understand each other, and as such what needs to be achieved strategically. People do what they think is right based on their experience, not realising it is not in alignment with what the strategy requires. Moreover, low engagement results in misalignments brought about by weakened reporting relationships within the organisation. Finally, the poor organisational structure creates opportunities for misalignment because of unclear direction. These findings demonstrate the salient point made by Heracleous and Werres (2016), which is that misalignments manifest because of dysfunctional leadership and ineffective corporate governance.

5.3.1.3. Technology

In the conceptual framework it was proposed that technology poses a significant influence on strategy implementation. This assertion was supported in the review of literature, where technology is seen as one of the core resources for the implementation of strategies because it can help to speed up processes and coordinate work. The following sections present the factors related to technology that negatively influenced strategy implementation in the organisation under study, including manual systems and poor analysis of system needs.

5.3.1.3.1. Manual Systems

Manual systems refer to the manual processing of information and where paper records are kept, as opposed to using computerised systems to facilitate business processes and reporting. In the context of this study, the sharing of information between reserves was manual

because they were not connected to the network of the organisation. Thus, they were not able to store, retrieve, transmit, or receive information electronically to/ from the head office in a reliable and efficient manner. The result was the manual sharing of information, sometimes in paper format. As a participant asserted:

…We have about 40 something reserves; some reserves were never connected to the organisation's network… All reserves are not active in the CapeNature ICT network… (Participant 1)

Similarly, another participant asserted the following:

"…current network expansion project which is trying to connect all of those things where we can start dropping the use of paper, we can start using less people to capture information. Because, the minute you have people doing things, they could be capturing the information incorrectly. They could be manipulating the information, they could be delaying the capture of information, or also making something fraudulent..." (Participant 13)

Manual systems mean the non-existence of technology in fulfilling parts of, or end-to-end processes. In the organisation under study, there are forty reserves, none of which are connected electronically to share data and/ or information. Processes such as payroll are fulfilled through manual methods. For example, clocking in and out is performed manually using paper documents. Thus, matters of accuracy (effectiveness), and efficiency are brought into question. For example, information is shared from person to person within the organisation, instead of captured in an integrated manner. This has resulted in difficulty with delivering certain objectives on time, and inconsistencies in information because data is captured, and recaptured, thereby producing erroneous information that is not reliable for decision-making. These findings concur with those of Lucky, Adegoke and Nordin (2014) who assert that using manual systems results in many errors, inefficiency, and low productivity as a result of manual methods of information processing and performing work. As such, there were inconsistencies in terms of what was done in each reserve, as compared to the other. Moreover, these inconsistencies contributed to the misalignments previously addressed because employees had difficulty recognising these inconsistencies. As such, reliability was called into question when employing manual methods in fulfilling processes (Kumar, 2017). In fact, the lack of a computerised way of fulfilling processes reduces the level of control of the activities performed by people, and thus the maintenance of the alignment to strategic goals. The difficulty with maintaining alignment to strategic goals because of manual systems is demonstrated in the following excerpts:

"…One of those we can say is that we saw that we are relying on manual processes, we rely on people generating information which causes delays etc…

…when we making decisions, we sometimes are faced with not having all the necessary information available to easily digest it as well as to make appropriate decisions. Yes the information is there, but those information is sometimes captured into data sets, reports or sitting with individuals…" (Participant 3)

Storing and organising critical documentation in physical files that sit with individuals impedes strategy implementation and it becomes difficult to know who can provide accurate information needed to facilitate the implementation of strategy by measuring progress or taking decisions because of incomplete reporting. In this case, technology is considered to be fundamental as it speeds up and drives business processes needed for strategy implementation. The presence of technology provides convenience to organisations (Susanto, 2016) because it improves the way business is done by shaping businesses into a team that is more organised, a team that communicates better and a team that can coordinate (Nisar et al., 2014:219).

5.3.1.3.2. Poor analysis of system needs

It was previously stated that the organisational structure must change in response to the new needs of the strategy. The same can be said for resources such as technology. The organisation under study acquired systems that did not meet the strategic goals. This speaks to improper needs analysis when determining systems required to fulfil the strategy. For example, the system that was acquired did not integrate the reserves, some systems were too elaborate for the work that had to be facilitated, and operational employees were not given the opportunity to provide input on the system required. As stated by one participant:

"…we ended up with a very expens(ive) finance model, our HR lies somewhere else, our payroll has their own software, our procurement we are now going for a procurement solution for another software, so it's not integrated at all…" (Participant 9)

Systems analysis involves collecting current data of the organisation to understand the problems in the manual processes involved, to finally make suggestions for improving the system performance (Verma, Takale & Ghadoliya, 2013). In the organisation under study, the lack of a suitable system analysis could explain why certain functions are still operating manually because the system acquired is very complex and people would rather work manually than operate on a system that does not deliver what it should. Although most researchers show the benefits of systems to improve the performance of companies, the complexity of these systems deters the system to provide benefits for the organisation (Gorry & Morton, 1989). The poor needs analysis could also be impacted by the poor organisational structure, making engagement on resource needs difficult because of the poor reporting structure. In addition to that, when resorting to old ways of work, people maintain the misalignment between what is

needed and what can be delivered based on the improper resource allocation and needs analysis, as indicated below:

"…The reporting systems are quite elaborate, so we report on excel format at the moment, so it leaves a lot of room for error in terms of copy, paste and send(ing) from one person to another…" (Participant 12)

Another participant asserted the following:

"…if we look at, we did implementation of financial systems in 2011, where our financial function was outsourced that after we brought in house…

now you are bringing the service in. We always said there needs to be a change management program and project in place to ensure that what we wanted to achieve with the implementation was to bring our financial systems back to CapeNature…

Ask any people involved in the project, were you part of the program? They will probably tell you no. Some would say yes, some would say no. Some would say I never even heard of it. Change management for one is something that we don't do well in…" (Participant 13)

The empirical data perpetuates the notion that systems are not entirely reliable, as they may not provide individuals with the information they require (Crockett, 1992; Watson & Frolick, 1993).The main users of the systems cannot use it to fulfil their responsibilities in fulfilment of the strategy because they were not involved in the process of acquiring a suitable system. By not involving people/users in the acquisition of systems, the organisation increases dependency and decreases awareness from top managers. The poor reporting structures of the organisation created the conditions for this to occur. The direction in terms of how the system works compared to what people were previously doing manually should have been merged, and sometimes did not match because of a lack of involvement. While strategic initiatives often bring about changes to processes, the implication of a system that brings about changes that do not align to the strategy can result in people being forced into new ways of work which detract from the strategy. As such, the organisation will spend time fixing the system and delay the delivery of strategic objectives. The poor organisational structure also contributes by way of uncertainty of people's roles, which deters from determining the right people to involve.

5.3.1.4. Policy

It was also proposed in the conceptual framework that policy influences strategy implementation. This assertion was supported in the review of literature. Policy determines business processes by providing guidelines on how actions should occur. The empirical findings show several factors related to policy as influencing the implementation of the strategy in the organisation under study, including non-compliance with policy and poor review of policies, which are discussed in the following sections.

5.3.1.4.1. Non-compliance

Organisational policies constitute rules or guidelines that demonstrate limitations in which action should occur (Quinn & Ghoshal 1999: 5). In particular, this is to guide employees and describe how activities integrate and what data items employees have access to (Chinosi & Trombetta, 2009). Non-compliance with policies can jeopardise operations, thereby dissolving implementation of strategies entirely. As one participant indicated:

"…another problem would be policy changes and non-compliance either by the national government or even within our own systems. If we (are) found to be non-compliant in a particular field, it could be operational non-compliance or regulation non-compliance…" (Participant 2)

The context showed that people's response to policy is weak, particularly due to competency issues. This is because non-compliance often results from unawareness of the restrictions and guidelines brought about by policy. The result of this is unclear strategic direction, principles, and requirements. Moreover, non-compliance forces the company to ensure that employees are always supervised to comply with policies, which leads to placing more focus on human resource matters than on strategic issues. As such, the organisation has to enforce policy compliance daily through micromanaging people. Non-compliance does not give organisations valuable and actionable insights into securing and integrating effective and regulatory operations. Although strategy research is scarce on the impact of non-compliance on strategy implementation results, some studies show the impact of non-compliance in the sciences, particularly conservation and medical studies. In conservation studies, non-compliance of regulations in conservation can have a negative impact on conservation goals (Gavin, Solomon & Blank, 2010). This may threaten the activities of individuals and they may struggle to achieve their primary tasks (Pahnila, Siponen & Mahmood, 2007). Non-compliance has a negative impact on conservation goals such as social-ecological systems where conservation occurs (Solomon, Gavin & Gore, 2015). Similarly, non-compliance can threaten the system in which strategies are implemented. Within the case study, there was little explanation for the causes of the staff's non-compliant behaviour, and the company appeared to have few tools to cope with this type of behaviour. This might be a clear indication that the staff does not clearly understand the policies in place and the serious implication they have on strategy implementation. In most cases, awareness about policies are not constantly nurtured so that employees understand why compliance is important. This is evident in the findings because participants do not mention intervention methods to mitigate non-compliance or even consider non-compliance to be a significant issue. Solomon, Gavin and Gore (2015) contend that non-compliance is growing increasingly complex (Solomon, Gavin & Gore, 2015). This is because

it is easy for staff in the organisation to simply choose not to follow and comply with policies, without any valuable explanation.

5.3.1.4.2. Poor review of policies

As with organisational structure and resources, policy must also change in response to strategic goals. Policies ensure that employees make the right decisions and take actions that support the organisation's goals and objectives (Wheelen & Hunger, 2010:15). According to Okoroma (2006), a good policy is one that can be reviewed as the need may arise. Data findings show that the rigid nature of organisational policies make it difficult for a regular review of policies in response to strategic change. One participant asserted the following view:

"…we never tend to review our policies.

…The policies concerned reviewed is always a big thing for me, I don't think we review our policies enough, so I would like policies to be reviewed at least 2 or 3 years, specifically in a specific strategic year…" (Participant 10)

As previously mentioned, the organisation under study embarked on a five-year strategy implementation. However, the organisation was relying on a policy implemented years ago when, in fact, the strategic objectives of the organisation have changed. In addition, in cases where policies were reviewed, there was improper consultation and it was not reviewed at the correct levels. One participant stated:

"…sometimes policy is reviewed but not necessarily what is (the) best fit for what we want to achieve with the strategy…" (Participant 10)

As strategy changes every five years, policies are not changed as regularly to adapt to the changes within the company. Consequently, core elements about the strategy that should be included in the policy are not. It was premised that the policy should guide the implementation of the strategy by constituting rules or guidelines that demonstrate limitations in which action and behaviour should occur (Quinn & Ghoshal 1999: 5). The lack of review of these policies means the policy does not delineate employee behaviour in terms of what can be done and what cannot be done in response to the new strategy. As such, the policy did not provide structure to how employees behave in the organisation, as set out by the new strategy, thereby impeding the relationship between organisational policy and employee behaviour (Ramus & Steger, 2000; Whitmarsh, 2009). This could point to reasons why people abandon the policy. If the policy does not complement the strategy, it alienates people when it does not enable them to perform the work required by the strategy. As such, outdated policy does not address the rules and regulations for ways of working and the resources required to employ the processes that will bring about strategy implementation.

5.3.1.5. Resource scarcity

The requisite resources for a strategy must be developed and configured to create the capabilities needed for implementing a firm's strategy (Sirmon, Hitt, & Ireland, 2007). Resources can be tangible and intangible assets organisations use to implement their strategies (Ray, Barney & Muhanna, 2004:24). The empirical evidence shows that resource scarcity presented itself as a factor negatively influencing the achievement of strategic objectives. The following excerpts speak to this variable:

"'…resource is always an issue. Because all over there is competition for resources…'' (Participant 2)

…their blockages would be lack of fund(s) or certain criteria…the further you are from the centre, the less likely (it) is for an emergent contract to succeed because your resource is poorer..." (Participant 2)

Another participant asserted the following:

''… resources generally speaking in terms of people, money, infrastructure, and knowledge management systems are a challenge…'' (Participant 12)

Similarly, one participant indicated the following:

"…Funding can be a challenge when it gets delayed. We see there is a lot of work that needs to be done but funding was not sufficient …'' (Participant 1)

It is clear that the organisation requires sufficient resources for the projects to be able to implement their strategies. Most of these projects rely on resources in order for them to be delivered and these resources are sometimes limited to or not available to meet the needs of the strategy. Access to resources, especially when they are scarce, confines the choice of opportunities (Thakur, 1999). According to Cater and Pucko (2010), human capital and an effective pool of skills are very important for the success of strategies. With resources being a challenge within the organisation, there is no flexible and realistic basis for managing the deliverables of the strategy. In addition to that, the decentralisation of operations can impede on resources. This is because, when functional areas make their own decisions without considering the main agenda of the strategy, technical or financial resources may not be distributed equally, resulting in the scarcity of resources in other functional areas. A lack of resources, particularly those found in the study which are fundamental for the strategy, may cause a decrease in strategic performance. For example, being unable to fund the organisation, could lead to significant redundancies in the strategy implementation. This can result in people having to rush to implement strategy with few resources instead of waiting to have everything that is needed, causing the results to be poor.

5.3.2. How do socio-technical factors influence the use of BPM to improve corporate strategy implementation?

The first research question set out to determine what organisational factors prevent strategies from being implemented successfully. This research question will ascertain what factors influence strategy from an enabling perspective, in other words, what factors must be consciously managed to enable the strategy. Strategy implementation is considered to be a social phenomenon in this study, as it relies on people to implement the strategy, as well as people's interaction with other enabling resources such as processes and technology. When socio-technical influence on strategy implementation is considered together with the well-established existing frameworks, it is arguable that it will likely lead to sustained strategic results. To date, there has been little insight into the way that frameworks can be considered together with socio-technical influences to determine how to systematically address them at varying levels of implementation. Therefore, it is important to also consider various socio-technical factors by investigating complex interactions among humans, technology and the processes that bring about the implementation of strategy. Moreover, management of these factors can systematically be brought about through the BPM framework. It is envisaged that these enabling factors, when considered together with the framework, can bring about successful strategy implementation. In particular, when we refer to enabling factors, there is a focus on social and technical elements, given their unique and equal importance in enabling strategy implementation. People bring knowledge, skills, and competencies to perform business processes, while technology brings tools and techniques to make the process efficient (Beukes et al., 2016:3). Social and technical factors are important as they represent the foundation through which management can determine, inform, and support business process activities, organisational structure, organisational policies, and strategic results. The factors identified in the previous research question will be discussed in relation to the findings of this section, where applicable, to provide a more in-depth analysis. Largely, there were socio-technical factors that relate to the broader categories of structure, people, technology, policies, and resources found in the literature review to influence the phenomenon of strategy implementation. These will be discussed in relation to the empirical findings below.

5.3.2.1. Social factors

Social factors relate to people's involvement in the implementation of strategies, and how their behaviour influences strategy implementation. Social factors in this section involve components related to people that enable them to do what they have to do. The empirical findings show that these factors included communication, training, and adaptation.

5.3.2.1.1. Communication

In the review of literature, it was found that once the strategy is clearly set out, there should be investment in communicating with the workforce among other initiatives, such as education of staff, promotion incentives and improving motivation to implement strategies (Parker, Axtell & Turner, 2001). The empirical data showed that communication is indeed an enabling factor for strategy implementation. The following excerpts demonstrate this finding:

"…Speak to top management to allow people to share information needed… There are certain processes needed to be followed. So you go and check and give us all the information, we want to see if you did things the way you were supposed to do…" (Participant 1)

Another participant asserted the following:
"…With how the organisation has been communicating with staff, actually calling people together and discuss(ing) things, and showing them instruction, is putting at ease the change management process that we are embarking on…" (Participant 9)

One participant stated:
"…People are very individualistic when it comes to changes…. You get different reactions from different people based on what is this ghost they are seeing, are they seeing them being jobless? Are they seeing them being replaced by younger people if they are old? Are they seeing them being chased out because this organisations full of older people they don't want our ideas? It depends on who you are talking to. So it's important to be very clear and understandable (in the) process where everyone is being informed why we are doing and what role do we have to play in this process…" (Participant 7)

Another participant said the following:
"…we have put[ting] in internal processes in terms of how we communicate well in terms of what contractors are doing, (and) how far. So it's not necessarily left to be following up at the last minute. So we have a call centre, a manager who is been putting in processes in order to make sure that we follow closures, we have a closure list that we manage out of the system, we can also track what has been extended, why it has been extended…" (Participant 10)
Another indicated:
"… the external consultant then identified who he needs to speak to and also go to certain people specifically to find about their processes and what they were doing. There was also an overall process of speaking to top management and then combin(ing) top management with us senior managers…" (Participant 1)

This finding is in agreement with the view of Hrebiniak (2013) who found inadequate information sharing to result in strategy implementation failure. In addition, Yip (1992)

recommended communication was one of the enabling factors for strategy implementation, including monitoring and feedback. Furthermore, Rajasekar (2014) found that factors affecting strategy implementation included, among others, information availability and accuracy, and uncertainty. The reason why proper communication is so important for the success of strategy is because it is a way to proactively manage social factors such as misalignments, high staff turnover, non-compliance, and to systematically manage the changes that employees will undoubtedly face due to strategic change. Heathfield (2008) similarly found that communication can address employees' resistance to change, while van Buul (2010) indicated that information can provide clarity on what to do and how to do it. This was evident in the findings, which showed that proper communication and the relevant and consistent flow of information to people facilitated decision-making for the achievement of strategic goals of the company. Communication provided for the exchange of information which improved productivity. Moreover, the opportunity to discuss ideas and provide instruction was brought about by the culture of communication. People interacted with one another so that they were able to provide the status of the strategy, share ideas about improvements on the strategy, and provide updates on the performance of the strategy. People were certain about their activities and tasks, and this reduced the chances of misalignments occurring, as well as uncertainty around what will happen. If lower to middle managers do not share the same information, consensus might never be reached and people would be more resistant to change. As stated by Macharia (2016), communication enables employees to understand their key responsibilities and to be aware of their success levels, which serves as a motivation for people to continue with the course set out by the strategy.

5.3.2.1.2. Training

Training is defined as a development program for individuals to improve their performance, particularly by bridging skills gaps and managing change (Goldstein & Ford 2002). Training was found in the review of the literature as an enabler for addressing the social impact of strategic change to enable employees to comprehend the change and to equip them with the necessary skills to implement the change. The empirical data shows that training is required not only for enabling change management, but also for enabling staff from a skills perspective. From a change management perspective, the following comments were made:

"…Up skilling individuals is brilliant, sound(s) brilliant… If people in today's age only see excel as the only tool, you have a problem. If people in today's age don't understand the value of information system(s) you have a problem. If people in today's age don't understand that you don't have to drive to (a) venue to have a meeting you have a problem…" (Participant 3)

Another participant asserted the following:

"…There is performance management which poor performing people will go through a process of being trained, guided and counselled..." (Participant 6)

One participant said:

"…in terms of human resource, like procurement, you always procure people hopefully that are suitable to do the job and there is on-the-job training and exposure and development plans per people, we coordinate, I coordinate here with the skills that is required to enable us to deliver on the work that needs to be done…" (Participant 12)

From a skills perspective, the following comments were made:

"…what we (have) done at the time was, we needed competent people that have worked on SAP before. What we did was we got into 15 to 20 data capturers within each module. They got all into a room with computers set up and everything else to train them. That went on for quite a while until people started to filter in …" (Participant 9)

Asserted by another participant:

"…We will be introducing a new procurement solution that is going to tie into SAP to implement it. I will probably need 10 people to start capturing and familiarise[d] themselves with the system. Once the system is up and running, I'm not going to need those 10 people to do that for me because the system will be doing (it) itself…" (Participant 9)

Another participant said:

"…We need to look at how we go about doing this seamlessly with business still flowing and having the system on board. What we (have) done at the time was, we needed competent people that have worked on SAP before. Not in the highest level, just people that would be able to work on the system itself…" (Participant 9)

In the literature review, it has been ascertained that skills and capabilities which are relevant for implementing a strategy can be addressed through the training of staff to create an effective workforce (Truxillo et al., 2014). Careful attention must be paid to the use of training to effectively implement strategy (Hitt et al., 2017). From the empirical data, training was found to enable employees to expand their knowledge and improve their performance in delivering the strategy, as well as addressing people's resistance to change and to accepting technology innovation. In the context of this study, training helped to enable improved efficiency in implementing the strategy. These benefits were achieved because training enabled employees to better understand and comprehend their responsibilities within their role, and in turn built their confidence due to new knowledge that was acquired. In particular, people at the operational level not only understood expectations and recognised what was necessary to successfully implement the strategy, but they also developed the necessary skills to master new processes and reinforce existing protocols for the strategy. Training also improved

employees' capability to work both as part of a team or independently. This in turn helped to reduce employee turnover because they are more likely to feel valued if they are perceived to be invested in.

Adopting new technologies often means changes to processes like marketing, production, and human development, such as job descriptions, which include responsibilities and development of staff, as well as the politics of an organisation (Ahmad, 2014; Delaney & Agostino, 2015). Providing for technical resources alone does not ensure that the tasks are fulfilled because people interact with the system. There is reliance on people's ability to use the system in order for the system to work as anticipated and fulfil the role. People will need training so that other resources are exploited as expected. It is very important to train the people who are going to use technology so that they can have those skills. The outcome from data findings shows that training staff to use a system is as important as acquiring the system for the organisation. This not only provides benefits for the individual, but also begins to address errors and ensures the retention of employees (Aguinis & Kraiger, 2009). When employees learn a part of a system that will facilitate the implementation of strategy, it can considerably speed the implementation of the strategy, intensify the effort of employees in performing their job, and communicate goals to new employees (Edens & Bell, 2003).

5.3.2.1.3. Adaptability

It was established that communication can systematically manage the changes that employees will undoubtedly face due to strategic change and that, essentially, better communication can address employees' resistance to change (Heathfield, 2008). This is because information can provide clarity on what to do and how to do it (van Buul, 2010). The ability to adapt to change was a factor that emerged from the empirical data for the organisation under study. The excerpts show that this is not an inherent trait that all employees share:

"…It is more difficult to both senior and lower level(s) to adapt…This is probably associated with attitude and my experience thus far has been that the majority of people are enthusiastic and are welcoming to a change, and if you have attitude it's easier to implement change; if you have resistance it's harder and it takes longer..." (Participant 12)

Another participant asserted the following:

"…So each individual tries to bring their own flavour to the business but that hasn't had an impact to the organisation that negatively affects us, it's something that you must adapt. Sometimes things are a bit more efficient with the new flavour… if you remain with the one side of things, you are not going to see what the world can do in terms of operation efficiencies and strategic guidance and those kind of things. We have to be open minded about things...

there is evolution happening every day, new technology, new thinking, efficiency is in all of those things…" (Participant 8)

As such, there is evident interplay not only among the enabling social factors that emerged as influencing strategy implementation, but also between the inhibiting factors found under the previous research question, and those found to be enablers. Although change is fundamental, people don't know how to react, particularly when these changes affect their daily operations. The changes fail to meet people's expectations because their understanding of the new changes is minimal and thus the incentive for adaptation is important. Changes can compromise the individual's safety due to uncertainties brought by changes (Radz & Othman, 2016). In particular, according to the participants, senior and lower staff were more resistant to changes brought by the strategy due to the fact that they are more engaged with the implementation. Challenges arise for senior management because of their status in the organisation and the fear of them losing their position after strategic change is implemented. These findings correspond with that of Li et al. (2010), who found that lower-level employees may find changes in the strategy particularly threatening or disagreeable, and resist them. However, in this study the matter of adaptability has shown to have many implications in particular for senior levels too, while the literature mainly showed implications for middle management and lower management (Qureshi & Davis, 2007).

To minimise resistance to change and make people more adaptable to that change, solutions have been suggested, and vary from training and development, leadership, rewarding, as well as retention strategies (Wainaina, Kabare & Mukulu, 2014). Moreover, resistance can easily be addressed with effective communication between key stakeholders and the people who are directly affected by the change (Atkinson, 2005). Through the outcome of data findings, this can be brought about by communication to improve adaptability and training to manage the transition for adaptability. Communication can clearly guide people in new ways of doing things and training can make them experts in these new ways of doing things.

5.3.2.2. Technical factors

Technology has received as much focus as people in the phenomenon of strategy implementation because of its role in driving competitiveness, and facilitating business processes, policies, rules, and structures to direct strategic results. However, in spite of the enabling role that technology can bring to strategy, there are certain requisite factors that should exist for it to bring about the anticipated strategic results. These factors are discussed in the following sections.

5.3.2.2.1. Control

In the review of the literature, it was found that control systems are fundamental to maintain or alter the rhythms in organisational activities (Simons, 1995:5). They enable the consistencies in the control of tasks performed by people within organisations. The empirical data showed that control is indeed an enabling factor for strategy implementation. The following excerpts demonstrate this finding:

"*We have about 40 something reserves; some reserves were never connected to the organisation network. Now all of those are now connected via telephone and satellite…*
…There is also a biometric system that has been implemented starting at the national reserves. People would come to work, sign timesheets in and out, now is just a biometric system to log in and out and that facilitates the payroll system. No more paperwork, everything is now automated and goes straight to the system. It's easy to payroll to do whatever they need to do on time…" (Participant 1) "

Another participant asserts the following:
"Systems are very important. Not in the fact that you need systems, it's in the fact that you acquire the correct system for what you need..." (Participant 9)

Another participant asserts the following:
"…it is a system, it's called management effectiveness toll, so it's a specific system which we use to report to the national government in terms of management effectiveness. It then helps us develop the action plan, milestones in terms of improving our management effectiveness and the second this will be the compilation of protected areas management plans which also basically involves the whole organisation in terms of how do we implement and effectively manage protected areas in the fullest scope of what it is. So, it related to financial systems, the HR systems, the knowledge systems around biodiversity and conservation, etc. (Participant 12)

Control through technologies constitutes control systems that keep actions in conformity with future goals, thus its significant influence on strategy implementation (Atkinson, 2006:1446). Control systems are important because they help formalise the beliefs of employees, set boundaries on acceptable behaviour, define and measure critical performance variables, and encourage debate and discussion about strategic uncertainties (Simons, 1995). For the organisation under study, control systems through technology were relevant in many areas, balancing long-term goals and short-term operational demands (Bungay & Goold, 1991). For example, technology connected reserve areas that are operating in different zones to enable consistency in their operations, such as facilitating uniform payroll operations. Control enabled the effective application of activities and the efficiency of business processes where humans

are involved, thereby minimising deviation. Departments in the company changed their way of functioning, and more advanced techniques in the development of products and services were introduced through technological advancement to enable control of activities and tasks. The organisation employed many tools to ensure connectivity of reserves through telephone and satelite to facilitate communication, to implement biometric systems to facilitate payroll, and to generate consistent results and reports . This has resulted in improvement in operations and functions by collecting, recording, retrieving, and utilising accurate data with increased levels of efficiency. Similarly, van Buul (2010:14) found that control systems provide incentives to management and other employees to pursue the right activities needed to achieve organisational goals. As such, control systems can address resistance to change and non-compliance because employees have no other way of fulfilling their responsibilities (van Buul, 2010:14). However, management has a clear responsibility here to ensure that communication and training serve to systematically bridge the gap between how people used to work and how they will work given the implementation of new technologies.

5.3.2.2.2. Integration

As previously stated, business processes are necessary for strategy implementation to occur (Harmon, 2007). In addition, processes make a structural contribution to the way people cooperate and communicate (Beukes et al., 2016). Integration emerged as a factor which enables this cooperation and communication. However, integration is not possible without technology. The organisation under study implemented an Enterprise Resources Planning (ERP) system that enabled the integration of various departments and people as follows:

"…Now all of those are now connected via telephone and satellite. All those national reserves are connected to the ICT network of CapeNature…" (Participant 1)

Another participant asserts the following:

"…we embarked on a process of going and look for an ERP solution that combines our supply chain management, budgeting, payments, HR in terms of payroll, leave, etc, to encompass everything in the ERP so that it can be in synergy…" (Participant 9)

These different functional areas and reserves which are sparsely located are jointly responsible for fulfilling the business processes that enable the organisational strategies to work. These business processes rely on horizontal communication and integration enables this communication. These findings are similar to that of Hammer (2010:7) who stated that well-organised processes that are deliberately managed from end to end determine the organisation's performance. Similarly, Anand, Wamba and Gnanzou (2013:2) and Yakovlev (2015:4) state that integration drives the governance of the main organisational operations so that valuable outputs can be delivered (Anand, Wamba & Gnanzou, 2013:2; Yakovlev,

2015:4). Integration through technology optimises work, elevates engagement, strengthens the bond between departments and more importantly, promotes more positive decisions. Consequently, employees can easily come up with the correct solution, at the right time.

5.3.2.3. Processes

It was established that strategy is implemented through business processes, which are activities or tasks that enable strategies to work (Wheelen & Hunger, 2006:17; Cater & Pucko, 2010; Bălănescu et al., 2013:26). In particular, business processes put strategy into action by providing direction on how work is done (Davenport, 2003; Wolf, 2010). In the previous research question a poor reporting structure and the decentralisation of operations were factors reported to impede on strategy implementation. There is a relationship with processes because organisational structure clarifies people's roles and responsibilities, decision-making and reporting relationships, as well as the coordination of functions (Daft, 2001; Rajasekar, 2014). In addition, policy factors related to non-compliance and poor revision of policies were also found to affect processes because policy determines business processes by providing guidelines on how actions should occur. As such, the factors found to influence processes from an enabling perspective were structure and policy. However, this section will discuss the findings in relation to how these two variables should be addressed to support the business processes envisaged to fulfil strategy.

5.3.2.3.1. Structure

The importance of structure to enable processes is highlighted by van Greunen et al. (2010) and Rajasekar (2014) who assert that organisational structures can either constrain or enable processes. Largely this is because there are conflicts with the organisational power structure, and a lack of understanding of what it is (Hrebiniak, 2013). The result is unclear responsibility and a lack of accountability, which impedes on business process implementation. (Hrebiniak, 2013). For the organisation under study, the structure of the organisation received much focus in terms of aligning activities and tasks within a process in an organised manner. They grouped people according to their responsibilities and roles within departments by creating consistency in terms of what had to be done by people and the departments that need to follow the strategy every year in relation to the strategic decision. People were able to report to one person and this allowed significant performance improvements because of clear reporting relationships. Structure as a factor emanated from the data as follows:

"…I started in this unit a year ago. When I came there was a strategy in place. I basically just followed onto what was already planned. But normally in a theoretical framework, you would have your strategy based on national guidelines then you would then follow like your own strategy section…" (Participant 2)

Another participant asserts the following:

"…The focus of the organisation changes from 5 years to 5 years. Every five-year cycle there are different direction(s) that the organisation takes. Within that, each individual director has an annual plan that they work towards but that annual plan is drawn from the organisational strategic plan and obviously what the 5 pillar for development is within the Western Cape government…" (Participant 8)

Another participant asserts the following:

"…It's basically, the system is designed, so you have your processes, so in depth, every 5 year(s) there is a 5 year cycle based on elections etc. so we have to fit into that…" (participant 4)

The organisation under study consciously addressed the structure of operating and reporting as part of their five-year strategy. This is evident in the fact that they not only determined that integration was important for the effective and efficient execution of processes and the uniformity reporting, but also in the fact that they saw the need to restructure lines of reporting in order to facilitate this integration. The organisation essentially created a clearer and linear structure to achieve centralisation and improve reporting relationships. The changes to structure require that the organisation establish transparency in responsibilities and the authority that each employee has over activities in the process (van Buul, 2010:13). Moreover, the strategy should outline the allocation of human resources in line with the changed structure, explain the decision-making process and reporting relationships that will enable the new structure, and provide the communication systems that will coordinate and integrate functions (Daft, 2001; Rajasekar, 2014). This was evident in the findings, which show that in order for people to perform their activities, there must be a plan and guidelines which demonstrate why structural changes are required, how these changes will affect the way that people will work under the new strategy, and what will be implemented to facilitate these new structures.

5.3.2.3.2. Policy

While people and technology constitute core resources in the implementation of processes, (van Greunen et al., 2010; Rajasekar, 2014), there is a clear relationship between process resources, organisational structure, and policies from a governance perspective. Having addressed appropriate structures as an enabler for processes, it was no surprise that policy also emanated as an enabler for processes. The reason could be that policy helps to set goals, plan control, lead the execution of the strategy, outline monitoring and evaluation processes, and performance measurement (van Buul, 2010:12). These constitute all of the core enablers for addressing the factors reported in the previous research question to impede on strategy

implementation. Policy emanated as follows in the empirical data, and will be discussed further in terms of how it was implemented in the organisation under study below:

"*…once we develop the subsequent levels below in the structure, we have already recognised policies had to change in terms of processing things. A lot of our policies [is] are about how we operate. Policies sort of give us guidelines and direction in terms of what we need to do…*
… So, after considering structure, we tell people about the significant changes in where they are and what they are doing. Because of that, we have to do a full policy review, looking at what has changed and how that affects the people…" (Participant 13)

Another participant asserts the following:
"…We brought a system in before and then we realised we can't give access to everybody which was again the intention when we brought it in-house to allow the processing to speed up functions. It was to give the right people access and we realised we can't do that…" (Participant 13)

The excerpts point to the fact that management recognised that any changes to the structure, which also had implications for the allocation of resources to enable that structure to work, brought about the concomitant changes to the policy. Quinn and Ghoshal (1999:5) found that policies constitute rules and guidelines that demonstrate limitations in which action should occur. As stated in the previous section, the changes to structure require that the organisation establish transparency in responsibilities and the authority that each employee has over activities in the process should outline the allocation of human resources in line with the changed structure, explain the decision-making process and reporting relationships that will enable the new structure, and provide the communication systems that will coordinate and integrate functions. This is because policy ensures that employees make right decisions and take actions that support the organisation's goals and objectives (Wheelen & Hunger, 2010:15). These constitute changes that relate to policy for the purpose of governance. The poor review of policy is a management issue that is brought about due to the lack of foresight when it comes to expecting strategic change to work without the commensurate changes to the process of decision-making and the process by which decisions are implemented. In addition, non-compliance is a social issue that likely emanates from poor review strategies because people are expected to change the process of decision-making under outdated structures. If the new structures are not formalised through policy, they will not bring about good governance

5.3.3. How can BPM be used to improve strategy implementation?

This research question will be addressed by suggesting pragmatic ways of approaching strategy implementation by systematically addressing the inhibitors found in research question

one by drawing on the enablers found in research question 2. The approach will draw on the BPM framework as a guiding principle, to develop a refined framework which borrows from the well-established BPM framework, and which accounts for the socio-technical factors influencing strategic change. The intention is to provide a framework which more consciously manages resources (people, technology, and processes) during implementation by drawing on empirical findings.

BPM draws on concepts and techniques that systematically address strategy implementation by bridging processes, diverse systems and people together (Thabiso, 2012:26) through the BPM lifecycle phases of planning, analysis, design, modelling, measurement and control, and the BPM pyramid. These facilitate the management and control of processes throughout the stages that are included in the BPM lifecycle, while also coordinating processes, people and technology through the consideration of three levels, namely enterprise level, process level and implementation level (Harmon, 2010). At the enterprise level, organisations seek to plan and organise corporate strategy and business processes based on organisational structure, policies, and socio-technical resources across the entire organisation. At the process level, organisations explore the analysis, design, modelling, measurement and control, and transformation to monitor and manage business processes during strategy implementation, which had been integrated with the socio-technical resources determined at the enterprise level. Finally, at the implementation level, the processes, human and technical elements are integrated to influence strategic results.

It is proposed that there are socio-technical influences at each phase of the BPM lifecycle and at each level of the pyramid, particularly because these frameworks speak to each other. The factors found to negatively impact on process implementation were poor reporting structure, decentralisation of operations, poor staff competency, high staff turnover, misalignments, manual systems, poor analysis of system needs, policy non-compliance, poor review of policies and resource scarcity. The enabling factors for successful implementation of strategy included communication, training, adaptability, control, integration, structure, and policy. There was certainly a relationship between the findings relating to the inhibitors and facilitators. Thus, this section will be addressed by recommending how the enabling factors can be enacted to address the inhibitors, and to show how each phase will call for various applications of the enablers as the strategy implementation progresses through each phase. However, it is important to consider that while the findings are discussed in relation to the phases, there is a link between the phases and the levels of the pyramid. It is arguable that the planning phase of the lifecycle would draw on the structure of the enterprise level, where strategy, policy, structure and socio-technical resources are addressed in this phase. The analysis phase would draw on the structure of the business process level, where process design and socio-technical resources are identified. Measure and control would draw on the structure of the

implementation level where resources are developed for application and use in processes. Although the BPM frameworks drive the insights that can systematically enable the strategy to be implemented, the EA equation should compel the interrogation of the technical aspects required for the strategy to work, as well as how the elements of strategy (processes, functions, structure, and policies) must align to achieve the anticipated results, at each stage of implementation. Each phase then culminates into a transformation phase which draws on the experiences through monitoring and feedback on the implementation of strategies to obtain the actual results from processes implemented to then transform those processes again if necessary.

The following sections will discuss the aforementioned frameworks in relation to the empirical findings and will explore whether bricolage thinking and applications were enacted at various stages of strategy implementation for the organisation under study to provide novel findings on successful strategy implementation within constrained environments.

5.3.3.1. Planning

The planning phase is where processes are planned to determine business process objectives and goals in relation to the strategic goals of the organisation. Thus, this phase would relate the corporate strategy to the inhibiting factors to assess their influence on achieving the objectives of the processes. As such, those variables that influence strategy, processes, alignment, and performance should be considered. The following subsections show that poor reporting structure, decentralisation of operations, poor staff competency, high staff turnover, misalignments, manual systems, poor analysis of system needs, policy non-compliance, and poor review of policies are relevant to the planning phase. In addition, the results will show that by integrating the findings for each phase, the EA equation is enacted to ensure that the elements of strategy (processes, functions, structure, and policies) are always in alignment.

5.3.3.1.1. Poor reporting structure

A poor reporting structure as an inhibiting factor must be addressed at the planning phase because lines of reporting require amendments to ensure clear authority, proper flow of communication, and processes are performed optimally. If the organisation does not plan to change reporting structures so that they align to how they need to work under the new strategy, then they will also inhibit the understanding of tasks and progress to enable the strategy to work. Communication can limit confusion by informing exactly who employees need to report to and there is consistency in the information for the monitoring and reporting to ensure that performance is accurately measured.

5.3.3.1.2. Decentralisation of operations

Decentralisation of operations was found to result in decision-making being delegated to various levels of management within the organisation in a way that they become independent of one another. CapeNature has various departments operating in different locations, thus distributing authority across these locations/areas in terms of procurement and creation of reports. The planning phase should address the decentralisation of operations, as this will address the flow of communication and information to ensure that process flow improves. There will also be consistency in the information and reporting for monitoring and feedback to ensure that performance is accurately measured. Integration can be applied to the reporting structures as a start to address the decentralisation of operations. In addition, integrated systems ensure that the flow of information and the lines of communication move away from decentralised ways of working because the system controls the way that work is performed. This means centralised operations are achieved through a concentration of control of activity under a single authority through the use of a system. In this way, departments are integrated, regardless of their location, through online platforms where all staff have access for rapid interaction with the head office. The idea must start from the executive level, who has the decision-making powers of the entire organisation, while all other units receive commands from them.

5.3.3.1.3. Poor review of policies

Given that policy outlines roles and responsibilities, and provides guidelines on how work must be performed, it must be updated to reflect the changes to the structures relating to reporting and centralisation. When the policy has been updated, it will guide the subsequent activities to bring about the changes emanating from the strategy. The organisation needs to verify current policies in relation to current strategy, activities, tasks, and responsibilities in order to identify the areas in which the policy will need a review that responds to the strategy. This information can be gathered through communication with staff at all levels for their input. In doing so, the planning at the enterprise level already starts to address the social factors relating to misalignments and policy non-compliance. Communication as an enabler can serve to address several inhibitors, and by including staff in the review of policy, management will obtain staff buy-in and maintain alignment because the policy speaks to what they require for the strategy to be implemented. Given that people perform the activities of a process, and engage with systems to perform their tasks, their input will ensure that there is constant alignment between strategy, business, and technology.

5.3.3.1.4. Misalignments/High staff turnover

Misalignment occurs because of a lack of communication or miscommunication about the strategy. Systematic guidance starts with ensuring when the new reporting structure is

established, and communication should start with the new line heads and should filter down to their subordinates to prevent miscommunication. They should drive the new policy so that work is guided by the policy and so that people align to what is planned. This should start early in order to prevent misalignment from the onset so that performance is not inhibited because of uncertainty and so that there are no delays in its implementation. This will also begin to address issues relating to high staff turnover, as management would have obtained staff buy-in from the enterprise level by obtaining staff input for incorporation into the policy, and by maintaining their buy-in through the appropriate design of reporting structures which ensure that communication flows are optimal for the achievement of process objectives.

5.3.3.1.5. Manual systems / poor analysis of system needs

Due to the fact that the planning phase (which is aligned to the enterprise level) must set out the resources that will be required for the strategy to work, and as such will be reflected in the policy, this phase should address the aspect of whether current systems enable the structures that the strategy requires. Integration in this phase can help combine different activities and units into one for easy tracking of strategic objectives. It can prevent decentralisation, improve reporting structure, and facilitate communication between departments. In order to do so, the first step consists of meetings during planning to share ideas and requirements. It is essential to know what the executives and the team expect from the system that will facilitate the strategy and its resultant processes. In the organisation under study, the participants found that certain technologies that were implemented did not enable their work, but rather constrained them. As such, staff moved to old ways of working in order to fulfil their duties, which often incorporated manual ways of working. This speaks to a lack of input from staff at the operational level on what technical resources should be planned for in fulfilment of the strategy. By properly addressing the system needs emanating from the new strategy, in consultation with all affected stakeholders, the spin-off problems like using manual methods that lead to ineffectiveness and inefficiency, will be addressed because the system will actually facilitate the work.

5.3.3.1.6. Poor staff competency

People also constitute a resource that must be planned for at the planning phase for policy to be amended to address human resource issues. For example, if management foresees that strategy changes will mean that current staff competencies might not be adequate for implementing the strategy because, for example, it requires the implementation of a new system that people might not know how to use, they can plan to upskill staff through training, rather than find out after the fact that staff were unskilled in a particular area. Planning will ensure that training is planned for and included in the budget, not only in terms of the cost of training, but also the potential loss of time due to staff being on training. In addition, when training is rolled out for everyone, staff will not feel singled out if everyone must go for the

training. It will also prevent older staff from feeling intimidated by changes that are anticipated because the organisation is proactively managing the adaptability of staff.

5.3.3.1.7. Policy non-compliance

Non-compliance is brought about because of poor communication and a lack of control. The organisation must plan for the possibility of non-compliance through systematically managing communication efforts using constant meetings, and to ensure that there is a way to maintain control through a system. This might bring them back to how structures and systems can be used to maintain control and thus compliance.

5.3.3.1.8. Enactment of Bricolage

The concept of bricolage that was enacted during the planning phase in the organisation under study was external support. This is referred to as network bricolage, which uses pre-existing contacts at hand as a means of primary access to resources needed (Baker et al., 2003). In this context, network bricolage relates specifically to sharing knowledge repertoires as a resource (Duymedjian & Ruling, 2010). The organisation consulted other companies to help them create a well-designed strategy in the planning phase. For example, the organisation used individuals that assist government departments with reviewing their structures. The organisation hired external consultants who work within the framework of government. By hiring external support, the organisation had an individual dedicated solely to the organisation. In doing so, CapeNature was able to develop a clear understanding of the business and their strategic goals, and a structure for the best implementation of the strategy. Thus, by using external support, the organisation worked with experienced people from institutions operating within a similar environment. As such, the time the organisation spent on planning for the strategy was reduced. External support provided access to a broad skill set and experience that was not available within the organisation, and provided in-depth, hands-on knowledge on a wide range of solutions. As a result, the support was based on knowledgeable people who could provide solutions to help in the alignment of strategy. Having this expert access enabled the organisation to reduce the time spent on the implementation of strategies as well as the cost of implementation.

5.3.3.2. Analysis/Design

The analysis phase focuses on analysing individual business processes to achieve the understanding of the current state of business processes, and their conformity to business objectives (Ruzevicius et al., 2012:71). Inherently, the EA equation would be enacted in the evaluation of how the business processes align to the strategy, and whether their current technology enables the process changes that are inevitable due to strategic change. Subsequently, a desired business process model is developed and the infrastructure

necessary to support the business process is developed (Ruzevicius et al., 2012:72). Thus, this phase would relate the redesign of the processes to align to the changes in structure and the centralisation of operations addressed in the planning phase. This phase has revealed important information about the evaluation of the variables that put implementation into work and reveals possible opportunities and threats to be considered in strategy implementation. Analysis/design allowed the organisation to unpack current processes which involved systems and tasks within the organisation and how they are performing in order to deliver what is required by the strategy. The following subsections show that decentralisation of operations, poor reporting structure, manual systems, poor analysis of system needs, and policy non-compliance are relevant to the analysis and design phase.

5.3.3.2.1. Decentralisation of operations

Decentralisation is addressed in this phase because the changes to the flow in communication and information have a direct impact on the processes. The evaluation of the current state of processes will show the extent to which authorities will change to create a centralised operations where autonomy is given to one centre. To do so, the flow of information and communication from executive managers to operational staff are analysed and designed in relation to the new strategy. For example, decisions about the people to be hired and trained will be centralised. Analysis and design must align to the policy that was planned to be used and how the processes and systems to facilitate those processes must be adapted to align to the way that communication and operation will work. As such, not only are the processes re-evaluated to align to the new ways of working, but systems are evaluated in respect of their ability to facilitate centralised operations. Integration of systems must be evaluated in terms of whether current systems can accommodate the integration, or whether extensive changes to technology infrastructure are required.

5.3.3.2.2. Poor reporting structure

A poor reporting structure as an inhibiting factor will inherently be addressed in the analysis and design phase because the lines of reporting amendments have implications for the way that activities are fulfilled in the process. An evaluation of the current state of the process must be performed in relation to the policy changes relating to structure. As such, the understanding of tasks to enable the strategy to work will be achieved by maintaining the lines of communication with staff throughout the process. Adaptability will be nurtured through ensuring that staff provide input on and received feedback from a process of revision. Communication thus becomes a catalyst for creating a culture of adaptability because staff are consulted throughout the process and comprehend the changes at each phase of implementation.

5.3.3.2.3. Poor analysis of system needs

Given that the analysis and design phase draws on new process requirements to determine the requisite system needs, this is the ideal stage to draw on operational staff input to determine how changes to the system can facilitate their work. Communication is a relevant enabling factor to enable the analysis of the requirements needed to use technology in the business. Users in this case are the ones who can provide proper input to what is required from a system. System analysis is able to provide solutions for the systems to be used or being used in the organisation by using tasks in the analysis phase to improve the systems. This can result in quality systems and reduce the errors that might occur. Analysis of a system can specify exactly what systems can do and how this should fit the strategy of the organisation. The inclusion of staff in the development of system needs can improve the accuracy and quality of the analysis, and help maintain alignment to the policy through the enactment of the EA equation. In addition, staff will comprehend system changes before implementation, and this will aid the adaptability to changes, thereby preventing high staff turnover.

5.3.3.2.4. Policy non-compliance

Policy non-compliance can be addressed in this phase by sustaining the support acquired during planning through communication and adaptability. These enablers will be enacted if staff are included in the development of standard operating procedures that are developed from the policy. Here the organisation needs to take time to construct suitable manuals that speak to the renewed structure and centralisation of operations, and make them available to everyone before implementation.

5.3.3.2.5. Enactment of Bricolage

The bricolage concept enacted by the organisation in this phase is the refusal to be constrained. This involves actors resisting environmental constraints imposed upon them (Di Domenico et al., 2010). By refusing to dismiss the resources at hand, the bricoleur can create something from nothing (Baker & Nelson, 2005). This refusal to be constrained enables firms to demonstrate their creative capabilities, as well as their improvisation skills while taking advantage of resources that are at hand (Baker & Nelson, 2005). Collaboration emerged as the enactment of the refusal to be constrained. Even though initial strategy can bring about changes that mean that some people feel out of their depth, by collaborating with different groups of people and levels of people within the organisation, employees can still find a solution to ensure that the strategy can work. Not everyone will know exactly what to do, but each person has something to bring to the table. So, collaboration creates engagement – individuals are able to engage with one another instead of waiting to see what happens. Collaboration is about sharing knowledge openly and requires focus from the organisation.

When employees collaborate, they are able to share ideas about the systems in the organisation and the ones to be acquired for the organisation. When work involves several people from different departments, they have to try to integrate their input and identify how they can complement each other. Through collaboration, individuals can get the same opportunities to share information while at the same time achieve the organisational goal through different solutions in their perspectives.

5.3.3.3. Measure/Control (implementation)

The measurement and control phase focuses on the implementation of strategies to obtain the actual results from processes implemented. As such, at this stage socio-technical resources are assessed in relation to processes by reporting on performance. The performance measures would have been defined in the planning phase, and are enacted in this phase to provide input in the next phase, namely transformation. This phase aligns to the implementation level of the pyramid, which includes the development of resources for processes. The success of the strategy implementation is not only influenced by the development of resources to align to the process, but also to monitor the output of the process so that improvements are made to ensure that alignment is maintained in respect of the EA equation. Thus, the following subsections show the factors that should be consciously managed during implementation, and the need to measure how the changes to reporting structure, decentralisation of operations, staff performance, and alignment to and compliance with the policies have helped to achieve the strategy.

5.3.3.3.1. Poor reporting structure

During implementation the revised reporting structure is implemented during the fulfilment of the process. Performance measures outlined for the process collect data about the effectiveness and efficiency of the process. These performance measures should include a way to collect data about how the reporting structure has influenced the results of the process. Of course, the changes to the structure are not final until there is evidence that the changes to reporting structures serve the needs of the process, and thus enable the strategy implementation. Input to the measurement must be provided by both operational and managerial staff, so that the views of all affected parties are taken into account. This will sustain compliance with policies if staff foresee that policy will eventually be improved through their input. In addition, it will ensure that staff turnover is reduced because staff are not frustrated by systems that are too rigid.

5.3.3.3.2. Decentralisation

This phase should ensure the evaluation of the new state of processes after the change to authorities under centralised operations. To do so, the flow of information and communication

from executive managers to operational staff is analysed in relation to how it enabled or constrained the new strategy. The evaluation extends to the systems implemented to facilitate the processes and new lines of communication. The system is also evaluated in terms of how the enactment of control influenced the fulfilment of processes, and thus the fulfilment of the policy. Due consideration should be given to whether the level of control enacted has created any bottlenecks and whether the system is too rigid. As mentioned in the previous section, input to the measurement must be provided by both operational and managerial staff, thereby ensuring that there is alignment in respect of all aspects of the process.

5.3.3.3.3. Poor staff competency

Given that the implementation level is where resources are developed for process implementation, the social enablers of training and adaptability must be enacted to ensure that staff are sufficiently prepared for the implementation. The planning and analysis and design phases would have started to enable the adaptability of staff through communication, collaboration, and consultation with staff. However, adaptability is further maintained during the implementation phase through the provision of training to develop the capacity of human resources to fulfil their responsibilities effectively. In addition, monitoring and measurement will ensure that staff can provide feedback on gaps identified during implementation so that management can provide the requisite assistance to ensure that staff are heard and their needs are comprehended in fulfilment of the strategy. While provision for resources is made during the planning phase, the actual dynamics that manifest during implementation must be anticipated so that they can be addressed during transformation. Thus, it is a continuous process of input and revision. The inherent result is that there is maintained alignment with the initiative because when staff input is provided in each facet of the EA equation, not only is alignment between the variables of the EA equation maintained, but staff maintain their alignment to the strategy, and there is consistent buy-in from staff, thus addressing high staff turnover.

5.3.3.3.4. Policy non-compliance

The feedback from the preceding sections feed into the observance of the policy. The organisation should use the results of the performance measurement to determine whether the policy should be amended to ensure that structure, centralisation of operations, human resources capacity, and systems actually meet the needs of the strategy. Of course, compliance with the policy is ensured when the policy is reactive to the changing needs communicated in this phase. The improved structure will ensure proper communication in the sustained use of the manuals to provide guidance, direction and clarity to all employees. Thus control can also be enacted through meaningful and sustained communication.

5.3.3.3.5. Enactment of Bricolage

The concept of bricolage that was enacted within the organisation in this phase was “making do”. “Making do” relates to the use of available resources and to recombine them to solve problems (Di Domenico et al., 2010:689). Usually when companies face contraints, they depend on available resources at hand, rather than looking for alternative actions (Senyard, 2015). In the measure/control phase in this study, which is the implementation phase, staff fulfil the strategy in spite of the fact that they might find that gaps exist. While this phase is meant to monitor the outcomes of the strategy implementation, in the interim, staff perform their responsibilities to ensure that the processes are performed in spite of the challenges faced, particularly if they know that it is a temporary measure until the transformation phase. However, this presents an opportunity for management to observe the conditions under which work could be performed under constrained circumstances, and the impact on process performance measures. This will inform the provision for resources in the transformation phase.

5.3.3.4. Transform

The measurement and control phase is intended to obtain the actual results from processes implemented to then transform those processes again if necessary. At this stage, socio-technical resources are assessed and addressed in relation to processes, and the cycle returns to the planning phase to redress processes so that it meets expectations. This cycle is repeated continuously. The idea of the complete BPM lifecycle is that processes are improved in each stage according to cycle results (Ruzevicius et al., 2012:72). Transformation is a major shift in the organisation’s strategic factors to enable valuable results to be delivered in the future, which couldn’t be mastered before. Poor reporting structure, decentralisation of operations, poor staff competency, high staff turnover, misalignments, manual systems, poor analysis of system needs, policy non-compliance, and poor review of policies presented as inhibiting factors to strategy implementation. The transformation phase is directly related to the poor review of policies, as it actually addresses this problem by drawing on the results from the measure/ control phase to determine whether the policy should be amended so that the policy is reactive to the changing needs communicated. The prior phase measured the performance of the enablers to address poor reporting structure, decentralisation of operations, poor staff competency, and high staff turnover. In doing so, feedback is obtained in respect of all facets of the strategy as it relates to the EA equation. Thus misalignments are prevented in both this phase and measure/ control. The enabler that should be sustained into the transformation phase is communication, thereby sustaining operational and managerial staff input from reporting in the measure/ control phase to providing input on how this

information can be adopted in the transformation phase so that the planning phase is more cognisant of the reported challenges.

The implications of the policy review should be determined with consideration to its impact on structure, people, and systems. Because the strategy involves the entire organisation, an effort of this sort can take place on a large scale. Firstly, it is important to name the challenges faced and then articulate and document a single desirable future for the enterprise and focus efforts on achieving it. Management must define the initiatives of the strategic transformation, and communicate them throughout the organisation. Finally, management must explain how employees will be impacted in the future, or the next cycle, as people are better able to focus on tasks when they understand how their work contributes to the organisation's priorities.

In this phase, the company must develop an ongoing mastery of change, in which adaptability feels natural to their employees. The company under study undertook periodic strategy reviews every 5 years and set direction and organisational structure on the basis of an analysis of their industry of how it can evolve during the transformation phase. Thus, employees have to identify ways to adapt their ways of working so they are better able to meet their strategic objectives regardless of any transformation. It is a change in operations and management that provides the organisation the ability to manage their operations with a new perspective and guide people with their practices, enabling agility. While there's certainly still a place for efficiency, organisations also need to make room for adaptability. That doesn't mean the whole organisation needs to adapt, but there should be spaces to rethink how things that are inefficient can be done and invent new ways of doing them. The adaptability of the organisation is driven by its employees' ability to adapt to the changing priorities.

5.3.3.5. Refined General Framework: Strategy Implementation

Chapter three presented a conceptual framework that was developed using the problem conceptualisation in chapter one, which was further informed by the findings from the literature in chapter two, and the underpinning theory used in this study. In this section, a more refined general framework was developed, which used the conceptual framework as a guiding framework, as well as the findings from the qualitative analysis. In order to develop the general framework, the researcher used the results from the data that was analysed and interpreted and is presented in Figure 5.1 below. The proposed general framework presents new knowledge on the use of BPM to improve the implementation of strategy.

Essentially, data findings suggest that there are various factors influencing strategy implementation within the organisation under study. The researcher has explored the factors which for the context of this organisation from which data was collected, had a negative impact on strategy implementation for that specific environment. These factors included poor reporting

structure, decentralisation of operations, poor staff competency, high staff turnover, misalignments, manual systems, poor analysis of system needs, policy non-compliance, poor review of policies, and resource scarcity. In this framework, these factors are not regarded in isolation but are linked to each other. In fact, there is a sequence in which they follow one another. Surprisingly, participants have revealed that organisational structure emerged as the first factor to be addressed as it is followed by all other factors related to people, systems, and policies. Although the researcher did not expect structure to feature more prominently than others, the result shows structure to be the most fundamental factor to influence strategy implementation. By looking at structure, organisations can easily address people, technology, and other resources as part of the structure.

Due to the nature of the inhibitor factors mentioned above that negatively influence strategy implementation, some enabling factors have been suggested in the findings, including communication, training, adaptability, control, integration, structure, and policy. It was found that there is a relationship between the findings relating to the inhibitors and facilitators. Each inhibitor factor considered one or two enabling factors to improve them and consequently facilitate the implementation of strategies. This was clearly shown in the use of BPM to implement strategies where phases of BPM are addressed, and each inhibitor factor is addressed in that phase and is facilitated by an enabling factor. Basically, the aspects of strategy were all included within the BPM framework given the fact that BPM plays an important role in strategy implementation. BPM helps integrate the variables and addresses them in an organised manner which consequently improves strategy implementation considering the enabling factors that emerged. As such, the use of BPM on strategy implementation included looking at the different phases such as planning, analysis/design, measure/control, and transformation. Note that in each of these phases, elements of bricolage emerged to reinforce the analysis. Moreover, still using BPM, the EA equation was considered to address not only the technical aspects required for the strategy to work, but also the elements of strategy implementation (processes, functions, structure, and policies) which are aligned to achieve the anticipated results, at each stage of implementation. EA helps to additionally examine the phenomenon of strategy implementation in a holistic manner to enable organisations to explore the socio-technical elements influencing strategic factors to always be linked through the EA equation. Each phase then culminates into a transformation phase which draws on the experiences through monitoring and feedback on the implementation of strategies to obtain the actual results from processes implemented to then transform those processes again if necessary. In this way, important variables are not excluded nor forgotten during implementation and only important variables which form part of implementation are considered.

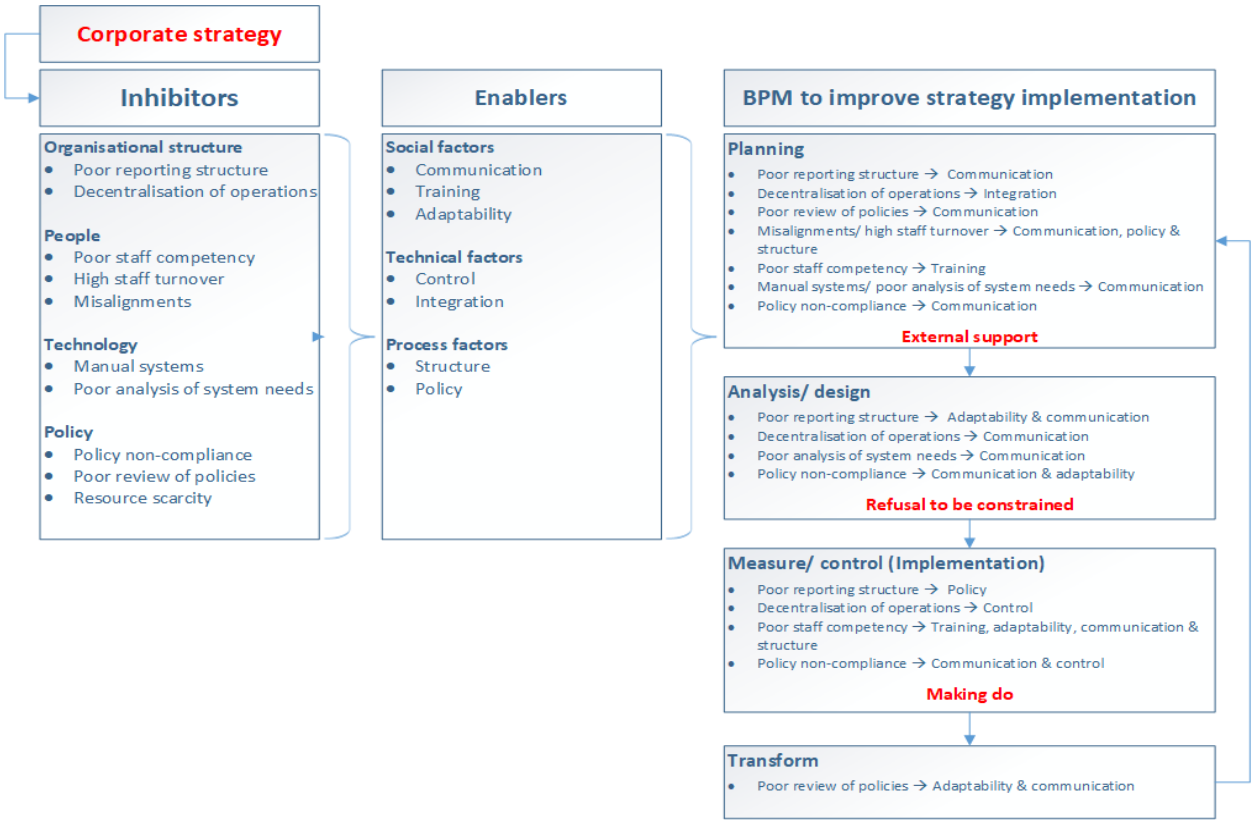

Figure 5. 1: General Framework: Strategy implementation

CHAPTER SIX: CONCLUSION

6.1. Introduction

The aim of the research was to explore the role of BPM in corporate strategy implementation. As such, the main objective was to determine how BPM can improve the implementation of corporate strategy by drawing empirical evidence to show how socio-technical influences that affect strategy implementation can be addressed through the application of the BPM framework. Previous studies on BPM and strategy implementation have not been well established in the literature, thereby presenting limited comparable results. However, previous studies provided a foundation in respect of the BPM framework and its applications for the achievement of strategic change. Three research sub-objectives drove the collection and analysis of empirical evidence to achieve the main objective the study. These objectives were to investigate why organisations have failed to fully implement their corporate strategies, to determine how socio-technical factors influence the use of BPM to improve corporate strategy implementation, and to use the results emanating from these sub-objectives to determine how BPM can help an organisation to improve strategy implementation. It was established that socio-technical resources add meaning to process execution and represent some of the important variables for process execution. However, it was found that businesses in many sectors face the challenge of resource scarcity, and its frequent absence or unavailability limits the implementation of strategies. As such, bricolage theory was found to be a suitable theoretical lens for understanding the socio-technical resources influencing strategy implementation, as it addresses solutions for human and technological factors to be addressed at varying levels of strategy implementation. For this study bricolage was utilised to trace the emergence of socio-technical conditions that should prevail for effective strategy implementation.

This was a qualitative study, employing an interpretive case study methodology. Interviews were conducted with fourteen senior managers from a governmental organisation which is responsible for biodiversity conservation. The population comprised all senior managers from all business functions who are responsible for enabling the strategy of the organisation to be implemented. Semi-structured interviews enabled the factors to be explored inductively, while a conceptual framework enabled deductive guidance of the empirical results.

This chapter provides a summary of the findings of the study, presents the limitations that must be observed in relation to the study, and outlines the contributions made by this research. Finally, recommendations for future research are made.

6.2. Overview of the Research

Chapter one presented the importance of the study, the problem statement, research objectives, and a conceptualisation of the problem to put the research topic into context.

The second chapter provided a review of the current literature on strategy implementation and BPM to show how BPM can serve to achieve strategic change. The chapter also explored the socio-technical factors that influence BPM in terms of the interaction between people, processes, and technology. The chapter further discussed aspects of Enterprise Architecture as a form of support decision-making by organising views of organisational resources.

Chapter three presented the theoretical lens of bricolage and its relevance to the study to reveal the circumstances under which resource scarcity can bring about alternative ways of working. The chapter highlighted the concepts of bricolage and its importance to social studies. Moreover, a conceptual framework was developed from the review of literature and the concepts of bricolage to guide the data collection and analysis.

Chapter 4 outlined the methodology applied to achieve the research objectives. The research philosophy and approach applied in the study were expounded. The chapter also presented the case study, data collection processes, the analysis methods, and ethical considerations.

Chapter 5 discussed the process of data analysis and provided an interpretation of the empirical data collected. Data analysis was performed with the conceptual framework as the guiding framework and the bricolage theory as a theoretical lens. The findings were presented for each research question. Finally, a general framework was developed based on the research findings.

The next section elaborates on the main findings of this research which served to guide the development the general framework.

6.3. Factors Inhibiting Corporate Strategy Implementation

The review of literature showed that strategy implementation tends to fail because of largely poor communication, poor planning, unclear accountability, a lack of understanding of the organisational structure, an inability to manage change, and the inability to supply the required resources when needed. The empirical data showed similarities to what was found in the literature, and revealed poor reporting structure, decentralisation of operations, poor staff competency, high staff turnover, misalignments, manual systems, poor analysis of system needs, policy non-compliance, poor review of policies, and resource scarcity to be the inhibiting factors for strategy implementation for the case study, being an organisation in the conservation and environment industry. While the case study focuses on one type of industry,

and one specific organisation, given the similarities to the variables identified in the review of literature, there are common problems that can be anticipated in the fulfilment of the strategy that can be planned for. Given the empirical evidence, key considerations emanating from the findings were identified.

Organisational structure was found to be a major factor to be considered when implementing strategies. The reporting structure in the organisation created spin-off problems for the organisation, including ineffective lines of communication, misalignment between the strategy and operations, and the decentralisation of operations, which led to inefficiencies and erroneous information.

Given that policy provides the guidance in structure and defines the role of people and technology in terms of how they need to operate in fulfilment of the strategy, the poor review of policies meant that the policy did not provide for the conditions under which the strategy would succeed. As such, people's skills, technology infrastructure, and the organisational structure were never reviewed, and did not align to the strategy. Consequently, people could not deliver successful results under conditions that were not conducive for the strategy, and which did not prepare them to work in fulfilment of the strategy.

6.4. Socio-technical Factors Enabling Corporate Strategy Implementation

Strategy is mainly implemented by business processes, which are characterised by activities or tasks that enable strategies to work. The main role of business processes is to put strategy into action by providing direction on how work is done. People bring knowledge, skills, and competencies to perform business processes, while technology brings tools and techniques to make the process efficient. There is thus a socio-technical influence on business processes for the success of strategy implementation. The empirical findings from this study generated socio-technical factors that influence strategy implementation. They are proposed to represent the foundation through which management in organisations can determine and support strategic results. Findings revealed that communication, training, adaptability, control, integration, structure, and policy are factors which enable strategy implementation. Given the empirical evidence, key considerations emanating from the findings were identified.

The organisational structure put the majority of challenges, such as people and technology, into context by creating a positive impact on planning, operations, and implementation within the organisation. Effectively, the organisational structure is the most important point of departure, and its influence extends to the key resources that fulfil the strategy. Thus, its influence reaches beyond just lines of communication. The way that people, technology, and reporting are organised depends on the structure, and thus influences the success of the flow of work in the fulfilment of the strategy. For example, structure creates efficiencies in a way

that clarifies responsibilities, reports lines, spreads people and technology across the entire organisation, distributes capacity, and facilitates the decision-making process. Structure sets the map for how processes must be designed in terms of having the right people and right technology delivering the right outcome.

Policy can be considered another significant enabler for successful strategy implementation. Policy is crucial for providing guidance in structure, and giving people and technology guidelines on how to operate in the organisation. It is a conscious assessment of the status quo, and provides the plan for the resource capacity for achievement of the strategy. The idea to adopt policy in the organisation constitutes a level of compliance, which is fundamental to influence the implementation of strategy. The review of the policy creates the conditions required for adaptability, and thus transformation in accordance with measurement results.

Lastly, the most significant and overarching enabler for strategy implementation was found to be conscious and consistent communication. This enabler features as a requisite enabler for each phase of strategy implementation as per the BPM framework. Communication ensures coherence between management and workers. It also ensures that there is alignment between what is supposed to be achieved, and what is available as resources on the ground. It ensures that there is consistent input from all affected parties through the implementation processes, that there is feedback for review of policy, and that there is a process of consultation during planning and transformation. As such, a culture of adaptability is nurtured naturally because it becomes the culture of the organisation, information and reporting is accurate, buy-in is obtained from employees, and this holistically ensures alignment between people, processes, and the strategy.

6.5. How BPM Can Improve Strategy Implementation

The findings in relation to suggesting how BPM can improve strategy implementation were essentially about suggesting pragmatic ways of approaching strategy implementation by systematically addressing the inhibitors by drawing on the enablers. Thus, the study drew on the BPM framework as a guiding principle, to develop a refined framework which borrowed from the well-established BPM framework, and which accounts for the socio-technical factors influencing strategic change. The intention was to provide a framework which more consciously manages resources (people, technology, and processes) during implementation by drawing on empirical findings. In addition, these phases were explored through the lens of the bricolage theory and revealed that bricolage concepts are possible and are enacted differently during the respective phases.

It was found that the planning phase should comprehend all possible inhibiting factors to the strategy implementation and should consciously consider the role of people, technology,

processes, and structure through formulating the revised policy. Here the organisations should arguably draw on network bricolage in terms of external support where input to the strategy is required. The analysis/ design phase focuses on the transformation of resources (people, technology, processes) and structure to align to the revised policy. This phase is about ensuring alignment and acquiring the requisite input on the status quo, and how these resources ideally would be adapted to enable the work of the process. Here the organisations should arguably draw on the refusal to be constrained, as this phase would ordinarily require that people must ensure that the resources at hand work within the limitations set out by the policy. It is essentially about determining how people can draw on the constrained environment in a productive manner. The measure/ control phase focuses on performance measurement in relation to the revised policy and the subsequent transformation of resources in line with the policy. Here the organisation will enact the bricolage concept of "making do" because people will ensure the fulfilment of the strategy regardless of limitations, because this is where process implementation takes place. People are observing the changes brought about under the analysis phase and will make it work until the process of the transformation phase draws on their input and evaluates the effectiveness of the policy to achieve the strategic objectives. Finally, the transformation phase reviews the entire implementation process and how policies can be changed and implemented in the next cycle of strategy implementation. At this stage, socio-technical resources are assessed and addressed in relation to processes, and the cycle returns to the planning phase to redress processes so that it meets expectations.

6.7. Theoretical Contribution

The theoretical contribution of this study is new perspectives on the implementation of strategies under the guidance of the BPM framework. This research presents novel findings in relation to strategy implementation within the context of BPM. BPM was considered to have an important role in addressing the link between strategic factors and socio-technical influences, and yet studies to date have not addressed this significant relationship. In order to provide contextual understanding, an interpretive case study methodology was employed, thereby enabling new perspectives to be explored, and transforming the way that strategy implementation is perceived.

The use of bricolage as a theory also compelled the researcher to consider its use from a different perspective. Bricolage is used here as a theory to be applied beyond the bounds of previous research contexts. The use of bricolage concepts as a theoretical lens justifies the qualitative nature of the study. Using a social theory like bricolage to address socio-technical constraints within strategy implementation demonstrates the uniqueness of the research. Furthermore, the use of bricolage as a theoretical lens, within the context of the BPM lifecycle, provided a novel way to perceive the role of BPM in strategy implementation. The use of an

interpretative case study helped to generate new in-depth knowledge and a broader understanding of the phenomenon under study.

6.8. Practical Contributions

The practical contribution of this study is that it offers an in-depth understanding of the socio-technical conditions under which strategy can successfully be implemented. In addition, the study provides a pragmatic approach to merging these socio-technical conditions with BPM frameworks and provides an in-depth analysis of the considerations at each phase of the BPM lifecycle. The result is a systematic approach to strategy implementation while anticipating the influences to the strategy, and observing the Enterprise architecture. The research findings are beneficial to strategists, organisations that are embarking on strategic change, and managers that are responsible for implementing the strategy. The proposed general framework will guide organisations to anticipate socio-technical factors that influence the phenomenon, and to systematically address these challenges. In addition, the concepts of bricolage provide new insights into how organisations can embark on strategic change within constrained environments.

6.9. Research Limitation and Future Research

Certain limitations to this research study should be considered. The study was conducted in one organisation, namely CapeNature and this implies that the findings cannot be generalised. In addition, this research only focused on senior managers of the organisation with a limited sampling of fourteen participants who present a one-sided view about the phenomenon. This study was limited to the environmental industry, thus the findings cannot necessarily be extended to other industries.

It is, therefore, recommended that future research could include all levels of management with lower management involved to verify the richness of data collected. Future research could also conduct the study in different industries such as a private business oriented organisation to determine whether similar results in a different context would be generated, and to verify validity. The dynamics of the conservation industry may be different to that of other industries. It should also be noted that the organisation under investigation outsources some services from a service provider and the general framework was developed taking that into consideration. Future research should conduct a study within an organisation that uses services that are not outsourced, and could, therefore, explore these differences. Considering that this research used bricolage as a theoretical lens, it is recommended that other researchers employ different social theories to determine the different determinants that would emerge from the research findings. Further, future research could consider a more recent

trends of BPM such as Six Sigma or Lean Management as well as seminal work on EA such as TOGAF of Zachman.

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APPENDICES

APPENDIX A: INTERVIEW SCHEDULE

1. What drives your corporate strategic decisions?
2. How do you approach strategy implementation?
3. What steps are followed to implement strategy?
4. How do you ensure that strategy is implemented?
5. How do you gauge the success of strategy implementation?
6. What factors influence strategy implementation?
7. What challenges are faced when implementing strategy?
8. How have processes changed because of strategy implementation?
9. How have business process resources changed because of strategy implementation?
10. What factors influence the execution of processes?
11. What challenges are experienced when executing processes?
12. How do you ensure employees' willingness to comply with process changes?
13. What steps did your organisation take to manage processes?
14. How has BPM been used to guide strategy implementation?
15. What impact did BPM have on strategy implementation?
16. What challenges are faced when using BPM for strategy implementation?

APPENDIX B: ETHICS APPROVAL

Cape Peninsula University of Technology

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Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty: BUSINESS

At a meeting of the Research Ethics Committee on 16 September 2015, Ethics Approval was granted

to ALI, KHATIJA ISSUFO (211256269) for research activities Related

to the MTech/DTech: MTech: BUSINESS INFORMATION SYSTEMS

at the Cape Peninsula University of Technology

Title of dissertation/thesis:	The role of business process management on corporate strategy implementation in a selected organisation in the Western Cape, South Africa Supervisor: Dr M Twum-Darko

Comments:

Decision: APPROVED

Signed: Chairperson: Research Ethics Committee	16 September 2015 Date
Signed: Chairperson: Faculty Research Committee	29 September 2015 Date

APPENDIX C: RESEARCH STUDY APPROVAL

CapeNature

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date 7 October 2018

I, Dr. R. Omar, in my capacity as Chief Executive Officer at CapeNature give consent in principle to allow Khatija Issofo Ali, a student at the Cape Peninsula University of Technology, to collect data in this company as part of her Master of Technology research. The student has explained to me the nature of his/her research and the nature of the data to be collected.

This consent in no way commits any individual staff member to participate in the research, and it is expected that the student will get explicit consent from any participants. I reserve the right to withdraw this permission at some future time.

In addition, the company's name may or may not be used as indicated below. (Tick as appropriate)

	Thesis	Conference paper	Journal article	Research poster
Yes	YES	NO	YES	NO
No				

DR. R. Omar
Chief Executive Officer
CapeNature

13/11/2018
Date

APPENDIX D: INTERVIEWS

1. What drives your corporate strategic decision?

Participant 1: Since it is a public entity, it is required to have a 5 year plan. The key is to focus on the 4 main areas of the organisation which are Finance, Conservation, Biodiversity and ecotourism.

Participant 2: the 5 year strategy derives from the strategic document that we get from the department. Which is also coming from National. Most of what we do is part of the national targets. We basically develop our strategy based on that. We basically transcribe the strategic objectives into implementable milestones. Each one has different goals and time frames; resource requirements.

Participant 3: Because we are linked with government, we are directly delivering for whoever is in charge of the country, whatever elections manifestos, the political party would have been telling people what they will do, the things that they will be doing.

Participant 4: Its basically, the system is designed, so you have your processes, so in-depth, every 5 year(s) there is a 5 year cycle based on elections etc. so we have to fit into that.

Participant 5: Provincial and National strategies perform(s) our 5 year plan. Whatever provincial government or national government or the current targets and goals are for conservation translates down to ours.

Participant 6: the 5 year plan is part of the mandate of the organisation of CapeNature. It forms part of what we call app, the annual performance plan but the objectives that come from it, it is part of what we call the bio diversity bill. From that bill, from legislation there are certain core objectives there are key deliverables that are set out over the time span of 1 to 5 years.

Participant 7: CapeNature is in the environmental sector, conservation is a concurrent function, and therefore what we do needs to talk to the country's objectives around the conservation issues. Our plan would link to our mother department which then links up to the National Department of Environmental Affairs, which then takes up all the international protocol. As well as what the NDP is saying around conservation. That's the kind of strategy you would find in our plan.

Participant 8: the 5 year plan is essentially to drive strategic direction for the organisation in terms of 1, how the government and provincial and national allocates the resources. Our planning is filtered down from the national developing plan. The focus of the organisation changes from 5 years to 5 years. Every five year cycle there are different direction(s) that the organisation takes.

Participant 9: we need to align ourselves with whoever is in charge of government. That will then align with whatever that political party that's in place, their priorities around the environment will be there.

Participant 10: From the call centre perspective we do drive in terms of how we generate our revenue, what we are going to focus on in terms of revenue generation, our products etc etc....

Participant 11: the strategy speaks to 4 main areas and the one is the environmental education and awareness, the other one is actually the green economy, so looking at jobs, cultural heritage. …

Participant 12: one of the annual targets will be management effectiveness of protected areas for which the entire organisation has an obligation to contribute to make it effective.

Participant 13: Our establishing act which was in 1998 is under review. Is currently under development with our department. So what the board will do is to replace our act which is more the procedures and regulations which complement the act. We looked at the environmental legislations currently in South Africa and we trying to make bill compliant to that or speaking to that. With that, we need to look at the organisation going forward in terms of where do we see ourselves in 10, 15, 20 years.

Participant 14: there are 4 programs which come from the 5 year plan. Conservation and Biodiversity are the main areas. Participate on what top management has set up as the key areas and then to come up with ideas as to what needs to be done, how to go about, how to set up the organisation to achieve targets.

2. How do you approach strategy implementation?

Participant 1: First is to see what we have, what we can achieve out of it and the way we are set up now as an organisation we will be able to achieve that. If we need to change the way we are set up then we make the changes, and then once the plan has been formalised, then there's annual targets that needs to be achieved to meet the 5 year target.

Participant 2: I started in this unit a year ago. When I came there was a strategy in place. I basically just followed onto what was already planned. But normally in a theoretical framework, you would have your strategy based on national guidelines then you would then follow like your own strategy section

Participant 3: The 5 year strategy provides you with a guideline of what you want to achieve for that particular period. Further than that, than goes down to what you want to achieve annually towards a progress towards your 5 year outcome.

Participant 4: As far as, basically we are looking at integrating and add(ing) fire management into this program point of view, our corporate strategic decisions are based on the actual environment you working in. What the current problems are in terms of integrating and adding fire management. So we look at say, for example, we have too many ignitions from fires, we will then address that on strategic level to try and deal with it. Try to find through in depth.

Participant 5: there is a governmental cycle. From that plan, you see what is applicable to you, there are targets. You take that and you run with that. It's pretty much top down.

Participant 6: Everything that we do, ties into the strategy. The actual points of the strategy.

Participant 7: we would have this plan that we say this is what we would like to see and realise in the next 5 years. Each and every year we are breaking down in terms of what is it, those milestones we have to reach to get to the targets. This is basically how this whole operation works around the planning and the realisation of targets.

Participant 8: we have different deliverables on annual basis but the 5 year strategy remains the same. And the 5 year plan is essentially what comes out of the national developing plan. Within that, each individual director has an annual plan that they work towards but that annual plan is drawn from the organisational strategic plan and obviously what the 5 pillar(s) for development is within the Western Cape Government.

Participant 9: we will have to then link it with what the administration like ourselves has identified those priorities for delivery to ensure that the benefits or promises made via the election manifesto can be realised.

Participant 10: Knowingly we will realise we can do everything in 5 year period, so we break down into smaller 5 year objectives of what we would ultimately would want to achieve.

Participant 11: we basically need to make sure we are getting awareness education out to public and also the public is taken into accounting everything that we do so that they have access to our reserves. So it actually speaks mostly to access.

Participant 12: we have to continuously to align our plans to the strategy based on governmental instructions.

Participant 13: we operate within a province that sets the guidelines, and sets the parameters in which we operate. The frameworks as well. We respond to national targets, so we are forced to include certain things in our performance plan because it's a national target.

Participant 14: We use strategic guidelines with the respective annual objectives to be delivered.

3. What steps are followed to implement strategy?

Participant 1: First is to plan. Then every year, there must be objectives to meet. Then around June /July each implemented needs to see, do I need to make changes to my annual performance. Based on my previous performance? Do I need to make any adjustment?

Participant 2: every year we have the same objectives but they are just revised. First you study the national documents, within that you would look at what is relevant and what is developed for your unit. Firstly for CapeNature and then for your unit.

Participant 3: Annually we produce what is called the annual performance plan which is linked to our 5 year original plan. If there is any form of amendment with our 5 year plan, we can advise at the start of annual performance plan whether we have amended something that we have articulated in our 5 year strategic plan.

Participant 4: what we do is, we got an integrated management strategy, like fire management strategy, and from there we bring it down to annual plans operations, annual performance agreements, annual performance plans for that, for the program and for the reserves.

Participant 5: From a unit perspective that strategy is pretty much given to you to implement. You see that there is something in there, there is usually a couple of things somewhat more than others, something that you got to deliver on which is in your area of control.

Participant 6: the units responsible for implementing and carrying out the strategic objectives is the executives. The executive then dish out the tasks or projects related to that. So we on the ground level, we do not have a mandate not to do it.

Participant 7: firstly it starts in terms of what is it that we want to realise as an organisation, then how we do then realise exactly those, kind of things we want to realise. From the how then it becomes who, from the who then it becomes when and then from the when it becomes what it that we will say this person is has delivered.

Participant 8: on an annual basis we as unit we have got a strategic plan session that stands between 3 and 4 days depending on what we need to do. So we take organisational strategic objectives and look at what are our annual performance plan outcome, projects that we need to deliver

Participant 9: there needed to be lots more planning before that. We started the process. There should have been consultation, a business requirement, specification that speaks to the organisation and where we are going to be in terms of 5 years, 10 years. Whatever solution that we were going to be procuring should have spoken to that.

Participant 10: Marketing we go through a full planning, we go through the objectives are in terms of the app. In terms of what we need to achieve in terms of our targets.

Participant 11: Obviously going out to schools, bringing schools to our reserves, general awareness days and also things like dealing with communities like natural resources, user groups, access to our reserves, Ideal with actuals in the regions and the work that happens in the regions.

Participant 12: it is a system, it's called management effectiveness toll, so it's a specific system which we use to report to the national government in terms of management effectiveness, it then helps us develop the action plan, milestones in terms of improving our management effectiveness and the second this will be the compilation of protected areas management plans which also basically involves the whole organisation in terms of how do we implement and effectively manage protected areas in the fullest scope of what it is. So it related to financial systems, the HR systems, the knowledge systems around biodiversity and conservation, etc

Participant 13: Use annual plans to meet the objectives of the strategy being implemented.

Participant 14: Based on the 5 year plan we make plans for each department to be followed and continue to work to achieve the desired outcome.

4. How do you ensure that strategy is implemented?

Participant 1: We have a unit called strategic management unit which oversees the objectives that needs to be met every 5 year(s). Formally, every implementer must report quarterly. Every month, strategic management unit asks for progress, updates, what's happening, what's the latest in terms of what you need to achieve by quarter one and they report to the board.

Participant 2: Because you need to work into what CapeNature sets as their strategic goals for province. The steps are triggered down from national to province, from CapeNature within the unit. The unit would have its own strategic document with its own milestones.

Participant 3: Besides the annual performance plan, which has got an accountable individual responsible for delivering some of the indicators, to be able to say that to measure whether we have delivered things that we have promised in our 5 year strategy or in our annual performance plan, we develop what is called performance monitoring indicators.

Participant 4: at the moment, because I'm a programmer, I'm not a line manager, I work together with our protected areas managers and I work together with the director of operations director to implement and through annual plans of operations. So we work with the managers and protected areas managers to bring the strategies and work into the annual plans or operations.

Participant 5: We monitor our performance to align with the annual objectives.

Participant 6: All the work that we do is monitored and each of it ultimately ties into the strategic objectives.

Participant 7: Through all those gaps, there is quality assurance, monitoring, evaluation, reviewing and re-planning, correcting, becomes part of the core in terms of making sure we achieve the right things.

Participant 8: we go through a selection criteria of what those projects are. For our unit we set ourselves objectives and our objectives steams out of the organisational objectives. We then work from the top down to the bottom. If strategy is set at the top we then work our way down from there.

Participant 9: we just bought the solution and we tried to adapt everything in the organisation to make the solution carrier.

Participant 10: we look at what are the higher level objectives for that specific year. We have a 5 strategic plan that every year it changes in terms of what is the specific focus for that year. We adapt our plan according to that in terms of what we are going to focus. For example, the next year I can tell you now is going to be based on innovation, technology , etc. so a lot of what we do around marketing, then be relooking at how we work in IT, how we work

technology, in order to meet that target or objective. With the call centre perspective it's really the same.

Participant 11: every year, a lot of our planning is around the strategy. How we are going to introduce those products into the market, to our customers etc., so we work very close with them. We have a higher level in planning in terms of what our objectives are in terms of what we want to provide our customers but we are very much in a flexible type of planning.

Participant 12: compilation of protected areas management plans which also basically involves the whole organisation in terms of how do we implement and effectively manage protected areas in the fullest scope of what it is. So relates to financial systems, the HR systems, the knowledge systems around biodiversity and conservation, etc.

Participant 13: we also align to provincial objectives, we don't have a choice we have to. When it comes to sector specific things, we have the flexibility but normally with the national provincial we start looking at targets for governance.

Participant 14: Performance monitoring indicators in some cases is standardised. What I mean about that is that because CapeNature forms part a sector and our sector is the environmental sector, there are other people within South Africa that is doing the same thing that we are doing. So if we want to ensure that the sector in SA can be able to say whether they have managed to environmental requirements properly or not , then obviously there needs to be some level of standardisation how do we measure our success.

5. How do you gauge the success of strategy implementation?

Participant 1: They have a system that they follow. An online system that they use for reporting. Then around June /July each implemented needs to see, do I need to make changes to my annual performance. For example, based on my previous performance? Do I need to make any adjustments?

Participant 2: everything is performance based. For instance in our case we set targets. For example, we need to have a certain number of work opportunities, work opportunities mean certain number of emergent companies that needs to be registered and that becomes our target.

Participant 3: We are going to work with some implementers to draft scope procedure to say, there is a target and there is an indicator, that indicator is used to indicate how the implemented is getting to its 5 year plan. Each indicator have annual target, it will define what program has been implemented, what objectives needs to be met, set out the target and set out the processes that needs to be followed to achieve the goals and that will lead to a 5 year objective achieved.

Participant 4: There are a number of ways, like I said, at the moment, we are programmers on the one side, and we look at for example, side of too many ignitions, at the end of the year we would write the fire report and say that the ignitions came down or they came up. We fought fire better with within our partnerships or we can say they will looking at the status of the fires for example, how much work we planned and how much is getting done, and what the result was.

Participant 5: there's performance management systems in place,

Participant 6: we have constant measuring measurements, weekly, monthly. Its deadlines from our CFO regarding submissions to provincial treasury, deadlines to the CFO himself. Weekly targets.

Participant 7: quality assurance and risk management is each and every person responsibility. In the plan do act review, there is an inherent monitoring evaluation in those processes. Because you can't just do things and not check whether is this the right thing or the right way to do things? That level of quality assurance differs from each level. There might be much more quality assurance at the corporate reporting level and lesser as it goes down. Depending on the level or the capacity of the officials who are the implementing. So the implementers and the supporters of the implementers there are varying degrees of that kind of focus of monitoring and evaluate.

Participant 8: with all the projects that we have developed and design, we set up timelines for ourselves and we have an internal CapeNature performance management unit that operates

out of the office of the CEO. For each project we set out projects milestones, from project insertion to procurement. The nature of our business is that, performance by our contractors is based on a contract, so we operate general conditions of contract, you know the typical architecture contract. So there is a contract, you have a start date and an end date and that's how we manage our implementation of projects. For example, if contracts are late or delayed because of rain whatever the case might be, we deal with those issues, either provide contract extensions or provide catch up plans where we let certain people work longer hours, they can work on weekends, etc.

Participant 9: In the development of our program, we look at which area would subscribe to a section that would enable an entity, for instance we would look at developing a terms of reference to employ a company that would provide with guest accommodation on a reserve or a company that would provide security services. So now those different companies then becomes a part of filling the number of companies within our target group.

Participant 10: what we do is, we have campaign plans and within those campaign plans the guys would have objectives, so we either measure revenue year on year, growth how percentage changed, visitor's number growth in percentage. We look at seasonal occupation, if we did something for a specific period, did it change, why it changed? An external factor for example, last year we didn't have a lot of water. We saw a lot of visitors going to the reserve because it was dry winter, this year however we had a wet winter so people stayed at home. The visiting has dropped.

Participant 11: through the numbers, the two we have is the number of stakeholders and capacity building section, so when we have training sections, our natural resources user groups is 12345, so its measuring how many we have. So it's the number of awareness activities.

Participant 12: it is a system, it's called management effectiveness tool, so it's a specific system which we use to report to the national government in terms of management effectiveness.

Participant 13: with national and provincial even, you would think at that level they would be smart. If it is smart you would look more at outcomes rather than outputs. And that really reflect on how effective you are. Is when you have an outcome, because outcome is not a number it's a certain condition that you have to achieve. And a lot of our targets are output driven. Even the ones that we choose ourselves, it's almost the same target.

Participant 14: In our unit, performance is managed through systems in place.

6. What factors influence strategy implementation?

Participant 1: Trying to see what our main mandate is, the Western Cape Conservation board which sets up the public entity. Based on that, see what's has been happening and in terms of that, see what are we contributing, how relevant are we and then what is our role in terms of the community in the Western Cape. Big factor is turnover rate, staff turnover is very high, people come and people go.

Participant 2: we always operate in a developmental framework to where we look at the basic criteria and in some cases we would look at some sections of some of the policies that could be stretched over 3 months to enable an emergent contract to then qualify. Or if there is an upfront payment for tools and equipment, then we would look at how we accommodate so that we don't move the entity from their own set but basically have that opportunity for the entity to have access to funds and have access to start-up capital.

Participant 3: When the funding is not available, then we have to reprioritise, what is more important vs. what is less important and secondly, since CapeNature is a public entity still have the option of going and finding other sources of income. If we can't get the funding directly from government we can approach other funding or donor for funding something that is in both of our interest. For example, alien clearing, the clearing of alien invasive species, as much as it is a government focus as well, CapeNature don't have the funding to do it on its own. So we went and we partner with the National department. It's not funding that flows via province office, but is funding that flows through from the national office directly into CapeNature to assist for example with the alien clearing.

Participant 4: thinking very practically, we have a number of tools, for example, reprioritise our fire breaks at what needs to be done, and we just take it from there. The least important and accept the risk, there's not much money.

Participant 5: get someone to help you which we have done for example, We have got different types of departments, they react on the need. I will react to something from the environment, I've got a plan for when it's going to be a fire or something like that. Or when is going to be a demand for a certain product. Or if it's going to be an illegal harvest or something like did. I can't foresee it. I can plan for that and staff have plans in place. We haven't spent a large amount of money because there hasn't been an incident. But you have to plan and budget for it. It makes financial people and strategic people anxious.

Participant 6: we are in the process of hiring suitably qualified individuals. We are in the process of that. So in my unit there was an opportunity where some has resigned now the person we are looking to fill that post is more in line qualifications and experienced wise to do that work.

Participant 7: it's also important for people to understand that one of the key roles which is not part of our mandate per say is to open doors to be able to engage in that respective issues. Some are not related to the work that we do, but we can shut you off. We need to be able to say we are in conservation, however I can take your details so that I can link you up with someone that can be able to listen to you…. things are changing, we can't sit at a structure that was set up many years ago because things have changed.

Participant 8: An issue with non-compliance with the occupation health and safety, what we have then now is we appoint external health and safety office for each contract. We keep the contracts on the tills at the department of labour, when they do come there they don't find any unlawful activities by the contractor so we have done that as well...national treasures has developed with the national department of public works. New methodologies for contract managers. There are penalties regimes both in there, there are certain liabilities to the contract. It's in the contract that is interest to perform, if you don't perform, the compensation to the organisation is monitoring.

Participant 9: we centralise our payment functions, where all payments are centralised for the main office.

Participant 10: we work with contractors, we work with tourists that break things and we work with weather and unfortunately we can't predict weather. Winter is bad but summer is also bad, we get heat that is so extreme that we can't go on hikes and we have to adapt to that.so we set revenue targets, we set budgets etc., and sometimes weather can impact to that....

Participant 11: we are pretty much on targets, we do a month to year analysis to see where we are. Some months in summer we over, other months we are under. It seems to balance out on the moment where we just over targets.

Participant 12: the new structure comes with recommendation on implementing conservation management technology and software to assist with reporting. So we report on excel format at the moment, so it leaves a lot of room for error in terms of copy, paste and send(ing) from one person to another. So, if we use an integrated system like reports will be centralised accessible to many people. I will hope that the solution is going to alleviate the reporting burden, not only on myself, and also on everybody in the field. If you consider the people that work in conservation management, are actually employed to do nature conservation and currently spend 40 to 50% of their time on accounting for what there are doing rather than doing it in terms of reporting.

Participant 13: we are not looking at a tick of a name, we looking at the tick of a function to take the organisation from where we are into the future. It is elevating us into the future as well

which is another thing. It's not just saying okay we see the future and we going to engineer ourselves to go into the future. It's about excelling in the future as well.

Participant 14: There's new technology that we are not tapping in to, to make our lives much easier, that's the kind of approach that we are taking. How do we use technology to facilitate effective operations in the organisation? What structure do we need for that?

7. What challenges are faced when implementing strategy?

Participant 1: Internally we have to look at the setup of the organisation, the capacity. Other big factor is turnover rate, staff turnover is very high, people come and people go. It is a challenge because then we have to follow the process of training the person, etc. We start something and in the middle of everything they leave, without completing targets. Funding can be a challenge when it gets delayed. We see there is a lot of work that needs to be done but funding was not sufficient. ...When there is not sufficient funding look at our own funding to see how much of it we can use then also go and look for partners.

Participant 2: there can be various challenges, at the higher level, we need to look at your environmental risks, political risks, and we look at fluctuations or change in legislation and policies. On the ground we look at the ability of institutions that you assist, are they able to grow in this sector or society. Their blockages would be lack of fund or certain criteria, they might say it's because they are female, or it could be distance most of our reserves are urban and rural. So the further you are from the centre, the less likely is for an emergent contract to succeed because your resource is poorer. The other problem we had this year would be a national's government ability to award funds in the beginning of financial year. National government timeframes for signing our annual plans and releasing the funds, it's not always synchronised with the timeframes of the new financial year of the company. So in that case you already miss the first quarter so that is one of the serious problem. It creates a delay and snowball into other factors. You have to then condense your 12 month plan into 9 months. Another problem would be policy changes and non-compliance other by the national government or even within our own systems. If we found to be non-compliant in a particular field, it could be operational non-compliant or regulation non-compliance or financial systems not in place which then lead to a finding that can also impact.

Participant 3: common challenges that I do experience is obviously because you require individuals in your organisations, or teams in your organisation to deliver against things that you have highlighted in your strategy. In some cases you will find that there is misalignments between team's delivery and what the organisation wants to achieve. There might be difference there. In 2013 when I joined here in CapeNature, there was quite a bit of misalignment of what the organisation as a whole needed to perform vs what individuals in the organisation needed to perform. What can potentially go wrong is that you are not measuring everything that you are performing, even though you are delivering, this is only because, to be able to deliver there is financial implications, this is where you underreport. 2 years ago, one of the things that we have realised is that the organisation is not necessarily function optimally. One of those we can say is that we saw that we are relying on manual processes, we rely on people generating information which causes delays etc. furthermore identify that when we making decisions, we sometimes are faced with not having all the necessary information available to easy digest it

as well as to make appropriate decisions. Yes the information is there, but those information is sometimes captured into data sets, reports or sitting with individuals.

Participant 4: this year the result isn't so good, the key challenge were, my boss retired and I'm currently acting, there is staff shortage in our program, massively overwhelmed, and other challenges are that our planning systems are often complicated, and you can't dilute it. Various programs and directories are working in silos. Our planning processes are also very complicated, not enough money, not enough people. When you don't have enough money, you make do. You cut projects, prioritize.

Participant 5: the 5 year plan is now in its fourth year, next year will be the final year of the 5 year strategy. I didn't experience any issues or concerns to implementing it. Resource scarcity and stuff like this just normal day to day business. People resign, it takes a long time to get the posts full. That kind of stuff, that's just normal... it's not really a funding thing, someone can give me a lot of money, that doesn't mean I can get staff. I always have this constant discussion, particularly with financial people, they can't seem to think that we live in a very unpredictable business.

Participant 6: We have deadlines that sometimes are difficult to consistently meet because of various factors. It could be, human resource factors, outside factors. Quality of staff. Challenges to meet deadlines means having quality of staff, having the right people.

Participant 7: there hasn't been much challenges in realising the targets. The only thing that has become a challenge is to try and find a balance between the expectation of the public out there and the capacity for us to deliver all those expectations. That is the kind of thing that is always a nice problem to have. Because once the public has putting more expectations on you, there is a sense on believing that you can deliver, that why is a nice problem. Other than that, we live in a South Africa where a 24 years old likes to go party and enjoy themselves or travel the world. So you cannot expect a 24 years old to have a 60 years old wisdom. There will always be challenges that we will face as an organisation, not only as a unit.

Participant 8: our challenges were and still remain to a certain extent, poor contractual performance, delay in environmental authorisation. Because we are the conservation agency for the province, some of our approval processes must go to the national government because we can't get our approvals in the same province that you operate. Sometimes there are delays in getting those authorisations from the national department.....poor quality and standard of work that was probably in the last 5 years, one of our major issues that we experience from the implementation point of view.

Participant 9: the biggest challenge that we have at this point is that we work on decentralise structure. The decentralising causes many issues, in a fact that we have got that people that

procure in a certain manner. That is not standard across. Up until the forms that you utilise, the means of advertising, the receiving of quotes, all of that is completely different the head office, so that is a big challenge. However, all those payments comes to the head office for payments. There is no synergy between the 2. The other challenge is systems, what we have learned is, the most expensive systems and the best system that is on the market is not always the best solution for the organisation. Small systems work, off the shell packages works if it's applied correctly to the right environment. With sap I have to contract a massive company to bring in the team of people to configure and all this kind of things. Systems are very important. Not in the fact that you need systems, it's in the fact that you acquire the correct system for what you need. That process of getting the correct system is the bulk of your project, the implementing can take 3 months..... We had a process to decide which system to acquire, but it was a wrong process.

Participant 10: any manager will say that resources is a problem. From a marketing perspective we have a very small team, two marketing officers that facilitate the whole region, it's quite stressful because over the last 10 years we have doubled what we've had, yet the teams have stayed the same. They looking after more but they are working at the same capacity. That is a big challenge, we still require to provide the same service, the same efficiency, the same customer service, the same outputs yet we have placed so much more on the human resource perspective. The other problem is that we never tend to review our policies. The policies concerned reviewed is always a big thing for me, I don't think we review our policies enough, so I would like policies to be reviewed at least 2 or 3 years, specifically in a specific strategic year. Either sometimes policy is reviewed but not necessarily what is best fit for what we want to achieve with the strategy.

Participant 11: we do definitely have challenges. Our two main app targets is probably also what you are referring to, is stakeholder capacity, interventions and awareness programmes. We have problems meeting the targets, sometimes we have problems getting too much. Other things is capacity, budgets, that type of thing that actually keeps us from meeting the targets. It's very much capacity staff, human resources.

Participant 12: the reporting systems are quite elaborate, so we report on excel format at the moment, so it leaves a lot of room for error in terms of copy paste and send from one person to another. We report on a variety of deliverables in terms of the annual plan and to external stakeholders, other government departments because we use government funds we are obligated to report in terms of how we use the money and what we use the money for and specifically which affects me in this post is reporting on how effective we manage protected areas, it's got significant reporting implications, so one of the biggest challenges for me its the quality of reporting and repetition of reporting.

Participant 13: we operate in areas out there in the Western Cape, we go to West coast, garden routes, not just in a little head office building. Some of our locations don't even have cellophane reception. Hence, current network expansion project which is trying to connect all of those things where we can start dropping the use of paper, we can start using less people to capture information. Because, the minute you have people doing things, they could be capturing the information incorrectly. They could be manipulating the information, they could be delaying the capture of information, or also making something fraudulent. We have other challenges which will make compliance challenges. On a risk perspective, I am risk. I have to spend all my time ensuring that there are systems in place.

Participant 14: If you not reporting what you are doing, you stand a chance of not getting funding. So you need to articulate what it is that you are doing to ensure you end up receiving funding for the function that is implied to be performed. That another major challenge. Your funding might not be available because you have not articulated what you will be performing.

8. How have processes changed because of strategy implementation?

Participant 1: In my unit we are escalating for now until the end of a financial year, some of my staff will be transferred to other areas, to assist them to work. Other than that, people resign. Automation of certain processes in the organisation.

Participant 2: not much has changed.

Participant 3: A lot of the changes that was started or initiated as a direct result of the external audit that has been performed on the organisation. An external audit gets perform on annual basis. Why am I saying that process has been amended? Because the auditors are still busy to find a fit on how to audit performance, they all good with auditing financials but auditing performance, so they themselves as the auditing firms are still learning on building their requirements for when they auditing performance information.

Participant 4: not have changed. The processes nothing has changed.

Participant 5: yes. We are currently on that. Over the years we had quite a few. We had been the way we are, we had staff changes, people leaving you, people starting. Anything new system wise, there is always a period of time where we had to run two parallel systems next to each other. That completely overwork staff. The systems and the service providers that communications utilise, if there is a change in something, it's really quick to catch up, it doesn't delay things.

Participant 6: The whole company is going through a change. The Organisational Design is going to improve the process of the company positively. We are currently in the process of an Organisational Design which is short for organisational design. The organisational design process is going to streamline the implementation of strategy. Whatever the strategy is. Because right now our organisational structure is not as optimal as it could be.

Participant 7: There has been a lot of changes and scope as well. Changes get influenced by micro and macro factors. We live in a world that is changing every minute. In 2004 took over the role and there has been work overtime in other programs being integrated into it. Because it was important to cut off any duplications that might have existed. So it has grown from 1 mentee to probably 30 and the job focus has increased as well so as the responsibilities. this is a think tank level, is about strategies, is about standard operating guidelines, is about best practice, is about building partnerships, is about mentoring and coaching implementers on the ground, is about get more funding for the work specifically to what we do.

Participant 8: In 2007 when I started there was a restructuring, by the time we got to December we had 3 new directors and there was an organisational change around reporting lines and so on. Subsequent to that, in my time here we had 4 CEOs. And obviously when a CEO comes on board there is always some kind of realignment or strategic direction that the CEO takes.

Participant 9: one of the key(s) was that there were many role players in it. Our board was obviously the main player in terms of initiating the whole process. I was involved and formed part of the change management team, from a lower level it was very well received, lot of resignations, lot of resistance to change, only probably 20% willingness to go forward.

Participant 10: About 80% in our reserves or even more that tourism is embraced openly by staff, by management, so there has been a change. Between tourism and the company in terms of conservation, there is a much better relationship from when I entered 9 years ago there was a resistance to tourism in a sense that it wasn't necessarily people's core function. In other words, conservationists are there to do conservation work, in other words, they love what they do. But I think the vision of the executive has changed in a sense that we not just a company that's looking after conservation, we also need to be. Company that needs to be sustainable in order for us to do conservation.

Participant 11: not really, at the moment I have been given nice budget to resource the awareness part of the programme that we doing. I think the recognition is there that we need those kind of resources, and I don't really think that we are under resources. For me there is just a little bit of imbalance sometimes, there seems to be a lot money for resources linked hand-outs, caps and bottles but there's not money for transport to schools, tours.

Participant 12: Over the past 5 years there have been gradual changes in terms of the structure. I would like to refer them as landscapes, the people who work out in the regions. Only gradual not massive changes.

Participant 13: now there's currently a process in government where we are looking at the suit of environmental laws and regulations. Haven't seen that what the focus going to work it's not actually working. Or changes in the sector or changes in the globally, challenges in the environment, the challenges within South Africa as a country has almost evolved over time where it actually need to change. We have been so focused on how we have done things and how it is operated. With our partners and stakeholders, we doing what we do, we have taken the eye off the wall and say the word is changing and how are we going along with that? Processes is sitting at the lower level than the policy. There will be some policy that can continue to operate but processes will have to change. Example, supply chain will have to change, our finance function will have to change because we will no longer be processing things like we have done before.

Participant 14: there were changes done to structures and certain places of it. It was the full restructure like we going through now. Changing roles, changing things. There has been quite a lot of improvements in terms of conservation, there is a much better relationship.

9. How have business process resources changed because of strategy implementation?

Participant 1: We have about 40 something reserves, some reserves were never connected to the organisations network. Now all of those are now connected via telephone and satellite. All those national reserves are connected to the ICT network, so that it increases the work that those guys in the ICT are doing. All of those changes started this year. All reserves are not active in the CapeNature ICT network. There is also a biometric system that has been implemented starting at the national reserves. People would come to work, sign timesheets in and out, now is just a biometric system to log in and out and that facilitates the payroll system. No more paper work, everything is now automated and goes straight to the system. It's easy to payroll to do whatever they need to do on time. That was tested in one reverse and worked well and has been brought out to other reserves.

Participant 2: resource is always an issue. Because all over there is competition for resources. Everything is based on performance. If it gets to a position where you have not institutional delays but operational delays and you are not able to meet you plan targets. Than would have an impact. That would than force you to change.

Participant 3: we had significant funding cuts from where we started. However, this has created us with an opportunity to start looking for funding outside. The start of this current 5 year period we started with bringing tourism for example. We sat with 19 million per annum and we decided to increase to 40 million per annum. In terms of resources we needed to up that, which we have done, we have raised the standards of our facilities, yes there was an expenditure that needed to be done for us to realise this jump in the income.

Participant 4: resources have just become less. For example, my boss retired, we lost 2 people.

Participant 5: we have managed to increase our funding from elsewhere.

Participant 6: from a human resource point of view yes there has been some changes there as well. We have some people resign and some new people come in.

Participant 7: the resources to do the work they are baseline. It has not increased dramatically. There is just a minimum increase but to the realisation of the set objectives on the job creation, that part of funding have increased on the year to year basis from the provincial and national government because they see the value. We are creating more opportunities. we over achieved the targets that we set for ourselves on a year to year basis, that's why we are able to employ more people on the kind of public employment programs that we are managing.

Participant 8: the business world has evolved that you must always look at innovation, the new thinking, how can we save money, how can we get more money, etc. We got to be open

minded about things. There is evolution happening every day, new technology, new thinking, efficiency is in all of those things. Even an architect, you can't design a building like you designed 50 years ago, you can build a building like you built 50 years ago. There is still new smart innovative ways of doing things in nowadays.

Participant 9: I need to look at what resources I have here and out there, it's going to assist me in doing it here. That in itself requires me to have constant communication with our CIO, I'm very far from where the services is required now, technology use how am I going to do this. I need to consult with him. What he has done is he proposed an e-procurement solution for us. Someone out there, on a reserve very far away, can now request something. Comes through to me at a central point and my buyers need to buy.

Participant 10: we definitely had a better handling on the closures. The closures that are not within our control are not within our control, but when there is enough control we try and communicate it to extend. Communication has improved between the two components, so there is no silo type of approach to our work. We can see a decrease in closures.

Participant 11: I have been working here for 4months and the person that was here before me had a slightly different role. I think they were also working with three regional coordinators like I do, but I believe the one change was that they didn't have people on parks on their portfolio as well. I basically got an added section although they were probably responsible within the regions on implementation, they didn't have people on parks reporting to them, that's the one big change.

Participant 12: there are a number of challenges in terms of resources, especially in light of disasters, massive scale fires…which obviously then drain resources in terms of responding to fires to protect infrastructures, both ecological and equal related infrastructure, that is quite a drain, working in the environment that is unpredictable in terms of what you will require to do when. Resources generally speaking in terms of people, money, infrastructure, and knowledge management systems are a challenge.

Participant 13: You have got the national resources are gross, which is the people that use the natural resources whether for livelihood, traditional or cultural or spiritual purposes. They have got a huge repository of knowledge but not tapping in that because we think we know, I am a scientist, I know mammals, etc. You are not tapping on the indigenous people's knowledge. We are trying to bridge that, we are trying to say here we are, we must coexist. Coexistence is not only about buildings, it's also about the sharing of knowledge and understanding and prospecting people's views around certain issues.

Participant 14: budget has grown, not to what I would like it to be, I think that we have an organisation that has a great vision. Sometimes that vision doesn't always necessarily speak to the budget. If we are expecting marketing to change behaviour to have impact on customer in terms of our message, then we going to need to put resources behind. Yes I am thankful that we can get the money to do projects but it does kind of throw your planning off because you start with a specific vision to do a specific thing and half way through the financial year you realise you need more money then you have to apply for more money. If you get it you get it if you don't then you have to adapt.

10. What factors influence the execution of processes?

Participant 1: Since the unit started it's been the audit process that has been a key factor, what have been the findings from external auditors, once they have findings, identify the controls that were working, our focus will be on that. Once we start having clean audit, good report from auditors, we can now say what the areas we can look into now are.

Participant 2: The unit is going to be a lot of advisory service the unit is going to do now. We looking into conservation, we looking into biodiversity, because we never really focus in those areas, only mainly finance and administration. Now those areas will start with compliance work. Because controls are everywhere not just finance and administration.

Participant 3: with those challenges, we are obviously trying to put in the best possible solution or mitigations to try and overcome those challenges. With that, putting in a mitigation that is where we needed to adjust some of our processes so that it could be more aligned with what the auditing requirements are.

Participant 4: Obviously every organisation is going to look at the efficiency and effectiveness at any given time. Some of the processes used to be realigned through some structural changes or you have made some individual changes within the organisation. This won't affect the five year plan because the functions still remains, you still have an idea of what the functions will be, just how you deliver then that function might be slightly amended or process must be slightly amended.

Participant 5: The kind of programs software, policies, that are being implemented are cutting in the state of the art. The reason behind it is to increase efficiency. So systems have changed, systems are being changed, ideas are being adopted to change various processes.

Participant 6: it's a very fast changing landscape this which CapeNature operates. I wouldn't have thought that. Number one I thought it's so called government entity. Number 2 it's related to nature conservation.

Participant 7: so it's important to be very clear and understandable process where everyone is being informed why we doing what we doing and what role do we have to play in this process? Any organisational review process, takes into account a number of factors but the ultimate aim is to have a linear flatter structure for effective decision making. Because once the structure is too tall, the decision making sometimes stifles the operations.

Participant 8: The delay in environmental authorisation, we have now signed what we call a working agreement with the National Department of Environmental Affairs, we meet annually and take all our projects, they give us input on how to approach the authorisation process and we pass into allocate one case officer to us. Instead of dealing with 10 different people in Pretoria, we only now deal with one person. It's not an issue of favouritism or getting special

treatment, it's an issue of efficiency. From a non-compliance issue around health and safety, we look at regulating staff around building requirements, whether it is universal access, child friendliness. So he asked for those reports and incorporated into the design element of CapeNature. Each individual tries to bring their own flavour to the business but that hasn't had an impact to the organisation that negatively affects us, its something that you must adapt. How do people adapt to it? It's by a way of demonstration, for example our new CFO comes from auditor general, so there is always a mind-set, sometimes it's the mind-set that is a change to me, and sometimes things are a bit more efficient with the new flavour. If you remain with the one side of things, you are not going to see what the world can do in terms of operation efficiencies and strategic guidance and those kind of things. We have to be open minded about things... there is evolution happening every day, new technology, new thinking, efficiency is in all of those things.

Participant 9: What we done was, we needed competent people that have worked on SAP before. What we did was we got into 15 to 20 data capturers within each module. They got all into a room with computers set up and everything else to train them. That went on for quite a while until people started to filter in. Now instead of going to our service provider for capturing, now we put in the hands of our capturers to start capturing this. It was a bit of double work, processes has already been done and now they are putting into the system. That went on for quite a while until people started to filter in, started to do some training, skilled people up in terms of sap. The capture could slowly start to move out and doing things ourselves. At a higher level that's the strategy we followed.

Participant 10: we have putting in internal processes in terms of how we communicate well in terms of what contractors are doing, how far. So it's not necessarily left to be following up at the last minute. So we have a call centre, a manager who is been putting in processes in order to make sure that we follow closures, we have a closure list that we manage out of the system, we can also track what has been extended, why it has been extended. We have a management tool available now that we didn't have before aligning asset managers to get a report and kind of having an overview of what is happening and they make a decision on that.

Participant 11: re-juggling things, re prioritisng things, when I started we put together reprioritisation plan, so we all know what is number 12345, it is difficult when you have things coming on the side that you haven't planned for, but is really reorganising, reprioritising.

Participant 12: once you have structured and acknowledged what that management level is going to look like, then collectively with that level build next level to populate the structure. So it is a step wise approach, it's difficult to say exactly what the end vision is because it is adaptable and its framework is to allow for engagement up and down in terms of how the structure is going to enable us to follow our mandate.

Participant 13: we gear the organisation in order to respond to certain things. The policies that we have given effect to what is legislated in terms of our act. And a lot of those policies are operational policies. Is not necessarily strategic polices because that is what our strategic plan is therefore, and what our annual plans is there for. Once we develop the subsequent levels below in the structure, we have already recognised policies had to change in terms of processing things. A lot of our policies is about how we operate. Policies sort of gives us guidelines and direction in terms of what we need to do. In terms of the redesign process we would have needed to change any policies yet because we would have known what the redesign outcomes would be.

Participant 14: So, the basic principles that guide the organisational review will be about how we become effective in what we are doing.

11. What challenges are experienced when executing processes?

Participant 1: Everyone knows ICU is here, they need to do this, they need to do that, but people have perception that we are there as police to make sure they comply and then if something happens, then they get fired. We have to build a relationship to say okay, listen we not here not be a police, we are here to see where there are things lacking, let's work together to find a solution, it's always a challenge for us. It's also a challenge when we go to see the checks and reviews to get information from people, they are reluctant to give information. Please are reluctant to share information, they are afraid.

Participant 2: There are instances where people don't legislate of requirements which then impact on delivery or stoppages. There are environmental challenges. Which impact on people's ability to deliver a project. For example, if a structure in rock was not properly surveyed and we start building, and after 9 months they will start to collapse or subside due to the pressure of the water that changes everything because you need to now change the whole plan and that impact on supervision by the people on the ground. And also impact on the group that was supervised who did not meet material standards.

Participant 3: we are in a good position because the funding in some cases for the improvements of our facilities does not necessarily have to come from internally. We have the assistance from Public Works for example, where Public Works will go and do their work instead of us having to the expenditures. We can't really account for the expenditure side but we see the gates for the income side and obviously, the increase in the partnerships, with the resources for example, we saw that in some cases there is staff shortages because of partnerships and external funding we see an increase in our work force.

Participant 4: biggest challenges is administrative, and procurement systems which destroy us, for example, we should have a contract to start fire breaks in July. We should have our PPE give to people already, as our procurement has been considerably delayed. So processes is our biggest problem and decision making towards takes long. My boss retired, we had also major fires which ran for a month and destroyed our budgets and our planning.

Participant 5: operations can plan that so many aliens need to be cleared. With permit applications and with biodiversity legislation, it's not that simple. Even with communication staff, you might have a plan for that but suddenly you have to deal with negative Facebook campaigns, you can't predict that. From communications perspectives, I can allocate the budget and if I had more budget, more people would be aware and less people would probably start fires. You can only reach with the amount of budget that you have to spend. It does affect, if we don't have a lot of budget to do awareness campaign, to get the organisations name out there, to reach all the land owners, then you can only do what you can do.

Participant 6: Quality of staff. Challenges to meet deadlines means having quality of staff, having the right people.

Participant 7: Some people took the changes well, some not well. People are individualistic when it comes to changes. Some are very resilient. Some say so what. You get different reactions from different people based on what is this ghost they are seeing, are they seeing them being jobless? Are they seeing them being replaced by younger people if they are old? Are they seeing them being chased out because this organisations full of older people they don't want our ideas? It depends on who you are talking to? So it's important to be very clear and understandable process where everyone is being informed why we are doing and what role do we have to play in this process.

Participant 8: prior to that there was people coming and going, and that was a natural evolution for some. Some people retired, other had other opportunities and so on. I do not want to say that there has been an issue of instability, even with those changes we have been quite stable. The alarm bells go off when you have different CEO's.

Participant 9: from the people who understood the intention it was very difficult in the beginning. Very administrative, a lot of data capturing, a lot of familiarising yourself with the system. It was very difficult for the first year. Unfortunately we had very limited time to get people to know the system because we outsource the function previously to a service provider. There is still too much capturing happening and the reason being is because of the decentralised nature. So 8 years ago when I did come to the organisation we embarked on a process of going and look for an ERP solution that combines our supply chain management, budgeting, payments, HR in terms of payroll, leave, etc, to encompass everything in the ERP so that it can be in synergy. We ended up with sap as our ERP solution and we have been down the road 8 years later and we are still busy with SAP.

Participant 10: the biggest challenges is always infrastructure developments. Because we work in an environment with contractors, we work with tourists that breaks things, and we work with weather. Unfortunately we can't predict weather. So we set revenue targets, we set budgets etc. and sometimes weather can impact on that because we have to refund people, so that's a big challenge managing expectation, we can sell you a product but we don't know at the time you go to a specific place that you are going to be able to stay there for any other reason. We can plan for a project from start to finish but if the contractor doesn't come do their parts it will extend.

Participant 11: we are also dealing with a lot of temporary staff which is great but in a long term it's not really good for communities and the kind of work that we need to do. We need to build relationships with people, when we got people coming in one year and out the next year it's not the best way to actually meet your targets.

Participant 12: reporting is an issue because it's a number of people that report and provide report, there are 113 protected areas, plant in management sizes, 26 of them, and that means there are 26 reports that they need to be consolidated and standardised and be consistent. so, that is still a challenge because you have different quality of reports, and different scope of reports to be able to standardised so that we can report in one standard way.

Participant 13: Before my time, when we make decisions, we didn't make without considering the risk but we never documented it. Now if we look at, we did implementation of financial systems in 2011, where our financial function was outsourced that after we brought in house. We brought a system in before and then we realised we can't give access to everybody which was again the intention when we brought it in house to allow the processing to speed up functions. It was to give the right people access and we realised we can't do that. now you are bringing the service in. we always said there needs to be a change management program and project in place to ensure that what we wanted to achieve with the implementation was to bring our financial systems back to cape nature. Ask any people involved in the project, were you part of the program? They will probably tell you no. some would say yes, some would say no. some would say I never even heard of it. Change management for one is something that we don't do well in.

Participant 14: Within the current system there are 3 regions, so each region has a responsibility to coordinate their level but for each protected area management group. I think that has been the challenge has been the fact that in our minds we haven't made the shift. If I can say, change management within the organisation is, we buy into the principle, but we don't effected it well. We were sort of stagnated on how we do things and what we do. We focus so much on ourselves not thinking beyond our borders.

12. How do you ensure employees willingness to comply with process changes?

Participant 1: There are certain processes needed to be followed. So you go and check and give us all the information, we want to see if you did things the way you were supposed to do.

Participant 2: we normally stop the project. People would be quote into penalties. This happened especially in areas where we had to redraft the plan to fit the soil conditions. For instance the reserves and the areas that we manage are not in town. most of our support systems are from the local towns, so if they are political unrest of some sort, people don't get to work, so that can also affect your operations as an unexpected outcome because you are not able to deliver the service that's intended or what was planned for. That can have an impact on all other things.

Participant 3: just because certain individuals learned something 20 years ago when they specialised or qualified for the function that they are performing, some staff don't necessarily keep up with the evolution, that in itself becomes than problematic because you then doing things the way you have done it 20 years ago, in the modern year when things can be done a little bit faster and little bit better. In this case, up skilling individuals is brilliant, sound(s) brilliant but unfortunately individuals say why I must up skill myself? If people in today's age only see excel as the only tool, you have a problem. If people in today's age don't understand the value of information system you have a problem. If people in today's age don't understand that you don't have to drive to venue to have a meeting you have a problem. Because there is so many options available for you that is not even expensive options in some cases, so those are the type of challenges that you have.

Participant 4: Because we are not line managers, we use mechanisms through our director or through the protected area managers to manage the processes so we can meet the deadlines.

Participant 5: we trying to standardise things and I don't think is valuable. It's just a number. But you know, as the manager you can see the quality of work that they do. Also the targets that were hard to prove was taken off, for example, one of the targets, percentage positive neutral media. So public perception, we measure that through media, it's very hard to understand that so there were always question on how we can guarantee that. We have action plans every year, we can see what the 5 year plan is for the organisation and for communications action plan to complement that. I measure my team according to the deliverable on that.

Participant 6: there is performance management which poor performing people will go through a process of being trained guided and counselled. That is something that I have hoped and I don't partake in that, I didn't enjoy, if the situations to deteriorate to such a level then yes we

do need to partake in that but that is not what I like to do. I prefer inspiration where the person is inspired to do what they do. Then you don't need to micromanage performance.

Participant 7: CapeNature is broken now into 3 regions. Each region has got a regional manager who manages a protected area manager who manages conservation managers, who then have project managers and nature conservators. There are manager and officers who are managing themselves in the different regions, so there is a structure that is in place.

Participant 8: we will always have issues with people as people always say Jesus never pray in his own town. It's always a strive and we always see people who will have the ability to deliver in our projects. You must continuously demonstrate your relevance as a unit within an organisation. Your performance should always out way the negative things that you do. With the amount of money we have, with amount of developments we do, with amount of staff that are managed we bound to do things wrong.

Participant 9: we should have embarked on a process like this but maybe a smaller system and there are options for that smaller system. We expected on a highest level possible to get the best, and we got the best but that's not what we needed at the time. We will be introducing a new procurement solution that is going to tie into sap to implement it. I will probably need 10 people to start capturing and familiarised themselves with the system. Once the system is up and running I'm not going to need those 10 people to do that for me because the system will be doing itself. The reality of this is that there will be a reduction in terms of staff and what they will be doing, I can't tell you what is going to happen. We need to look at how we go about doing this seamlessly with business still flowing and having the system on board. What we done at the time was, we needed competent people that have worked on SAP before. Not in the highest level, just people that would be able to work on the system itself.

Participant 10: we have a small team, it helps, and they are really dedicated. Because the teams have been with me for quite a long time, we kind of know what to expect. We kind of modify our plans accordingly. You really have to keep the motivation going in terms of a bigger purpose, in terms of what we have to achieve. You have to kind of keep them excited about something all the time as much as the willingness is there to do new things, to innovate, it's not always possible because there are things we have to do.

Participant 11: although people tend to think they have a business conception, I think people are doing nothing. They are doing a lot of work all the time. Maybe they are not doing their work very nicely and that's what's causing them to be all over the place but they all busy. There are capacity issues in some of the regions where they had staff that have resigned but we were unable to now point new staff again.

Participant 12: in terms of human resource, like procurement, you always procure people hopefully that are suitable to do the job and there is on the job training and exposure and development plans per people, we coordinate, I coordinate here with the skills that is required to enable us to deliver on the work that needs to be done.

Participant 13: change is difficult, change is not easy and we need to make it easy for people. We need to take them along on the journey to make sure they are buying into it, they support it and they speak positively about it. At this stage we have told people that there is going to be significant changes in people's lives and changes in where people are and what they going to do. So, after considering structure, we tell people about the significant changes in where they are and what they are doing. Because of that, we have to do a full policy review, looking at what has changed and how that affects the people.

Participant 14: the only way to have this extreme of the scale working is to have trust between employee and employer and trust is not something that can come quickly, it needs time.

13. What steps did your organisation take to manage processes?

Participant 1: Hire the external consultant first. The external consultant then identified who he needs to speak to and also go to certain people specifically to find about their processes and what they were doing. There was also an overall process of speaking to top management and then combine top management with us senior managers. we had 2 sessions where we first discussed what we think is the best process, what could be aligned , and he went out did his stuff and presented different models, then we discussed each and every model, what are the benefits of that model.

Participant 2: we had the first meeting for us to unpack what our current system was. The first meeting was to get a sense of what are the command structures right from the CEO office to the regions and how the support structures like the programs and the support functions like HR, finance, legal, etc. It was just information gathered, putting into different packages so that it makes sense and indicated which level a particular service connects with the reality internally and external. Focusing mainly on the institutional framework of this unit and how that supports the rest of the organisation and how it links to external institutions and communities.

Participant 3: the organisation wants to operate on a business model and business decisions that was put in place at the inception of this organisation. We then hired the systems from the governmental technical (GTECH) and they work inside the framework of governments.

Participant 4: we are restructuring the organisation and we are waiting to see what happens at the moment we are waiting for. We attended a couple of workshops, and gave our input. We had about 6 / 7 meetings. Basically it was a workshop where people thought how processes should look like, and the result is still pending.

Participant 5: the GTECH process was about emotional intelligence, was about capabilities and things like that, this process is how the organisation is going to change for future based organisation. So there is been a lot of workshops to look what types of Models there are, and then provide input into what you think.

Participant 6: the organisation called GTECH was involved in a process with cape nature some years ago. To my knowledge and it's very limited knowledge, that process was paused because of certain deliverables or objectives were unclear or not met. The process was then recently taken over by another consultant and is in that consultancy workshop that I was first introduced together with other senior managers to this idea of a 2 versus 3 model.

Participant 7: They came, they had interviews will all the staff members, lots of components and they came up with the organisation future logic models. Then we needed to obviously address that part as well, the organisational structure if I can say that, to be able to meet the logic model that has been designed.

Participant 8: the process that we currently going through is what was initiated by GTECH. GTECH is the government technical assistance centre that is based in Pretoria. They look at whether a government department or a state entity is, and how that entity can function more efficiently. When GTECH was around they interviewed us, they look at operational models and how we could transform, change, adapt and restructure, etc.

Participant 9: First there was a need for the restructuring. In this entire team and that was done at the executive level, and once the decision was made in terms of the hows, whens and whats needed to be discussed. At that point, the executives invited all senior management who were in key components to various sections and workshops, we discussed what the options were. There are only two options in restructuring, centralise and decentralise. So there were discussions in terms of what the pros and cons were in terms of centralise. What the pros and cons are in terms of decentralise. I needed to explain to them in terms of what my thinking as around that, when we started, we ended up with a very expense finance model, our HR lies somewhere else, our payroll has their own software, our procurement we are now going for a procurement solution for another software, so it's not integrated at all.

Participant 10: if I recall, it started with the executives and then the senior managers, we went through a process of working shopping with them, in terms of what the process is going to be, we also went through a process of testing. I know there was a lot of work done with specific people around specific things that the organisation had a vision around. I think it was basically getting information together in order to provide recommendation to the executives.

Participant 11: I was in one of the meetings that we work shopped, but honestly I think they had a good idea where they wanted to go. We all had the opportunity to input, but you can see even the facilitation when they presented them actually lead you, his is the way we want to go.

Participant 12: From July we appointed a new service provider to take the outcomes of the GTECH process further and to facilitate the implementation. GTECH was very engaging across the sectors in the different disciplines, engage, collect and assimilate information on challenges on every level and to advise on what the core service and remodel should look like.

Participant 13: We had then started the process of the organisational redesign where we had on board national treasurer as a technical group which they called GTECH, they assist government departments in terms of relooking at their structures, relooking at how they deliver services to the stakeholders, to the public and how other businesses is geared to offer that services. we went on a process were we got on board and got a consultant that was to take the work that GTECH has done use the information and come up with a macro establishment which is what they have done to date. They have relook at it as engaged significantly with executives and senior managers and coming up with a macro structure which is the current organisational redesign process where we now have relooked at the top structure, we are

developing the next layer of management and senior management and we now started taking down into the organisation.

Participant 14: we had 2 sessions where we first discussed what we think is the best process, what could be aligned , and he went out did his stuff and presented different models, then we discussed each and every model, what are the benefits of that model. After that he submitted that to top management to make final decision. Get him as a consultant, make sure everyone works with him. Explain what has been happening on a process, where we standing in that process.

14. How has BPM been used to guide strategy implementation?

Participant 1: When there was a deliberation of the 5 year plan, how the organisation needs to be set up, this is how the processes linked in. This is what the organisation needs to achieve in the next 5 years. Is the organisation well set up to achieve that? How the organisation needs to be set up was informed by the strategic plan. We will be shifting from one director to another

Participant 2: the second section was to they presented their organogram and how they see this organogram to benefit the organisation and also where the organogram would need to massage certain elements so that it can have a more seamless fit in terms of the different services so that we have a closer alignment of what one unit would do complimenting the other in terms of the rest of the organisation.

Participant 3: He used the logic model to clarify whether it can or cannot work, and then how will it work, that is where he had this discussions with all of our staff members so far, the executive and senior manager levels, those are the people they would expect to drive whatever changes comes out of this.

Participant 4: those suggested changes and structure is now on the table, and now he is taking a little bit lower down, so at the beginning up until today he is being engaging with executives and the senior managers, next week he will then incorporate the middle management team, so they can understand the processes as well, as well as to highlight certain challenges they envisage with this, so we can put together alternatives based on the challenges that they highlighted.

Participant 5: the far more important part of this is with your structure, in relation to your logic model that you will have, certain components are moving reporting wise. We need to now go back and look at our ways of work as well as all our procedures to ensure that those are in place prior to use actually doing the kick off or instituting the changes that is required. We have a deadline of initiation by the 1st of April 2019, so between now and then, majority of the processes needs to be in place. April 2020 is the start of our new 5 year cycle because of the elections that is happening next year, what we have decided is are still through the delivery of our current 5 year cycle, so basically from the first of April 2019 we will be running tools structures, speaking to one another.

Participant 6: my experience of it was that it was a consultative process where all the managers were invited, discussed the theory behind strategy implementation. We discussed what happens oversees and best practice model and then we had a practical look into models that could work here at CapeNature and of that this 2 versus the 3 was tabled.

Participant 7: from the very on set, we will be very consistent about the objectives of the OD process, we will be very consistent about what are the guiding principles or ingredients that we

would like this process to accommodate , implement equity for people with disability, women, those are the things that are not negotiable through this process. At the same time we are saying we need to understand that we need to find the right people for the right jobs, that's what we are doing. The competency profile that everyone is doing is going to help us understand what sort of competencies resource based we have. Who's best fitted for what so that we can have a cape nature that is agile and very effective in taking us in our next 5 years.

Participant 8: in that, the revised job descriptions with performance agreement, KPI, must be in by the end of February. Given the new structure which the board has accepted, we will implement from the first of April on words otherwise if we don't do it

Participant 9: With the new structure going forward, the decision has been made, we are centralising it. We have made the decision that we are centralising procurement and that is the first thing that we are doing out of the whole organisation. We are not centralising hr or booking systems. The very first thing we are doing in the restructuring is centralising procurement. That how important it is to the organisation. We are now starting with the restructuring, the new 5 to 10 years cycle. We doing it right this time.

Participant 10: There is some significant changes to the components which was marketing and eco-tourism, so we have now been combined with people and conservation, so it's not going to be us thinking about tourism, but this change combined with people and conservation and the strategic approach for the organisation going forward is they want to be more inclusive in terms of access to the people of western cape. So there is going to be huge mind shift in terms of thinking, in terms of how we sell our products, in terms of allowing people to have access to our products. It's going to be a mind shift for us to adapt.

Participant 11: the regional people in conservation, staff that implement at the reserves, they are not going to fall in the reserve under the landscapes…

Participant 12: identify the core service areas as well as the core support areas that are required for the organisation to function more optimally and to deliver its mandate. The mandate it's informed primarily by legislation, that we do what we must do because the law says we are appointed to do that. I think the GTECH process resulted in a lot of information which now needs to go over into implementation what we are currently doing.

Participant 13: if we look at what we are doing with the organisation redesign, we looking at a radical redesign, it's not a change of name, it's a complete revolution of what we currently have as a structure. Will any of the positions still exist? We cannot take where we going and try and compare to what we have now. It's a complete relook. We have taken the fact that technology, innovation is going to become part of what we do. it is something that we haven't necessarily gone with overtime, and that sort of left us behind in a way

Participant 14: looking at where we were in terms of structure and looking at changing how we work. So they were looking at service delivery rather than components and directories which is just an older fashion way of doing things. So we got to a point of a service delivery model, when we could not get further commitment form the group to take it forward.

15. What impact did BPM have on strategy implementation?

Participant 1: there has been a good impact on the strategy.

Participant 2: this is a very big organisation. With 9 or 10 different programs which operate differently. With 4 or 5 directories and there you have the original regions and under the regions reserves. There was also an organisational design that was done from the premiums office which has now suggested there should be different structure in your organisation move from 3 regions to 2 regions. 2 executive directories, from one executive directory to 2, and each will be responsible for a region. Basically collapse some of the programs and have its landscape advisors.

Participant 3: From there, it will then have a good impact. One of the this we are doing for example is, yes this is a complicated organisation, we have complicated functions, but with everything that is complicated there is simpler solution, and depending on how you look at it to determine what is a simple solution, so we basically unbundling the organisation to say okay, yes this is the function but this component needs to perform. Where this function is best performed?

Participant 4: we don't know what impact this will have. We haven't seen it properly. I can't say something I haven't seen the final result. I had my concern, my major concern is that this program is and like other programs, unbudgeted processes and semi operational semi advisory, and as far as my basic understanding of future is I don't think I have counted for that.

Participant 5: the rationale about the direction of the organisation is going to go into and positioning ourselves. Regardless of the structure, the positioning of the organisation to be more innovative and utilise technology and all those things, that's obviously a positive way. How and efforts going to work in terms of structure, that we will still have to see but we are hopeful and positive.

Participant 6: I definitely think it's a good idea to make that change because CapeNature existing model has been in existence for at least 5 years maybe more. Just based on that, it is safe for me to say that it is not advisable to maintain something whether it is computer software, computer hardwired, a vehicle, electrical appliance after 5 years there is no warranty, never mind a way of doing things, a structure that is older than 5 years in a constantly changing landscape that the world finds itself, so based on that, that is older than 5 years or 5 years and older, the fact that this is been done to improve and optimise I think it's bound to succeed, it's bound to be better.

Participant 7: it is going to have a good impact. Organisations like CapeNature embracing change because it brings opportunities. There is endless opportunities for everyone to partake

in a much more effective cape nature that we are envisaging in our approach. There are no losers, there will be learners.

Participant 8: There is always oppositions to new things because we used to work in a bubbly and now things will change. Now there are 4 senior finance managers which is almost the same thing, now that has been brought into one. One will go to the office of the CEO and the other 3 must compete for one post. That doesn't mean the rest will be unemployed but they will be redeployed within the organisation with the skills that they have. It creates efficiencies and the most resistance that you find from the people that has been around for 30 years to 40 years.

Participant 9: I foresee that not much is going to be changing for our staff. Maybe reporting to someone different. The function will still be the same. There will be an anomaly of people that will be uprooted completely in terms of their current and moving to do something completely different. It won't really affect much. If I'm doing data capturing within finance, I can do data capturing within HR. I don't envisage that the higher level people, in senior manage position. There won't be that sort of disruption. With how the organisation has been communicating with staff, actually calling people together and discuss things, and showing them instruction, is putting at ease the change management process that we are embarking on.

Participant 10: the GTECH unit didn't affect my unit as much as the current process we are concluding now, we have now gone through the end part of the process which is with the new service provider. I think what the structure is proposing is great, there has been a great insight in terms of what the organisation wants to do, it's a great vision that we want to achieve.

Participant 11: I think the organisation is definitely moving in the right direction, I think there is a shift towards better. I think in my specific case having the regional guys that fall under me now, reporting in the regions it's a very good idea because there are challenges around that. I think is going to affect things, its mostly going to be positive change but it also depends on how the organisation does it, remembering that there's people at the end of everything that they do.

Participant 12: I'm optimistic about the new system. What is been proposed is implemented then we should be working going forward and smarted I hope. I am optimistic about being in a different post and being able to give direction and it is difficult to plan while we are waiting for various steps to be implemented. The process for me it is quite step wise so it starts with a structure which is then evolved to the next level.

Participant 13: the change proposed in my view creates efficiencies, it spreads the resources that we have in the organisation so that there is an equal distribution of capacity across the 3 different regions and if anybody tells me different, isn't that more efficient to have 10 people doing the same thing in one building? We spread our ecologist, our scientists out in the

landscape. So instead of calling it areas now we are calling them landscape managers and landscape.

Participant 14: You don't lose in a process, it's either you win or you learn. It's a matter of people understanding and appreciating the fact that we grow, what is the next step, what is the next step, this is what we are doing. We can't remain constant, I see opportunities.

16. What challenges are faced when using BPM for strategy implementation?

Participant 1: it's a new model knowing where we fit in in that new model. Certain people only have an understanding of what shifts are going to happen. For example, in our geographical scope we are broke into 3 regions and that's going to change now into 2 regions. And will no longer be called regions, it's going to be landscapes. In terms of management structure it will be CEO, chief operational officers for 2 landscapes and will be directors.

Participant 2: obviously there is going to be risk involved, one of the major risks is that people is going to say why? Also, with the new way of work, you might find that you have redundant staff, or else you might potentially loose staff members because they are not prepared for the change.

Participant 3: what lot of what we see happening in the new cycle is less reliance of manual systems for example, for that we obviously need to ensure that the automated systems is in place, otherwise we can't stop the one without having the other one in place. The things that we have envisage into the new strategy we have this year to ensure that it gets online, people start knowing how to use it etc, for the people to get used to it, this is how we used to do it, this is now how we are going to do it in future and you highlight all the potential issues that you might have between now and then.

Participant 4: I'm not happy with the changes because it doesn't take recognition from the fact that I personally think is delusional, there is a disconnection between the reality on the ground and what the executives needs to be happening.

Participant 5: it's not 100 % clear on what the structure is going to be.

Participant 6: change is very difficult for people, so a lot of people are nervous but by corridor talk it would be the wrong kind of conclusions you form. I think the design behind it is very good but it's full of risks. They might not be buying from the people, there might be a lot of people who don't want to change, there could be in costs that we are not aware of, there could be road blocks that are from government, from local communities, from a business communities that we are not even aware of now. So this thing is full of risks.

Participant 7: The risk is that for us to be side fact by a few emotions in the process. Remember, the organisation is bigger than individuals. This is for cape nature, so to be side-track by people who want to keep the status quo is not really progressive in thinking. Change is inevitable.

Participant 8: the risk is the lack of will to adapt, we will have a slower star, and you will have resistant people. Besides that, there is also a risk of losing people through resignation but that's because people feel uncertain about their future in the new structure. And that is why the management team of the organisation was put together is to ease that uncertainty. One of

the assurances they give is that there will be no job losses, you have a change of title maybe, you will have a different way of doing things and you will have different things to do but you won't lose your job. The other risk is that we might have an increase budget. From the expenditure point of view because we have two additional new executive directors, but I think is more about efficiencies and sometimes you have to spend the money to create those efficiencies.

Participant 9: in terms of how the staff has taken in terms of the restructure, there's lots of uncertainty. On a short term perspective, we are going to have to work hard and long and duplicate things to get used to the swing of things. From a long term perspective, I'm concerned that I may even have a job because it is going to be so easy. That in itself is a bit worrying because the ease we are creating and the flow we are creating and the end goal that we looking at we might just find that we don't need all the staff that we actually have now. We will have a reduction of staff and it's the reality of it. I wouldn't say something like that to my lower level staff now. Not by force, things evolve in that manner.

Participant 10: with any organisation structure there is always disruption. I think that communication could be better in a sense that we sitting in December and no one really knows what is going to happen. We see a structure where things are going to change, people are going to be moving into different positions, and people are going to be doing different things. We don't have much time to put staff in line. We need to have a sort of concrete guideline of what is going to happen.

Participant 11: Risk will definitely be that period where people are not going to suddenly jump into the new position. If you have people who are moved to somewhere else they will just resign, they won't move that far.

Participant 12: So I think there are risks associated in terms of service delivery, it will take us a time to get into the new system, so it will mean that we will have a lag in terms of the actual service delivery, I think that is a risk. It is more difficult to both senior and lower level to adapt. At the low level, the adaptation will be less, but probably middle and senior management in terms of the restructure. This is probably associated with attitude and my experience thus far has been that the majority of people are enthusiastic and are welcoming to a change, and if you have attitude it's easier to implement change if you have resistance it's harder and it takes longer.

Participant 13: In my view it's almost too generic. It's no specific, it's not tying, it's not challenging us, and it's not bringing the kind of commitment I think that will push us. Change management for one is something that we don't do well in. a lot of the times when things change in the organisation there is a formalised process where from point A to the end of it to

ensure that once we start changing things in the organisation, we know what we want to achieve and we have achieved it.

Participant 14: the challenge is there is more work to do right now before we are in a new system. In terms of risks I think with any organisational redesign or restructuring you always have the risk of breaking down things that have been built up over time and they have various consequences. Sometimes they are good and sometimes they are bad depends on who feels affected by it.

APPENDIX E: TURNITIN REPORT

THE ROLE OF BUSINESS PROCESS MANAGEMENT ON CORPORATE STRATEGY IMPLEMENTATION IN A SELECTED ORGANISATION IN THE WESTERN CAPE, SOUTH AFRICA

ORIGINALITY REPORT

7%	2%	1%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of the Western Cape Student Paper	1%
2	hdl.handle.net Internet Source	1%
3	Submitted to Mancosa Student Paper	<1%
4	Submitted to Laureate Higher Education Group Student Paper	<1%
5	www.kv.ef.vu.lt Internet Source	<1%
6	Submitted to University of Johannsburg Student Paper	<1%
7	MariaLaura Di Domenico. "Social Bricolage: Theorizing Social Value Creation in Social Enterprises", Entrepreneurship Theory and Practice, 03/2010 Publication	<1%

APPENDIX F: LINGUISTIC REVIEW

This is to certify that I, Fiona Matier (copywriter, linguistic editor and translator) have performed a linguistic review on the following thesis:

THE ROLE OF BUSINESS PROCESS MANAGEMENT ON CORPORATE STRATEGY IMPLEMENTATION IN A SELECTED ORGANISATION IN THE WESTERN CAPE, SOUTH AFRICA

Submitted by Khatija Issufo Ali
in fulfilment of the requirements for the degree

Master of Technology: Business Information Systems

in the Faculty of Business at the
Cape Peninsula University of Technology

Date: 15 May 2020

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