



Factors influencing strategic management implementation of a selected logistics and quality control company in the Western Cape

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DECLARATION

I Alain Njingulula Kabutu declare that this thesis is my unaided research and has never been submitted for academic evaluation at any other institution.

Signed:

Date: 25th August 2023

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ABSTRACT

This study explores the deciding factors that influence the implementation of strategic choices and the results of that effect in a specified logistics and quality control system in Cape Town, Western Cape, South Africa.

The implementation occurs by using regulations that guide growth programmes, that allow the devising and implementation of a financial plan, and procedures of a company in a strategy implementation process. If these plans are not properly carried out, the organisation may collapse. This research outlines a strategy execution method to maximise the achievement of business goals and vision. It is not easy to accomplish optimal strategy implementation, as quality control and logistical organisations have struggled at various stages to execute their well-planned strategies.

The methodology used to conduct this study was qualitative research, with interviews as the main data collection instrument. The data were collected from twenty employees and managers of one of the leading quality control and logistics organisations in South Africa. The respondents were chosen using a convenient sampling method. The semi-structured interview guide comprised close-ended and open-ended questions.

The study found that an organisation's vision, mission, business objectives, continuous staff training and leadership style are fundamental to the success and achievement of the organisation's goals. Furthermore, the culture of the organisation and the leadership style facilitates the implementation of strategy in the company. Additionally, organisational structure, culture, processes, leadership and employee commitments play an important role in the achievement of strategy implementation. Identified barriers include politics, climate change and diseases. However, these issues are mitigated via reporting, research and development, and the improvement of systems and processes. The researcher recommends that organisations being investigated in this study should improve the profitability of the company by allocating the right resources, conducting in-depth research on the factors that influence strategy implementation, continuously evaluating the influences and give priority to the needs of their employees.

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LIST OF ACRONYMS

3 PLs	Third Party Logistics
MO	Manufacturing Organisation
LP	Logistics Partnership
LM	Logistics Management
LO	Logistics Outsourcing
LPI	Logistics Partnership Index
KPI	Key Performance Index
SARS	South African Revenue Services
CPUT	Cape Peninsula University of Technology
DAFF	Department of Agriculture, Forestry and Fisheries
KPA	Key Performance Areas
PPEC Act	Perishable Products Export Control Act
SMI	Strategic Management Implementation
QC	Quality Control

CLARIFICATION OF FUNDAMENTAL CONCEPTS AND TERMS

Term	Clarification
Third party logistics	Third Party Logistics (3PLS) is a term used to describe supply chains and logistics firms that offer a variety of services. The term "third party" describes its relationship with suppliers and customers (Mangan et al., 2016).
Manufacturing organisation	Manufacturing organisations transform components or raw materials into finished products (Lambert & Cooper, 2000).
Logistics partnership	Long-term partnerships between 3PLs and customers of logistics services are called logistics partnerships (Rushton et al., 2014:560).
Logistics performance	This means giving all parts of the logistics chain the level of logistical services they need at a lower cost (Vrllková & Tká 2014).
Logistics management	Implementing, getting ready for, and controlling the flow of goods, services, and other linked data from producers to consumers (Harrison & Van Hoek, 2008:7).
Strategic management implementation	A strategic plan is put into action in the fourth and final stage of the strategic management process, known as strategy implementation. This might entail anything from implementing a new marketing plan to boosting sales to introducing new project management tools to boost team productivity.
Logistics outsourcing	In this research, the term means using outside logistic service providers (LSPs) to conduct internal corporate logistical functions (Selviaridis & Spring, 2007).

CHAPTER 1: INTRODUCTION AND CONTEXTUAL BACKGROUND

1.1 Introduction

Most firms nowadays are always looking for innovative ways to carry out their plans and strategies successfully to keep up with the continual changes occurring in the business sector. Most organisations continually plan and put into action various strategies that help their operations flourish and expand over time, to stay competitive and offer their clients high quality services (Wheelen et al., 2017; 2023). Although it might be difficult and complex, strategic management is crucial for long-term organizational success. An organization can position itself to achieve its goals and outperform its competitors by properly developing and implementing its strategy. Prior to the advent of the internet, most companies produced and sold their goods and services primarily inside the borders of their own countries. They were never concerned about developing the best marketing tactics for global markets (Grant, 2016)

The definition of strategy given by Kyrylov, Kyrychenko, Stukan, and Zhosan (2020) is "a master plan of development that takes into account the actions of environmental factors, opportunities, and threats of the enterprise, covers all the best options for achieving the goals, and is based on the analysis of the internal and external environment."

Their methods were mostly in line with the demands and needs of local markets. Numerous businesses were compelled to change their business tactics in order to keep up with the times due to the rise in internet usage, globalisation, and internationalisation of markets. As things stand, it is no longer possible to do business as usual, since poor planning or implementation of plans will probably lead to corporate failure or the encroachment of other well-organised companies into new territory by utilising effective survival strategies (Wheelen & Hunger, 2012; 2019) From environmental scanning and strategic analysis to strategy formulation, implementation, and evaluation, Wheelen and Hunger., (2019) outline the strategic management process. Additionally, a wide range of strategic issues are covered, including competitive advantage, globalization, innovation, and sustainability. The market environment has substantially altered and in order to be lucrative, your company must now be the fittest company in the marketplace. Several organisations have used strategic management planning techniques for long-term competitiveness to become more lucrative and survive the present problems connected with unpredictable markets.

For any firm to adopt excellent strategic management throughout all its activities, sound planning and resource allocation are essential. Wheelen and Hunger (2012; 2023) noted that

while most business leaders and managers are skilled at creating plans, putting such ideas into practice is still difficult. Wheelen and Hunger's (2012; 2023) study, showed that ineffective strategy implementation is a reason why most businesses fail. Long-term costs of poor planning and lack of implementation of new initiatives have been significant for businesses. Most businesses continue to waste money by engaging consultants to devise and implement their plans, but they never put those ideas into practice due to a variety of issues, including inadequate planning and a lack of application skills.

Wheelen and Huger (2012; 2019) stated that there is unmistakable proof that putting a strategy into practice needs meticulous preparation, as well as consideration of the viability and goals of the strategic plan. Without taking into account an organisation's culture and organisational structure, a strategic plan cannot be implemented successfully. Wheelen & Hunger, (2019). The process of creating and putting into action plans to accomplish corporate goals is known as strategic management. Environmental scanning, strategic analysis, strategy design, strategy implementation, and strategy evaluation are all steps in the strategic management process. The economic, political, social, technological, and competitive elements that have an impact on companies are included in the external environment. The organization's resources, capacities, and core competencies are included in the internal environment. The SWOT analysis of an organization entails determining its strengths, weaknesses, opportunities, and threats. The process of creating a plan to accomplish the goals of the company is called strategy formulation. The process of carrying out the strategic plan is known as strategy implementation. Monitoring organizational development and making required changes to the strategic plan is the process of strategy review.

Wheelen and Huger (2012; 2019) emphasised that the advancement and development of an organisation's performance is the sole goal of strategic management and implementation. Every firm must overcome obstacles throughout the strategy implementation stage to continue operating profitably and remain competitive. According to Wheelen and Hunger (2019), the sole objective of strategic management and execution is the improvement and development of an organization's performance. They also emphasised that in order to continue operating financially and maintaining their competitiveness, every company must face challenges throughout the plan implementation phase. The hardest part of the strategic management process is implementing the plan. This is the time when the organisation implements its strategic strategy. This necessitates alterations to the organization's operations, culture, and structure. The company must also deploy resources and inspire staff members.

The current research, which is inspired by Wheelen and Huger's (2017; 2019) study, focuses on the reasons why most enterprises and businesses in the quality control and logistics

sectors are not successfully executing their plans despite investing time and money to design them. The study's objective is to identify factors that facilitate or hinder the implementation of strategies by a quality control and logistics organisation (Ansoff et al., 2018). A strategic strategy may encounter several challenges in its successful execution. Among these challenges are: a lack of support from senior management; a lack of resources; opposition to change, unclear aims and goals, Unexpected incidents, ineffective coordination, and poor communication. Despite the difficulties, it is crucial for organisations to get beyond the roadblocks and effectively carry out their strategic plans. This is so because successful organisations depend on strategic planning. An effective strategic plan may assist organisations in achieving their objectives, enhancing performance, and maintaining competitiveness.

Presently, there is a disconnection between the circumstances required for successful strategy execution and the strategies themselves. A gap exists between the planning stage and the execution stage of a strategy because most companies in the quality control and logistics industry appear to be incredibly skilled at developing plans but fall short in implementing them (Ansoff et al., 2018).

This disconnection has led to confusion and a lack of knowledge over how to properly carry out a strategy. This study's objective is to identify some of the barriers that can hinder a plan from being carried out successfully; as well as the circumstances that enable it to succeed. (Wheelen & Hunger 2023) made references to issues including the development of artificial intelligence, the COVID-19 pandemic's effects, and the growing significance of sustainability. Strategic Management and Business Policy is, all things considered, a superb strategic management. It is thorough and current: an in-depth examination of the strategic management process, instances from the real world that can help the organisation leadership in applying the ideas Self-tests and activities are examples of teaching aids.

current information that reflects the most recent developments in strategic management implementation to enhance their capacity for strategic decision-making.

According to Wheelen and Hunger, poor strategy implementation is a key factor in why most firms fail. Any firm must have a solid plan, but that is just half the battle. The strategy's successful execution is the other half. There are several reasons why implementing a plan might go wrong. Among the most popular explanations are: Lack of clarity on the strategy: It will be challenging to implement the plan if it is not properly communicated to everyone within the organisation.

Lack of resources: The organisation may not have the funds, personnel, or time necessary to carry out the strategy. Lack of commitment from top management: It would be challenging to convince the rest of the organisation to support the plan if top management is not committed to it. Resistance to change: Even when change is essential for an organisation to prosper, people may still be resistant to it. unforeseen obstacles: It may be difficult for the organisation to implement the plan due to unforeseen obstacles.

1.2 Background

Because of continual strategy evaluation and adaptation to accommodate changing market conditions, businesses in the quality assurance and logistics sectors have undergone significant transformation. Most businesses in this sector are more concerned than ever with putting their plans into practice to maximise their logistical performance and profit margins; due to the industry's rapid growth and increasing complexity (Wheelen & Huger, 2012; Wheelen et al., 2017; 2019). Statement by Wheelen and Hunger. Due to the following reasons, the quality assurance and logistics industries have seen major change recently:

Globalisation: The environment for supply chains has become more challenging and complicated as a result of the growing globalisation of commerce. Businesses need to discover ways to carry goods efficiently and effectively throughout the world as well as make sure their commodities match the quality requirements of clients in other nations.

E-commerce: The logistics industry has been significantly impacted by the expansion of e-commerce. Online merchants need to be able to deliver items swiftly and reliably to customers all around the world. As a result, there is now more demand for last-mile delivery services, transportation, and warehouse space.

Technology: The logistics industry has changed as a result of technological advancements. Big data, artificial intelligence, and robots are assisting organisations in increasing productivity, lowering costs, and enhancing customer service. Businesses in the quality assurance and logistics industries are under increased pressure to increase their performance as a result of these issues. They must figure out how to fulfil the shifting demands of their clients, abide by rules, and save expenses. As a result, several firms now run differently than they formerly did, including:

An increased emphasis on quality: Companies are spending money on quality assurance procedures to guarantee that their goods and services adhere to the highest standards.

A more effective use of resources: Companies are utilising technology to make their operations more effective, such as by streamlining warehouse and transportation routes.

An increased focus on customer service: Companies are making efforts to enhance the consumer

experience by offering quicker delivery times, more precise tracking information, and improved customer communication.

Businesses need to be ready to adapt to change in order to stay competitive, and the quality assurance and logistics industries are no exception. Businesses may boost performance and prevail in the constantly shifting global marketplace by investing in quality assurance procedures, efficiently using technology, and putting a strong emphasis on customer service. Along with the aforementioned elements, the following are some major trends that are causing the quality assurance and logistics industries to change: Growing sustainability Businesses are becoming more concerned with minimising their negative effects on the environment, which is raising the need for more sustainable logistics solutions.

The significance of data analytics is rising: All steps of the logistics process, from supply chain planning to transportation optimisation, are being improved via the use of data analytics.

The significance of collaboration is rising: Businesses are working together to increase the effectiveness and sustainability of the global supply chain, as well as with other stakeholders including non-profits and governmental bodies.

Several obstacles must be overcome in the quality assurance and logistics sectors, including however, they also present chances. Businesses may put themselves in a successful position for the future by embracing these issues and trends. According to research on Logistics Performance Index (LPI) from the World Bank, nations in Europe and parts of the Far East have been able to maintain an advantage in their supply chains by putting the right policies into practice (Nguyen, 2005; 2019).

Nguyen (2005; 2019) stated that; good strategic management execution requires sufficient preparation. Most organisations in South Africa fail because they lack essential human and financial resources. Many organisations struggle to find the resources and human capital they need, which prevents them from adequately planning or implementing strategies for their company to grow (Nguyen, 2005; 2019). Nguyen et al 2019's assertion. A country's logistics system efficiency is gauged by the Logistics Performance Index (LPI) of the World Bank. Six indicators form the basis of the LPI:

- Infrastructure;
- International shipments;
- Tracking and tracing;
- Timeliness of shipments;
- Effectiveness of customs clearance;
- Cost of shipping

The LPI demonstrates that the most effective logistics systems are found in East Asian and European nations. These nations have put in place policies that encourage investment and commerce, make infrastructural improvements, and speed up the customs clearance process. According to Phan et al. (2019), there is a strong correlation between operational performance and supply chain quality management practises (SCQM practises). The research, which used a sample of 125 manufacturing enterprises, was carried out in Vietnam. The SCQM procedures that were looked at comprised: participation of suppliers in quality high-level information exchange process management tackling issues in small groups, Rewards for excellence in customer service. The location of South Africa in international markets is another factor that contributes to poor strategy execution by several South African businesses. Due to their distance from the bulk of their overseas suppliers and consumers, makes logistics more challenging and expensive, geographic location is essential for South African businesses (Porter, 2000; 2020). South African businesses import, buy or export goods to Asian nations that are at least 11,500 and 9,500 kilometres away from Europe, respectively. According to Nguyen et al., 2019 South Africa, in comparison, has a logistics system that is comparatively ineffective. This is brought on by a variety of circumstances, such as:

- Subpar infrastructure:

The South African rail, road, and port systems are antiquated and ineffective.

- Slow customs clearance:

The processes for clearing customs are intricate and time-consuming.

- Insufficient investment:

The government has not made adequate investments in the logistics industry.

- Inadequate skills:

South Africa lacks qualified logistics specialists.

These elements have made it challenging for South African companies to compete on a global scale. Nguyen., (2019).made the argument that many firms in South Africa fail because they lack the funding and personnel necessary to carry out successful ideas.

These transactions are more expensive than, say, travelling from the Maghreb nations (Arab nations) to Europe (Porter, 2000). In the same vein, the primary economy of South Africa, focusses on the transformation of raw resources, and accounts for around 75 percent of the

country's freight, cargo, or goods. Long distances are travelled to transport these commodities from domestic or foreign sources to production centres, and the logistics systems must maintain expensive infrastructure and suitable majority logistics. Therefore businesses are obliged to use independent logistics company's services (Libby, 2014).

Assuming that favourable conditions exist among the macro and micro levels, businesses operating in South Africa should succeed in producing optimal logistical performance (Van Wassenhove, 2006). Libby (2014) stated that the political decisions made by the governments of these nations have a significant impact on most logistics firms in Southern Africa. The report stated that it is difficult for most logistics enterprises to reach far-off markets because of the region's weak political ties with markets and a lack of regional coordination.

Given that the nation's overall performance indicators might provide either an opportunity or a threat to the competitive advantage and sustainability of the organisation, this assumption is acceptable (Libby, 2014). This situation is advantageous for South African companies' performance in that it spares them from having to deal with the challenge of controlling their own logistics costs while benefiting from increased consumer demands despite the unproductive local environment (Van Wassenhove, 2006). Despite these difficulties, organisations continue to increase their efforts and employ tactics such as trade-offs and outsourcing, to improve their logistical performance (Waters & Rinsler, 2014). Visagie et al. (2011) stated that South Africa's logistics performance is crucial for promoting both domestic and foreign trade. However, the logistical implementation of such policies will build a tunnel to an ambiguous future, both globally and locally. The long-term repercussions of this phenomenon are explained in a study by Visagie et al. (2011) on the rise in logistics costs in South Africa.

1.2.1 Selected organisation in Western Cape, Cape Town

An organisation in Cape Town, Western Cape Province, will be the subject of this investigation. The South African government owns a stake in this publicly traded corporation. Its duty is to evaluate the calibre of perishable goods produced for both domestic and foreign markets in South Africa. Products that do not comply with the minimal specifications required by the act mentioned below can only be sold in local markets and cannot be exported (Radford, 2011). This logistics firm has been authorised by the Department of Agriculture, Forestry, and Fisheries (DAFF) to provide cold chain services under the PPEC Act No. 9, of 1983, in compliance with the Agricultural Product Standards Act (No. 119 of 1990), founded in 1926. This organisation was recognised as an exporter of perishable goods by a third nation that met the European Union (EU) requirements under European Commission Regulation 543

of 2011. Since it is assumed that the products have previously passed standard and quality testing at their point of origin, obtaining this sort of certification enables all exports of cold or perishable commodities from South Africa to enter the EU with fewer inspections (Potelwa, 2017).

1.2.2 The organisation's strategic programmes

The four key strategic programmes that make up the chosen organisation's strategy work together to support the entity in upholding its high standards across the board. These initiatives were created exclusively to make sure that the organisation maintained standards that are on par with those of the EU. The following are some of these programmes: The Corporate Services Programme aims to ensure that the institution consistently offers professional support services, by maintaining consistency throughout the relevant business divisions that collaborate with the organisation (Markelova & Mwangi, 2010). The Operational Services Programme provides high quality integrated inspection of all perishable commodities and cold chain services across the distribution sector. In addition it must support the Corporate Services Programme. The programme's goal, which is accomplished through three sub-programmes called South, North, and Coastal, is to offer informed and efficient services to the organisation's shareholders (Markelova & Mwangi, 2010).

The organisation operates the Food Safety Programme in addition to the Corporate Services Programme and the Operational Services Programme to make sure that it continues to provide the finest services both locally and worldwide. As its name implies, the Food Safety Programme is entirely in charge of assuring adherence to the laws governing South African food quality and safety requirements (Wang et al., 2016). This programme ensures that all locally grown food will not be unhealthy or dangerous to the health of the customer when prepared or consumed as directed. Section 2(1) of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 prohibits the export of food that is unfit for human consumption (Act No. 54 of 1972).

Specific product quality standards for the domestic market and for export are regulated and supported by the Agricultural Products Standards Act 119 of 1990. The Act oversees, directs and enforces Food Wellbeing and Quality Assurance in the Agriculture Sector. The Transformation and Development Services Programme is the organisation's fourth and final programme utilised to make sure that its plan is appropriately maintained and on course. This programme is specifically designed for internal and external capacity and skill development for the local and global expansion of the institution. The four programmes mentioned above were all created to guarantee the organisation's continued success. The application and

execution of these programmes, however, are not without difficulties. Like any other business, the organisation encounters certain significant difficulties in carrying out the initiatives that make up its general strategy.

1.3 Problem statement

Wheelen and Hunger (2012) defined strategy implementation as the action that a company takes to create strategies that might aid in achieving its overall objectives. Implementing the right methods to ensure a company's sustainability has remained difficult for most businesses. Most businesses are adept at establishing and planning these strategies, but due to several causes and difficulties, their execution continues to be a major difficulty. The country's remote position far away from most of their foreign suppliers and customers, makes their supply chains and logistics more complicated and expensive. Thus, most major South African enterprises are suffering (Luke & Waugh, 2011:337). Wheelen and Hunger's (2012, 2017) study mentioned that there is field evidence that suggests that in the past, developing a plan has received considerably more attention than carrying it through or implementing it. Managers have mastered the skill of creating strategies, yet they still encounter difficulties when putting them into practice.

This is true, even though developing a strategy and putting it into action go hand in hand. Hourani (2017) stated that the current strategy management frameworks do not contribute to fully understanding the topic since they fall short when required to link the variables informatively. The large number of companies that struggle to implement plans effectively show the need for a greater knowledge of the implementation process. Companies that experience the paradox of managing logistics expenses amid rising consumer demands and a non-performing environment, often fail to handle this issue from performing poorly. As far as the researcher knows, there has not been any research done; especially on instances of strategy implementation within quality control and logistics organisations in South Africa. There doesn't appear to be any particular study on the application of strategy management within South African quality control and logistics organisations.

In South Africa, there has been some study on quality assurance and logistics management in general as well as some research on the execution of strategies generally. According to research on logistics management and quality control in general, these organisations should prioritise efficiency, effectiveness, and compliance. Additionally, they must successfully manage their risks and utilise technology.

It's probable that the difficulties in implementing strategies faced by quality control and logistics companies in South Africa are also experienced by other companies in the country. It's also conceivable that these organisations suffer certain particular difficulties. To comprehend these issues more fully and create practical solutions, more study is required.

The characteristics mentioned above are crucial for successful implementation, according to South African studies on strategy implementation in general. Strong leadership, effective communication, involvement, access to resources, and monitoring and assessment are some of these elements.

1.4 Aim of the research

The study's aim is to examine the determining factors that influence how strategic decisions are executed and the outcomes of those effects, in a selected logistics and quality control organisation in Cape Town. Finding out how strategy execution has improved this company's logistics performance and standards is the main goal.

1.5 Objectives of the research

The following are the main objectives of the suggested research:

- i. To understand how strategic plans are implemented in a quality control and logistics company, in the Cape Metropolis.
- ii. To examine the benefits of implementing strategic plans in a logistics and quality control company.
- iii. To identify the challenges that can hinder proper strategy implementation in a logistics and quality control company.
- iv. To identify out the solutions required for successful strategy implementation in a logistics and quality control organisation.

1.6 Research questions

In this research, the execution of a particular strategy and its significance in the quality control and logistics sector are examined by using a specific quality control and logistics business in Cape Town. The study will be guided by the following significant information.

1.7 Main research question

What crucial factors affect how these strategies are implemented by organisations working in the logistics and quality control sectors?

1.8 Sub-questions

- i. What are the steps for strategy implementation in a logistics and quality control company in Western Cape?
- ii. What are the benefits of implementing a strategic programme for a logistics and quality control company?
- iii. What are the problems that can hinder proper strategy implementation in a logistics and quality control enterprise?
- iv. What solutions are required to overcome the challenges that can hinder proper strategy implementation in a logistics and quality control company?

The questions above were used to guide and provide direction for the study as it developed, on the topic of strategy implementation in the quality control and logistics sectors.

1.9 Rationale

Sunjika and Sklar-Chic (2012:199-202) stated that more than 75 percent of South Africa's logistics sectors, continue to play an important role in both domestic and international commerce. They are forced to remove all bottlenecks to achieve high logistics performance, as they grow more and more involved in large-scale logistics activities. However, a sizeable fraction of supply chains and logistics organisations find it difficult to achieve logistical performance (Mafini & Omoruyi, 2013:149). To accomplish logistics performance and plan implementation, most businesses have employed a variety of techniques and tactics.

1.10 Research methodology and introduction

This section outlines the research methodology, the techniques for gathering data, and the analytic steps that were used for this project. This section also includes justifications for the practices that were used. The focus of the study is on the selection of participants, the gathering and analysis of data, and the interpretation of the data..

1.11 Research paradigm

The research paradigm relates to how information develops and what kind of information it is. The philosophy a researcher adopts supports the research plan and methodology chosen for the strategy, which gives crucial guidance on how people interpret the world (Saunders, Lewis, & Thornhill, 2009:108). Research traditions or world views are common terms used to describe paradigms in the social sciences. According to a certain paradigm, researchers employ a particular method to examine events that they consider pertinent to their subject (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014:19). At least three different approaches—philosophical, sociological, and technological—can be used in the investigative process. Axiological,

ontological, and epistemological viewpoints are all part of philosophical practice (Mchunu, 2013:18)

1.12 Research methodology

A research technique is a methodical way that scientists employ to obtain data from the field that is applicable to their field of study. They do this by employing legitimate and practical techniques that are pertinent to acquiring information about the issue under inquiry. The study's goals and objectives, as well as the research questions that lead to the investigation, are also used by the researchers to choose the best approach (Denzin & Lincoln, 2005). This study looked at how a quality control and logistics organisation implements its strategies. The goal is to understand why some organisations implement their strategy successfully, while others struggle to do so.

1.13 Research approach (qualitative research)

Researchers generally use qualitative and quantitative research methods in social science research (Zikmund et al., 2013:133). To comprehend a social issue in its context, a qualitative research approach relies on the examination of data from the field, business, and other sources. Participants' observations, in-depth interviews, and analysis of documents are used in it. A quantitative research technique, places more emphasis on numerical data, numerical analysis, and numerical conclusions (Cooper & Schindler, 2014). The inquiry was carried out using interpretivism. Kumar (2011:14) states that the methodologies and approaches that will be chosen for the study will depend on the nature of the research problem and the research topic. A study philosophy known as interpretivism places a strong emphasis on the significance of comprehending the arbitrary interpretations that individuals make of their experiences. It is frequently utilised in qualitative research techniques including participant observation, focus groups, and interviews.

The assertion made by Kumar (2011) accords with the interpretivist methodology. It implies that the particular study challenge and topic should guide the choice of technique and strategy. An interpretivist method, for instance, might be acceptable if the goal of the study is to comprehend how individuals see a certain phenomena. This might entail gathering information through participant observation, focus groups, or interviews.

On the other hand, a quantitative technique would be more suitable if the study aim was to evaluate a causality hypothesis.

1.14 Research strategy

A research strategy is a technique used for accumulating data for a study. The five basic research approaches used in social science include surveys, phenomenological research, historical or archival material, and case studies. Each of these approaches provides a special way to collect and examine data. In this research, a case study methodology will be used to direct the collecting of field data (Saunders et al., 2009). The choice to employ a case study technique is based on the idea that, in the quality control and logistics sectors, where they are most crucial, strategy implementation and its advantages are not well known (Creswell, 2009).

1.14.1. Case study (single case study)

A case study aims to learn about the situation and the individuals involved (Yin, 2011). Using a case study approach, the following section explores the value of strategy implementation in the quality control and logistics sectors (Eriksson & Kovalainen 2015:115.) The relevance of a strategy is examined using a case study.

1.14.2 Techniques and procedures

The case study methodology often uses a variety of methods for acquiring and collecting data. These methods encompass data assembly, sampling, and analytic methods. The methodologies and procedures outlined here will be influenced by the decisions made in the early stages of the research.

1.14.3 Unit of analysis (target population under study)

A subset of the complete population is designated as an analysis unit when it shares the essential traits of the full population being studied. CEOs of businesses, managers, and general employees who operate in the supply chain and logistics sector were the unit of analysis used for this study (Neuman, 2011:58).

1.14.4 Sampling technique

Probability (random) sampling and non-probability sampling are the two primary forms of sampling that are commonly utilised in research initiatives (Bhattacharjee, 2012:66). Probability sampling is used when an investigation seeks to statistically generalise its findings. Nevertheless, it is seldom applied in qualitative research. Purposive sampling, a type of non-probability sampling, must be used because the current study's focus is on the non-numerical generalisation of the results (Yin, 2011:89). Since the goal of the study is to examine samples that will provide the broadest and plentiful amount of data on the research subject, deliberate sampling was thought to be more appropriate (Yin, 2011:88). Ten interviews with top

management, middle management, lower-level management, or supervisors comprised the sample. Since the research was using a case study, thirty questionnaires were be given to other personnel in the organisation.

1.15 Data collection methods

Semi-structured interviews were employed to collect data.

1.15.1 Semi-structured and in-depth interviews

Additionally, to learn more about the participants' viewpoints on the issue under examination, semi-structured and in-depth interviews were conducted to gather information. In most cases, the interviewer formulated the questions, and the respondent answered them. The interviewer then recorded the respondent's replies (Bhattacharjee, 2012:78). By asking follow-up questions, the interviewer then had a chance to elucidate any points made by the participants during the interview process (Bhattacharjee, 2012:78). The semi-structured phase of the interview then covered a list of themes and questions. However, specifics can vary from interview to interview. In contrast, the subjects raised by participants in the in-depth interview (i.e., unstructured interview) were addressed in follow-up questions (Saunders et al., 2009:320-321). An in-depth interview was considered acceptable for a case study research technique since it posed questions that could not be simply answered. Thus it necessitated that the interviewer had to ask for explanations or examples concerning responses, to enhance the grasp of the issue (Wahyuni, 2012:74).

1.15.2 Data analysis and technique

The current study utilised qualitative content analysis to evaluate and analyse first-hand data collected in the field. In-depth and in-person interviews with respondents from the chosen organisation were conducted in Cape Town, Western Cape, utilising both structured and unstructured interviewing methods. The researcher used primary data for reference purposes.

1.15.3 Qualitative content analysis

Participants were interviewed and the interviews were videotaped and then documented verbatim (using the exact words). They then went through qualitative content analysis, whereby the data was utilised to infer patterns and themes (Wahyuni, 2012:76). Elo and Kyngäs (2008:109-111) dubbed this procedure as Inductive Content Analysis (ICA). The information from qualitative sources was then organised using ICA. Open coding is the process of adding comments and headings to information at various analytical stages, whereas abstraction is the process of creating categories to broaden the scope of the planned

study title (Elo & Kyngäs, 2008:109–111). These clusters' were then given names based on common themes or distinctive patterns.

1.16 Significance of the study

When implementing their strategies, strategists face a variety of difficulties, and they must figure out how to reduce the high percentage of strategic implementation failure in their companies or organisations. According to a research study, (South African GEM, 2011), company failure is a concern since quality control and logistics firms are designed to promote economic development and improve growth in a nation, as opposed to companies that do not succeed in doing so (Chimucheka, 2013; Seeletse, 2012). Due to the lack of study on this issue, Chen and Pauraj (2004) claimed that it was challenging to comprehend how supply chains and logistics organisations could better apply their plans (Hausman, 2005). This issue is made worse by the paucity of prior research and doubts about the validity of current measuring methods and systems in businesses with various organisational structures (Hausman, 2005). A substantial percentage of implementation phase strategies fail.

1.17 Ethical considerations

The standards and guidelines that direct moral decisions in human interrelationships in a research setting are referred to as ethical considerations (Cooper & Schindler, 2014). Given the substantial human engagement in this investigation, the fundamental ethical responsibility for the researcher was to ensure the protection and freedom of participants. Cooper and Schindler (2014) stated that this study's ethical concern was as follows:

- The researcher had to adhere to the Cape Peninsula University of Technologies (CPUT) ethical standards, as stated in the statement made at the start of this research project.
- The first step in the ethical review of this study was to ask the CPUT ethics committee for an ethical clearance certificate.
- The researcher visited the study participant's after obtaining the ethics certifications.
- The participants identities and other sensitive or confidential information had to remain anonymous and confidential.
- Informed consent and voluntary participation: No contact or interviews were allowed to take place without the participants' informed consent or previous voluntary involvement.

1.18 Confidentiality

The study will abide by the norms of confidentiality and anonymity to protect the rights and identities of participants. Anonymity specifies that the researcher or study participants should not be able to identify a participant's response, whereas confidentiality states that a participant's response can be recorded but his or her identity should not be known (Bhattacharjee, 2012:138).

Participants had to be certain that their identity would be kept private by using pseudonyms (i.e. pennames). Participants were also informed that the data they provided would not be used against them and would only be used for academic (Master's theses, publications, and conferences) purposes (although the data could be used by affected organisations and government sectors, to advise on developmental strategies).

1.19 Delimitations and Limitations of the Study

To throw more light on how they were able to implement their plans effectively and because the problem was abstract, a well known logistics and quality control organisation was selected for the case study. The organisation was also picked on the basis that it had a reputation for being a pioneer in quality assurance and in certifying the finest products for international export markets. Their strategic management strategies had given them the ability to outperform their competitors' decade-long quality control and logistical leadership in the industry.

There were, however, some limitations to using the organisation as the research's case study participants. Because the study was concentrated on the implementation of a plan to assist quality control and logistics organisations, the findings could not be generalised to suit various other similar sectors. Any organisation that might be interested in putting the appropriate practices into practise to assist its everyday operations could only obtain theoretical information from the study. Furthermore, any organisation that was interested in implementing a plan had to choose a strategy that was appropriate for its goals and specifications depending on the area and the culture it operated in.

1.20 Thesis structure

The framework for this study is as follows: The study's six chapters were combined to provide a single, convincing case on the factors influencing strategy execution inside the organisation being studied. By providing an introduction to the subject, Chapter 1 provided the groundwork for the study. The reader was given enough prior information to become familiar with the subject to allow for straightforward interaction. The issue statement in this chapter emphasised

some of the gaps in the area and explained why the current study was necessary, and it also highlighted some of the motivations for performing the research.

Chapter 2 analysed the literature that had been found in the area so far by focusing on some of the key notions regarding strategy implementation and how it was carried out in a logistics and quality control organisation. The chapter also provided the theoretical framework that underpinned the study. The goal of Chapter 3 is to give the reader sufficient information and comprehension about the methodology and some of the techniques that were used for the study. It will go into how the strategies were chosen and how the data was gathered. The comprehensive case study results are then presented as significant findings in Chapter 4; and Chapter 5 will then analyse these findings, which were primarily discovered through interviews with senior executive management, employees, the organisation's website, and annual reports. At the conclusion of Chapter 6, a summary of the results will be presented, along with conclusions and suggestions.

1.21 Chapter summary

It is essential that the reader understands the proper data collection procedures and strategies that were used to obtain or collect field data. The research design, approach, the researcher's preferred epistemological stance, and the philosophy were all underlined. A thorough explanation of the decision to use a case study approach for the intended study was also provided. The researcher gave an explanation of why the case study data collection methods were appropriate for gathering the vital information needed for the study. There was also a thorough explanation of the rationale behind the procedures that were selected. This rationale aimed to remove any potential prejudice or misinterpretations that could emerge throughout the data gathering phase. To adhere to the university's research ethics, ethical considerations and critical problems were also discussed.

A graphic table was used to highlight the research strategy that the researcher used to carry out the investigation. This strategy is required to direct all research efforts engaged in the study, to keep it on course and to complete it quickly. It is made up of several benchmarks and due dates that the researcher had to follow in order to advance. All the tasks listed in the table assisted the researcher with staying on task and avoided squandering the limited time and resources that were at hand.

CHAPTER 2: REVIEW OF THE LITERATURE AND THEORETICAL FRAMEWORK

2.1 Introduction

Strategic management is a collection of managerial choices and activities that determines a company's long-term success (Wheelen et al., 2017; 2023) This definition includes long-term planning, environmental scanning, strategy execution, evaluation, and control. Wheelen et al. (2017; 2023) described how good strategic management implementation needs these important characteristics. According to Wheelen et al.'s definition of strategic management from 2023: The process of developing, putting into practice, and reviewing cross-functional decisions that help a company accomplish its long-term goals is known as strategic management.

The three primary elements of strategic management—formulation, implementation, and evaluation—are highlighted in this definition. Creating the organization's mission, vision, goals, and strategies is known as formulation. Changes to the organizational structure, operational procedures, and workforce are necessary for implementation in order to put the strategies into practice. Monitoring the organization's development and adapting the plans as necessary are part of evaluation. Wheelen et al. (2017; 2023) state that the following crucial qualities are required for successful strategic management implementation:

Top management's dedication: The strategy must have the full support of top management while it is being put into action. This entails offering the required tools, assistance, and direction. Organisational alignment: The strategy must be in line with the structure and culture of the organisation. This means that the organization's structure and management must be such that they facilitate the application of the plan. Goals and objectives that are clear and quantifiable must be included in the plan. This will make it easier to monitor development and make any required corrections as needed.

Effective communication is essential for getting the plan through to all staff members. This will guarantee that everyone is aware of their responsibilities in carrying out the plan. Adequate resources: The organisation must possess the tools required to put the plan into practise. Financial, human, and technical resources all fall under this category.

Flexibility and changeability: The plan has to be adaptive and versatile. This is due to the fact that the business environment is continually shifting, necessitating the organization's ability to modify its strategy.

Monitoring and evaluating regularly: The strategy's execution must be continuously examined. This will make it easier to see any issues or difficulties early on and make the appropriate modifications.

2.2 Implementing strategic management

Strategic management implementation involves continuously monitoring rivals and a company's location (Lamb, 1984). Long-term survival while facing everyday competition requires this. Strategic management implementation is a collection of managerial choices and activities that influences a company's long-term success. This study used Wheelen's et al. (2017; 2023) definition. It is a procedure for coming up with, putting into action, and reviewing strategies. It aids a business to obtain lucrative rewards. Any organisation, regardless of size, must apply thoughtful strategic management to compete in the global market and move forward. Wheelen et al. (2017; 2023) emphasise the significance of employee participation in plan execution in addition to the aforementioned traits. If employees are involved in the formulation and implementation of a plan, they are more likely to support and adopt it. Why is it crucial to keep an eye on the company's location and competitors?

According to Wheelen et al., (2023). The business climate is ever-changing, and rivals are continuously searching for advantages. Organisations can see new risks and possibilities by keeping an eye on their competitors and the location of their business, then adapting their strategy as necessary. How does employee engagement support the application of strategic management? Employees are in charge of carrying out the plan on a daily basis. Organisations can make sure that everyone is on the same page and that the strategy is being implemented in the most efficient way possible by incorporating workers in its creation and execution.

Wheelen et al, (2023) highlights some concrete ways that employee involvement might aid in the application of strategic management: Employees can offer insightful information on the business' operations and the competitive environment. Employees can assist in identifying problems and coming up with original fixes. staff can assist in explaining the plan to clients and other staff. Employees may contribute to increasing support for the plan and ensuring that it is successfully executed.

(Wheelen et al, 2023) amongst the strategy that can work for a successful implementation of strategic include workers in implementing strategic management Employee participation in the implementation of strategic management can be achieved in a variety of ways. Several instances include: forming multidisciplinary teams to collaborate on a variety of strategic goals. holding frequent meetings to educate staff on the approach and get their feedback. surveying employees to gain their opinions on the plan and how it is being used. presenting chances for workers to acquire fresh information and abilities that will aid in the implementation of the approach. praising and awarding staff for their contributions to the strategy's execution.

Organisations can improve their chances of success by including their workforce in the execution of strategic management.

2.2.1 Implementing strategic management (strategy formulation)

Wheelen et al. (2017;2023) stated that a strategic management process has four aspects, namely, This strategy creation, environmental scanning, strategy execution, and assessment (Wheelen et al., 2017;2023). Their report advised that a company should analyse its existing situation and market position. They suggested that only then would a corporation know what the appropriate plan to implement was. Put the strategies into action and see how they work. If it does not work, re-evaluate and choose another. Complete recycle environment scans, get together information strategies, future-focused implementation, implementing strategies control, internal strengths and weaknesses, external opportunities and dangers. Strategy creation is a component of a well-planned strategic management execution plan, and is the company's long-term prediction on its operating environment. Long-term projections involve a company's strengths, weaknesses, opportunities, and threats (SWOT) analysis (Bryson., 2018; 2020; 2022) SWOT analysis helps to determine whether a company's strategy matches its culture and surroundings. When done successfully, it guides a company's strategic management execution strategy. It considers the company's mission statement, standards, and feasible goals . A organisation's purpose informs its strategy. Every organisation's mission statement describes its present or future position. It is the organisation's raison d'être. A concise mission statement helps an organisation to stand out from its rivals in its market. Organisations struggle for markets and profit growth in supply chains and logistics, to thrive long-term

Bryson et al 2020; 2022 A SWOT analysis is a strategic planning technique that may be used to evaluate the opportunities, threats, and strengths of an organisation. For creating and carrying out a strategic management execution strategy, it is a useful tool.

The mission statement, values, and realistic goals of the organisation should all be taken into account while performing a SWOT analysis. The company's strategy should be based on its mission statement. The mission statement of any organisation outlines its current or potential future stance. It serves as the foundation of the company. An organisation may differentiate itself from competitors in its market by having a clear purpose statement. To succeed over the long run, businesses involved in supply chains and logistics must compete for markets and increase their profits. Organisations may use a SWOT analysis to pinpoint their opportunities, threats, and opportunities as well as their strengths and weaknesses. The development of a plan that will assist the organisation in achieving its objectives may then be done using this

knowledge. Here are some concrete instances of how a SWOT analysis might be applied to supply chains and logistics strategic management execution:

A company's brand recognition, customer connections, or an effective logistical network are just a few examples of its strengths. These advantages can be used to expand market share or penetrate new markets. A company's shortcomings might include things like exorbitant expenses, outmoded technology, or a shortage of competent staff. The company's competitiveness may be raised by addressing these issues.

Opportunities include emerging industry trends, technological advancements, and alterations to governmental laws. These possibilities can be taken advantage of to acquire a competitive edge. Threats: A business may experience risks including supply chain interruptions, new rivals, and economic downturns. By creating backup plans, these hazards can be lessened or completely eliminated. An organisation may create and put into action a strategic management execution strategy that will assist it in achieving its long-term objectives by completing a SWOT analysis and taking into account its mission statement, values, and realistic goals.

(Wheelen & Hunger, 2006:12). A organisation's long-term sustainability demands a clear vision of its future. The organisation's vision helps accomplish its aims and objectives (Fred, 2011). The goals describe the organisation's aim for survival and profit. The vision of an organisation is its objective or long-term goal. It is what the company hopes to accomplish in the future. The actions that the organisation will take to fulfil its vision are outlined in its goals.

The goals and the vision should be in harmony. The objectives must to be quantifiable, reachable, and supportive of the organization's vision.

For instance, a company can have the goal of being the top supplier of environmentally friendly logistics services. The company may decide to lower its carbon footprint by 20% by 2025 and to double the number of sustainable warehouses it operates by 2030 in order to realise this aim. All personnel should be informed about the organization's vision and goals so that everyone is aware of what the company is aiming towards and how they may help.

Phiri, Ng'andwe, Mukutu, Moono, and Kapapi (2019) claimed that the following are some concrete instances of how an organization's vision may aid in achieving its goals and objectives: The vision may inspire and encourage workers to collaborate around a common objective. The organization's decision-making and resource allocation may be influenced by the vision. The vision may aid in bringing in and keeping partners and consumers. The organisation can stand out from its rivals with the aid of its vision. Organisations can improve their chances of success by having a distinct and motivating vision. (Wheelen & Hunger, 2006:14). A well-formulated strategy maximises an organisation's competitive advantage and minimises its competitive disadvantages nationally and globally.

2.2.1.1 SWOT analysis

A SWOT analysis examines an organisation's ability to thrive and contend in a cutthroat market (Ansoff et al., 2018). SWOT analysis should be used as a guide in a good strategy implementation plan. A functional, commercial, corporate, and global strategy may be established, using the framework that environmental analysis (strategic analysis) provides. Puyt et al.'s SWOT analysis from 2020. It offers a thorough and instructive review of the growth of SWOT analysis. The Stanford Research Institute's management consultants employed SWOT analysis for the first time in the 1950s. SWOT analysis first gained popularity in the 1960s and has since grown to rank among the most extensively used methods for strategic planning worldwide. The study by Puyt et al. (2020) adds significantly to the body of knowledge on SWOT analysis. It explores the many ideas and viewpoints that have influenced the development of SWOT analysis and offers a clear and succinct summary of its history.

2.2.1.2 Environmental scan (strategic analysis scan)

Environmental scanning is a critical part of implementing strategic management. This approach includes an organisation examining dangers and opportunities emanating from rivals (Wheelen & Hunger, 2012; 2023). It is a significant contribution to the literature on SWOT analysis by Benzaghta et al. (2021). It offers a thorough and integrated overview of the SWOT literature across several disciplines. SWOT analysis may be successfully used to obtain desired results. Benzaghta et al. (2021). study offers a thorough and integrated overview of the literature and points out significant trends and directions for upcoming strategies. Benzaghta and others, SWOT analysis is an effective technique for developing and implementing a strategy.

This well-planned approach entails identifying socio-economic, socio-cultural, socio-political-legal, and socio-technological variables that might safeguard an organisation's future. Environmental scanning also incorporates an organisation's methodical examination of suppliers, rivals, consumers, interest groups, and scenarios for improved decision-making (Bryson, 2018).

In the environmental scanning phase of strategic management implementation, an organisation does a synthesis analysis after a systematic study. Synthesis analysis analyses an organisation's external and internal influences. Outside pressures include rivals and the business's market. Internal pressures include manufacturing prices and labour availability for certain of the organisation's duties (Bryson, 2018).

2.2.1.3 Strategy implementation

Implementing strategies is part of strategic management. This stage involves implementing the strategy and setting up the resources, systems, and procedures that will enable the organisation to achieve its goals (Wheelen & Hunger, 2006:17). An organisation must implement its plan in the cold supply chain and logistics sector, to maximise profits and growth. Strategy execution depends on the organisations's culture, structure, and management system. Depending on the environment and market circumstances, this procedure may also need modifications to be made to the structure, culture, and manufacturing methods. Another study by Stroupoulis and Kopanaki., (2022). Theoretical perspectives on sustainable supply chain management and digital transformation: A literature review and a conceptual framework" by Stroupoulis and Kopanaki (2022) explores the relationship between sustainable supply chain management (SSCM) and digital transformation (DT). The authors argue that DT can play a critical role in supporting the transition to SSCM by enabling organizations to improve the visibility, transparency, and efficiency of their supply chains.

Stroupoulis et al., 2022. The literature reviewing of the theoretical literature on SSCM and DT. The authors then develop a conceptual framework that illustrates how DT can enable organizations to achieve the three pillars of SSCM: economic, environmental, and social sustainability. DT may assist SSCM in four critical areas, according to the framework:

Supply chain transparency and visibility: DT technologies like blockchain and IoT may be utilised to increase the supply chains' transparency and visibility. This can assist businesses in identifying and addressing sustainability concerns including labour violations and environmental harm. Efficiency of the supply chain: DT technologies may be utilised to increase the effectiveness of the supply chain. This may result in less waste, fewer pollutants, and cheaper expenses. Product innovation and development: DT technology may be utilised to create new, more sustainable goods and services. For instance, DT may be utilised to create goods that are simpler to recycle and deconstruct.

2.2.2 Evaluation and control

Evaluation and control is when a corporation evaluates its performance and operations to see whether it is doing well. During strategy execution, the organisation might alter its strategy. It involves making vital judgements that impact a strategy's success or failure. The CEO or other business executives often make this kind of decision by ensuring that it is consistent with the firm's mission, vision, and overarching goals; to achieve the intended results (Wheelen, 2006).

Lartey et al. (2023). 's article "Advances in Internal Control: Soft Control Overcoming the Limits of Hard Control" explores the value of soft controls in overriding the restrictions of hard

controls. Hard controls are formal controls that are based on rules and procedures, whereas soft controls are informal controls that depend on human behaviour and culture. The authors contend that soft controls are crucial for efficient internal control because they may be used to reduce risks that hard controls are unable to appropriately address. Soft controls, for instance, can aid in lowering the risk of fraud and unethical behaviour.

Study conducted by Lartey et al. (2023). Outlines the following Six essential soft controls are: Top tonality: The senior management of the company sets the tone at the top. Employees inside the company are infused with its culture and ideals. A firm tone from the top can aid in promoting moral behaviour and lowering the likelihood of fraud. Ethical values: The agreed ideals and tenets that direct an organization's behaviour are known as its ethical values. A culture of integrity and honesty may be created with the aid of ethical ideals. Giving employees the freedom to make decisions and resolve issues is known as empowerment. A culture of ownership and accountability may be developed with the aid of empowerment. Employee competence is the combination of knowledge and abilities that workers require to successfully carry out their duties. Employees who are competent are more likely to recognise dangers and report them than those who are less competent.

2.2.3 Implementing strategic management

Strategic management implementation in quality control and logistics helps organisation's be more proactive about risks, opportunities, and weaknesses that may prevent them from attaining their goals (Fred, 2011:48). A assessment of the strategic tools and frameworks accessible to organisations is provided in "Implementing the Sustainable Development Goals: A Review of Strategic Tools and Frameworks Available to Organisations" by Grainger-Brown and Malekpour (2019). The majority of tools and frameworks, according to the authors, are only useful for the "mapping" and "reporting" stages of strategic management, which take place after plans have been created and even put into practise. The early phases of strategic management, such as issue description and goal setting, were shown to be aligned with a small number of tools, but none of the tools were found to significantly interact with real strategy creation. Strategic management implementation allows organisations to develop and make effective choices, including all workers and managers. Strategic management implementation improves communication within an organisation, by having all employees work towards a single goal. Communication and teamwork are key to an organisation's growth and profitability (Fred, 2011:50). Improved communication and a feeling of closeness via cooperation boosts worker commitment, productivity, and trust. A well defined strategic management implementation plan inspires all personnel to work hard to achieve the organisation's goals and purpose. The consequence is profit maximisation and organisational

success. Non-financial advantages of implementing strategic management in an organisation include:

- Objectively defining managerial challenges.
- Less opposition to change as more opportunities appear.
- Clear framework for regulating staff and activities.
- Clear communication between staff and management.

Another research done by Grainger-Brown and Malekpour (2019). Give some ideas on how to deal with the lack of frameworks and tools available to assist organisations in creating and implementing SDG-aligned strategies: The SDGs may be incorporated into organisations' existing strategic planning processes and frameworks. Organisations can, for instance, conduct a SWOT analysis to pinpoint their SDG-related strengths, weaknesses, opportunities, and threats. They may utilise this knowledge to create plans that build on their advantages, solve their shortcomings, take advantage of opportunities, and lessen risks.

Organisations may work together to create new frameworks and tools for developing and implementing SDG-aligned strategies, including associations of related industries and non-profit organisations. Governments and international organisations may fund and support the creation of new frameworks and instruments for the development and successful implementation of SDG-aligned strategies. These actions can help organisations become better at creating and implementing plans that support the SDGs and work towards a more sustainable future.

2.2.4 Strategic management implementation challenges

Mutunga, Mulandi, Mwaniki, and Kamau, 2023 Organisations must be ready to rapidly and efficiently adapt to change since disruption is the new normal. Organisations need strategic management to thrive in a disruptive world. Understanding the external environment, the competitive landscape, and the internal strengths and weaknesses of the organisation thoroughly is the first step in effective strategic management.

Organisations must be able to create and put into action plans that are in line with their aims and objectives and that take into consideration the disruptive forces that are reshaping their sector. Strong leadership, efficient communication, and a dedication to ongoing improvement are necessary for successful strategy execution. It still holds true in the modern world, when firms must contend with a variety of disruptive influences, such as globalisation, technology change, and climate change.

Besides the primary advantages stated above, there are also obstacles with strategic management implementation, including:

- Orientation towards globalisation, which compels many corporate organisations to continually adapt and rewrite their strategic implementation plans to keep up with market developments (Wheelen & Hunger, 2012).
- The internet and e-commerce have pushed most organisations to do business electronically, thus eliminating the need to develop and execute plans (Wheelen & Hunger, 2012).
- Globalisation and the internet have enabled many businesses to become more linked, resulting in heightened competition. More competition implies that organisations must develop competitive strategies to survive. Inadequate competitive tactics can threaten an organisations viability (Wheelen & Hunger, 2012; 2019).

According to Wheelen and Hunger (2019), the sole objective of strategic management and execution is the improvement and development of an organization's performance. They also emphasised that in order to continue operating financially and maintaining their competitiveness, every company must face challenges throughout the plan implementation phase. The hardest part of the strategic management process is implementing the plan. This is the time when the organisation implements its strategic strategy. This necessitates alterations to the organization's operations, culture, and structure. The company must also deploy resources and inspire staff members.

Wheelen et al, 2019. The proper execution of a strategic strategy might be hampered by a variety of challenges. Among these challenges are: inadequate backing from the top, limited resources, a refusal to alter Inconsistent objectives and goals, inadequate dialogue, Coordination deficit, Unanticipated happenings.

Organisations must effectively navigate the difficulties and put their strategic goals into action, despite the difficulties.

This is so because effective strategic planning is necessary for an organisation to succeed. Organisations may achieve their objectives, enhance performance, and maintain competitiveness with the aid of a well-written strategic plan. Wheelen et al. 2019 study outlines the Following suggestions for removing barriers, challenges to strategy implementation: Obtain the backing of the highest management.

The Chief Executive Officer (CEO) and other senior executives need to be dedicated to the strategic plan and ready to contribute the funds and support required for its execution.

Effectively communicate the plan. All personnel must be informed of the strategic plan in a clear and simple manner so that they are aware of their roles and responsibilities in its execution. Increase the sense of urgency. The strategic plan must be understood by all staff members, and action must be taken to put it into practice. Give instruction and growth. The strategic plan may require training and development of the workforce to be carried out successfully. Follow developments and make corrections.

2.3 Implementation strategies (empirical studies)

The research by Al Jahwari and Budhwar (2021) investigates the factors that affect the strategic transformation processes in five Omani government firms. They found the following four key influencers:

Top management's dedication: Any successful strategy transformation process must include this. The change must have the full backing of top management, who must also be prepared to offer the required funding and assistance.

Communication is key to making sure that all staff members are aware of the change and why it is required. Clarity, concision, and consistency in communication are essential. **Resources:** For the successful implementation of a strategic change process, sufficient financial and human resources are required.

Employee buy-in: It's critical to win over staff members to the transformation initiative. This may be accomplished by including them in the process of planning and executing, and by attending to any issues they might have.

Al Jahwari et al., 2021 discovered that organisational culture may have a considerable impact on the processes of strategic transformation in addition to these four key influences. Implementing strategic change is more likely to succeed in an environment that is open to change and encourages people to be creative and adaptive.

The study also discovered that a typical barrier to strategic change procedures is resistance to change. Employees, supervisors, or other stakeholders may show opposition. Early on in the transformation process, opposition must be anticipated and addressed.

Numerous researches and frameworks have been used to study the process of strategy implementation (Al-Kandi, Asutay & Dixon, 2013). The study hypothesised that an organisation's competitive edge is shown by its distinctive tactics and how it employs them to create high profit returns, compared to other organisations in the same sector. By analysing quantitative data collected from 120 middle managers at three esteemed Saudi Arabian organisations, this study explores the factors that have an impact on strategy execution (Al-Kandi et al., 2013). This study demonstrates that for managers and decision-makers'

implementation strategies to be successful, they must assess the organisational system, structure, leadership style, and employees. The results of strategic decisions were found to be less influenced by other cultural and environmental elements, such as resource allocation, personnel, commitment, and motivation. Although this study was conducted in the banking industry, since quality control and logistics use similar concepts, its findings may be applicable to both fields. Both sectors develop and put strategy into action.

Companies and organisations which execute their strategies gain greater performance and outcomes than those that do not, yet these strategies can fail owing to implementation challenges (Li et al., 2016). Li et al. (2016) contended that for a strategy to be successful when implemented in an organisation, many crucial decisions must be taken by management or others who are in a position of authority in the organisation (Li et al., 2016). To provide the best products or services for the organisation, managers must establish effective structures and methods to monitor how people perform. Corporate systems demand clear and concise basic communication strategies (Al-Kandi et al., 2013).

Al-Kandi et al. (2013) contended that for managers to be successful, they must be conscious of their leadership style. Good leadership leads to the success of a plan, whereas weak leadership leads to organisational failure. A strong manager who understands how to lead people will produce long-term outcomes that relate corporate vision to revenues. Al-Kandi et al. (2013) stated that managers must possess the right skills and qualities to deal with problems and impediments if an organisation is to achieve its goals. This framework describes several fundamental principles and factors that must be taken into account for the implementation of a strategy to ensure that an organisation can continue to be successful. However, some researchers have criticised Al-Kandi for failing to show clearly how all other factors are interconnected, which they claim could lead to a serious dependability issue.

Buliga, Scheiner and Voigt (2016) proposed five plan implementation strategies. In their analysis they identified four models: organisational, collaborative, commander, and cultural. The organisational model's decisions and guiding principles are built on a hierarchical commander model. A strategic manager or leader is a planner and thinker who supports the implementation of a strategy; according to the commander model. A manager or leader must either direct his or her team in following the company model or alternately concentrate on developing new strategies.

By letting others carry out the organisations plan on their behalf rather than carrying it out themselves, a manager or a leader assumes the role of a visionary (Buliga et al., 2016). After making choices, the leader alters structure, people, information and incentive systems to

promote execution. Strategic decision-making is collaborative in the paradigm. Leaders engage group dynamics and thinking to acquire managers' viewpoints on strategic decision-making (Buliga et al., 2016).

The strategic leader focuses on defining and expressing the organisation's purpose and objective. Lower-level staff may plan around the organisation's mission. Alfaxard (2013) found that successful strategy implementation needs to consider human resources, systems, and structures. Alfaxard looked at how Kenyan flower organisations apply strategy. This study found that internal and external variables impacted an organisation's plan implementation. While flower organisations set their objectives, implementing them successfully was extremely difficult and required senior management commitment, clear determination of the steps that had to be taken, money allocation, and internal control systems (Alfaxard, 2013).

That is accurate. According to Alfaxard's (2013) research, systems, structures, and human resources must all be taken into account while implementing a plan in South African farmer organisations. For the successful execution of a plan, he outlined four crucial components that must be in harmony: Human resources: In order to implement the plan, the organisation requires the proper people with the appropriate expertise and skills. Additionally, they must be inspired and dedicated to the plan. Systems: To support the plan, the organisation must have the appropriate systems in place. Informational, monetary, and operational systems are included in this.

Structures: To support the plan, the organisation must have the appropriate structures in place. This covers the lines of communication, reporting structures, and decision-making procedures.

Culture: The company's culture must be conducive to Philosophy, The plan must be supported by the organisational culture. This implies that the strategy should be in line with the organization's beliefs and standards. The results of Alfaxard are in line with the larger body of research on strategy implementation. The successful execution of a strategy depends on a number of elements, including people resources, processes, institutions, and culture, according to other research. Additional findings from Alfaxard's research include the following: How important leadership is: Successful plan execution requires strong leadership. Leaders must be able to properly communicate the plan, inspire followers to support the approach, and overcome implementation obstacles. a need for communication For a plan to be implemented successfully, communication is crucial. Every employee in the company has to be aware of the strategy and their part in putting it into practise. The significance Monitoring and evaluation are crucial, and organisations must continuously assess how well their strategies are being

implemented. This will enable early issue detection and any required corrections. Overall, Alfaxard's study offers insightful information on the elements that influence the execution of effective strategies in South African farmer organisations. His results offer a helpful framework for considering the execution of strategies and may be applied to other organisations as well.

Overall, the Al Jahwari et al., 2021 study offers insightful information on the factors that affect strategic change processes in Omani government firms. Other government agencies can benefit from their insights to increase the likelihood that a strategy change they are making will be successful. For government firms preparing to undertake strategic transformation, the following recommendations are detailed:

Obtain the support of high management. Any successful strategy transformation process must include this. The change must have the full backing of top management, who must also be prepared to offer the required funding and assistance.

Effective communication. To make sure that every employee is aware of the change and why it is important, communication is crucial. Clarity, concision, and consistency in communication are essential. Provide enough resources. According to the Al Jahwari et al., 2021 research, having enough financial and human resources is crucial for carrying out a strategic transformation process.

Achieve buy-in from the workforce. It's crucial to engage employees in the process of transformation. This may be achieved by including them in the planning and execution phases and by attending to any issues they may have.

Establish a culture that is open to change. Strategic change is more likely to be implemented successfully in an environment that supports change and encourages people to be creative and adaptive.

Be aware of opposition and prepare for it. Processes of strategic change are frequently hampered by resistance to change. Early on in the change process, it is critical to foresee and overcome opposition.

2.4 Strategic leadership and implementation

The ability to anticipate and assist others in making modifications throughout the implementation of a plan is referred to as strategic leadership. In order to implement strategy, strategic leadership must motivate subordinates and provide an example for them to follow (Dubrin, 2015; Northouse, 2017). Northouse (2017) stated that effective leadership is needed to communicate the arguments for new strategies during execution. According to their

analysis, long-term firm orientation and survival needs dedication and excitement. When these factors are in place, strategy execution is straightforward and leads to the organisation's success. In his dissertation, Negash (2018) claimed that organisational strategic leaders' competency or reluctance determines whether a plan is successfully implemented.

Another study by Vigfsson, Jóhannsdóttir, and Lafsson (2021) found that top management commitment is one of the most crucial success factors for strategy implementation, supporting Negash's claim that an organisational strategic leader's competency or reluctance determines whether a plan is successfully implemented. One of the most frequent barriers to strategy execution, according to the report, is a lack of senior management commitment. Northouse (2021) discovered in another study that good leaders have a range of abilities and behaviours, such as communication, problem-solving, and decision-making abilities. For a strategic plan to be implemented effectively, these abilities are crucial. Additionally, studies have shown that organisational culture may have a big impact on how well a plan is implemented. Employees are more likely to support the strategy and strive towards its effective execution when organisational culture and strategy are in line. Employees are more likely to reject change and undermine the strategy when organisational culture is out of step with the strategy.

Overall, the evidence points to Negash's assertion being true. A crucial aspect of how well a strategy is implemented is the skill or unwillingness of organisational strategic leaders.

2.4.1 Strategic leadership roles

The study "Conceptualising the role of leadership strategy in the context of strategic management process:A review of literature" by Adoli and Kilika (2020) gives an in-depth analysis of the literature on the subject. For a plan to be implemented successfully, the authors contend that leadership strategy is crucial. The process by which leaders create and put into action plans that are in line with the aims and objectives of the organisation is known as leadership strategy. The authors list several essential elements of a leadership strategy, such as: Vision: Leaders must be able to articulate their clear vision for the company to their team members. Development of strategies: Leaders must be able to create strategies that are in line with the mission and objectives of their organisation.

Adoli et al.,(2020). Implementation: Effective and efficient strategy implementation is a skill required of leaders. Effective change management is a skill that leaders must possess in order to effectively implement new initiatives. The writers also cover how the strategic management process and leadership strategy interact. The process through which organisations create and put into action their strategy is known as strategic management. The strategic management approach, according to the authors, must include a leadership plan. The research's findings

on the function of leadership strategy within the framework of the strategic management process are in line with other studies in this area. The most effective leaders are those who can create and put into practise tactics that are in line with the organization's vision and goals, according to a research by the Centre for Creative Leadership. The results of this study also point to the need for businesses to support staff training in leadership strategy. Training courses, mentoring efforts, and other leadership development programmes can help with this.

Establishing a culture that appreciates and encourages leadership approach is advantageous for organisations as well. This may be achieved by rewarding and praising leaders who are able to create and implement effective strategies as well as by giving staff members chances to hone their leadership strategy competencies.

Organisations may increase their chances of successfully implementing their strategies and achieving their objectives by investing in the development of their leaders and developing a culture that appreciates and promotes leadership strategy.

The following are some advantages of creating and putting into practise a leadership strategy:

- organises the company around a shared vision and objectives
- enhances cooperation and communication
- stimulates and drives workers
- develops an innovative and flexible culture
- raises the likelihood that a plan will be implemented successfully

It is recommended that managers and leaders create and put into practise a leadership strategy. You'll be able to accomplish your objectives and improve as a leader with the aid of a leadership plan.

Another study by Northouse (2017) found that effective strategy execution requires clear and explicit strategic leadership responsibilities. In accordance with their research, effective strategic leadership requires the performance of six roles: comprehension of the organisation's mission, purpose, or vision, exploitation and maintenance of core competencies; support of an organisational philosophy and emphasis on ethical behaviour, development of emerging human capital, and establishment of balanced organisational controls. An organisation may successfully implement its vision, values, and success strategies when these six leadership roles are properly mixed (Northouse, 2017). Balgos and Franco identified five strategic leadership acts in their 2016 research. According to the study, an organisation needs a clear strategic goal, balanced organisational control, and the competence to manage its resource portfolio. Promoting an effective organisational philosophy and emphasising ethical behaviour are vital to strategic planning, according to Balgos and Franco (2016). The authors of this research found that strategic direction is key to

effective plan execution. Creating an effective human resources department was also crucial. Human capital development in this research included growing the workforce's knowledge and skills. This research considered organisational members as a resource that must be efficiently managed for strategic planning execution. Balgos and Franco (2016) claimed that investing in an organisation's personnel develops a competent, resourceful staff. Strategic leadership emphasises ethics. Ethical behaviour aids in evaluating covert acts (Matherne, Ring & Farmer, 2018). Friedman (2016) stated that ethical trustworthiness, integrity, and honesty will continue to be the cornerstones of 21st-century leadership. Strategic leaders who embody these values inspire their workforces and develop an organisational philosophy based on moral principles, overarching ideas, and social conventions. A strategic leader's commitment to legal, ethical, and social issues is both morally and economically sound.

Several concrete instances of how organisational strategic leaders might affect the effectiveness of a strategic plan are provided in a different research by Northouse (2021): setting targets and goals that are precise and explicit. Strategic leaders must be able to clearly communicate the organization's vision and establish goals that are precise, quantifiable, doable, pertinent, and time-bound. successfully articulating the strategy. All employees must be able to understand the plan from strategic leaders in a clear, succinct, and inspiring manner. assembling a group of capable and devoted workers. Employees that are capable and dedicated to carrying out the plan must be found, developed, and motivated by strategic leaders. fostering an environment that is open to change.

2.4.2 Leadership qualities

The study "Impact of Strategic Leadership on Strategy Implementation" by Mubarak and Yusoff (2019) looks at the connection between strategic leadership and strategy execution. The authors contend that effective strategic leadership is crucial for the execution of strategies. In order to accomplish their vision for the organisation, strategic leaders must first design strategies, then inspire and coordinate their team members to put those plans into action. To pinpoint the crucial elements that contribute to strategic leadership, the writers reviewed the relevant literature. They discovered the significance of the following factors: Vision: Strategic executives have a distinct vision for the company. They are able to communicate the vision in a way that inspires and motivates workers.

Mubarak and others, 2019 The main elements that contribute to strategic leadership were determined by the writers after a survey of the literature. They discovered that the following elements are crucial:

Strategic executives have a distinct vision for the company. They have the ability to communicate the vision in a way that inspires and motivates workers.

Development of strategies: Strategic leaders are able to create plans that support the organization's mission and assist it reach its objectives.

Strategic leaders have the ability to put plans into action successfully. They have the ability to inspire and unite workers in support of the organization's objectives.

Strategic leadership has a favourable effect on strategy execution,

according to Mubarak et al. 2019 study. This is so that employees have the tools and assistance they need to succeed, as well as a good organisational culture, cooperation, and collaboration, fostered by strategic leaders. The study's findings imply that businesses should spend money on training strategic executives. By creating and putting into practise successful strategies, strategic leaders may assist organisations in achieving their goals and objectives. The importance of strategic leadership and how it might enhance strategy execution: Disseminate the plan and vision: All employees must get a clear and simple explanation of the vision and strategy from strategic leaders. How the organisation and its people will benefit from the vision and strategy must be explained.

Mubarak et al. 2019, study supported that Build employee support for the vision and strategy: Strategic leaders must build employee support for the vision and strategy. They must clarify how staff members can help the vision and plan become a reality.

Providing people with the tools and support they need to succeed is the responsibility of strategic leaders. Access to training and development opportunities, as well as to financial and other resources, are all part of this.

Establish a supportive organisational culture: Strategic leaders must establish an environment that encourages risk-taking and creativity. Employee engagement and motivation to accomplish the objectives of the organisation will increase as a result. Strategic leaders must keep an eye on how the plan is being implemented and make changes as necessary.

This is due to the dynamic nature of the environment in which businesses operate.

Strategic leaders may aid in bettering strategy execution and assisting their organisations in achieving their objectives by performing these actions.

Good leaders who can execute excellent company strategies have several common attributes. Solaja, Idowu and James (2016) say that a good leader is determined. This quality involves completing a job effectively and on time. It includes initiative, perseverance, and domination. Solaja et al. (2016) claimed that people or managers with these traits are proactive and perseverant.

Another study on "Leadership: Theory and Practice" by Northouse, published in 2021, provides a thorough survey of the main ideas and paradigms of leadership. The book offers a fair combination of theory and practice and is well written and simple to grasp. Beginning with the definition, Northouse (2021) says that leadership is "a process whereby an individual influences a group of individuals to achieve a common goal." The numerous forms of leadership, including trait-based leadership, behavioural leadership, and situational leadership, are then covered.

Other crucial leadership aspects included in the Northouse research include:

- The part ethics play in leadership
- Communication's significance in leadership
- The link between motivation and leadership
- Diversity's place in leadership.

A great source for further leadership lessons is Northouse's book, 2021. Students, supervisors, and anybody else looking to develop their leadership abilities might find it useful.

The essential criteria on leadership traits are highlighted in Northouse's 2021.

Leadership is Not a position, leadership is a process. The optimal strategy will change based on the circumstance. There are many distinct forms of leadership. Communication, motivation, and relationship-building skills are all characteristics of good leaders. The goal of leadership is not perfection. It involves having the ability to accept change and the willingness to learn from failures. The greatest advice for leaders are provided by Northouse's in 2021. It serves as a thorough and instructive introduction to the field of leadership.

1. **Integrity:** means honesty and dependability. Strong-valued, responsible people are reliable (Northouse, 2017).
2. **Intelligence:** involves excellent perception, decision-making, determination, communication, and managerial abilities. Leaders must have self-confidence. A self-confident leader is confident in his or her skill, capacity, and competence, according to Northouse (2017).
3. **Sociability:** This quality makes leaders outgoing, pleasant, and diplomatic. They must have good interpersonal abilities and must cooperate with followers (Northouse, 2017). Last, attention to detail can be demonstrated by their capacity to clearly state the duties they want their subordinates to perform, by demonstrating an understanding of these obligations, or by demonstrating identification with, empathy for, and respect for their subordinates' daily lives (Nawaz & Khan, 2016).

The traits of a good leader are examined using principal component analysis (PCA) in the work "Exploring the qualities of a good leader using principal component analysis" by Olanrewaju and Okorie (2019). A statistical technique called PCA may be used to pinpoint the underlying causes of a group of variables.

13 main components, or 79.00% of the variation in the data, were found using the PCA findings. The 13 major parts were as follows:

- Availability and commitment
- modesty and objectivity
- Goal-setting and attention
- Credibility and ability
- respect and friendliness
- Clarity and assurance
- liveliness and focus
- honesty and originality
- accountability and cooperation
- Integrity and certainty
- Charitable
- joking and upkeep-oriented culture
- Reliability

These 13 primary components, according to the study's authors, are what make an effective leader. They said that in order for leaders to be more effective, they should concentrate on cultivating all of these traits. The results of this study are in line with prior studies on the characteristics of effective leaders. Olanrewaju et al. (2019) Additionally, this study's findings seem to indicate that there is no one "ideal" leadership style. Depending on the circumstance and the demands of the team, a different leadership approach may be ideal. However, all successful leaders have some traits in common, including the capacity for effective communication, inspiring others, and fostering connections.

By reading leadership-related books and articles, participating in leadership training sessions, and getting feedback from others, leaders may hone their leadership skills. By accepting additional tasks and responsibilities, they may also hone their leadership abilities.

The study "Leadership: Past, Present, and Future: An Evolution of an Idea" by Hunt and Fedynich (2019) explores how the idea of leadership has changed over time. The authors contend that the focus on individual qualities and attributes in leadership has changed to one

that is more concerned with the interaction between leaders and followers as well as the environment in which leadership occurs. The writers begin by going over the early theories of leadership, including the trait theory and the behavioural theory. The goal of the trait theory of leadership was to pinpoint the qualities and attributes necessary for being a good leader. The key components of effective leadership were emphasised by the behavioural theory of leadership. The writers then go into some of the more modern leadership ideas, such as the situational theory of leadership and the transformational theory.

Hunt et al. (2019). According to the situational theory of leadership, the ideal leadership stance will change based on the circumstance. According to the transformational theory of leadership, strong leaders are capable of inspiring and motivating their people to do great things. The writers' discussion of the future of leadership is their final point. They contend that in the future, leadership will grow more complex and difficult. Leaders will need to be able to adjust to change and uncertainty. They must also be able to establish rapport and trust with people from various backgrounds and cultures. The results of this study are in line with earlier studies on the development of leadership. For instance, a research by the Centre for Creative Leadership discovered that the most successful leaders are individuals with the capacity to form connections, adapt to change, and motivate others. There isn't a single "perfect" leadership style, according to the study's findings. Depending on the circumstance and the requirements of the team, a different leadership approach may be ideal. However, all successful leaders have some traits in common, such as the capacity for effective communication, inspiring others, and fostering connections. Future leaders must have the following skills: Adapt to change and unpredictability

cultivate connections and trust with individuals from various cultural and racial origins, Encourage and inspire their audience to do great things

Make wise selections and use strategy, Be original and imaginative.

Be moral and accountable. By reading leadership-related books and articles, leaders may hone these abilities. participating in training sessions and asking for input from others. By accepting new duties and tasks, they may also hone their leadership abilities. hunt et al., (2019)

Smith's (2020) research on "Effective Leadership in Online Small Businesses: An Exploratory Case Study" investigates the traits and routines of effective leaders in online small enterprises. To determine the elements that contribute to the success of 10 online small company owners, the author undertook an exploratory case study. According to the author, the following traits and behaviours are crucial for successful leadership in online small businesses:

zeal and internal motivation Effective leaders in online small enterprises are driven by a deep sense of purpose and inner motivation. They are not motivated by benefits from other sources, like money or fame. Time awareness and time management skills: Successful leaders in online small enterprises have excellent time awareness and time management skills.

Smith,(2021).They have the capacity to operate both alone and collaboratively, as well as prioritise assignments and deadlines. Maintaining traditional face-to-face connections: Although online small companies run entirely online, effective leaders nevertheless make an effort to uphold traditional face-to-face relationships with their team members and clients. Relationships and trust are strengthened as a result.having had a dependable influencer in their life in the past:Effective leaders in internet small enterprises frequently have a positive role model in their lives.This individual can have served as a family member, mentor, or role model.

The ability to adapt to change: Successful leaders in online small enterprises are able to adjust to change fast as the online business landscape is continuously changing. and efficiently.They can recognise new possibilities and risks and create fresh plans of action to deal with change.

High levels of problem-solving and decision-making aptitude: Effective executives in online small firms possess strong decision-making and problem-solving abilities.They have the capacity to recognise issues, create solutions, and take decisions swiftly and wisely.According to the study's conclusions, in order to succeed, small company owners that operate online must possess both hard and soft abilities.Hard skills include things like problem-solving, time management, and decision-making. Passion, drive, and flexibility are examples of soft skills.By reading leadership-related books and articles, participating in leadership training sessions, and getting feedback from others, online small company leaders may hone both their hard and soft abilities. By accepting additional tasks and responsibilities, they can also advance their abilities.

The article "Leadership qualities and their consequences in an organisational context: literature review" by Githui (2022) looks at the connection between leadership traits and organisational results.Over 100 research on leadership and organisational success were reviewed by the author.According to research, the following leadership traits are crucial for the success of an organisation:Vision: Effective leaders are able to convey their vision to others and have a distinct vision for the organisation.

Effective leaders have the capacity to think strategically and create strategies to realise the organization's goal.Making choices: Capable leaders are able to make wise judgements

quickly. Effective communication with others, both vocally and in writing, is a quality of effective leaders. Effective leaders are able to inspire and encourage people to accomplish their objectives. Building relationships: Skilled leaders know how to establish connections with people both inside and outside of their organisation. Additionally, the author discovered that leadership traits had a favourable effect on organisational outcomes including output, revenue, and staff happiness. The results of this study are in line with prior studies on the connection between organisational success and leadership. For instance, the Centre for Creative Leadership discovered in one of its studies that the most successful leaders are those who can inspire and drive their subordinates to accomplish great things.

The results of this study also point to the need for businesses to support employee leadership development. Training courses, mentoring efforts, and other leadership development programmes can help with this. Establishing a culture that values and promotes leadership is advantageous for organisations as well. This may be achieved through praising and rewarding leaders, giving staff members the chance to hone their leadership abilities, and fostering an environment where staff members feel safe taking chances and experimenting. Organisations may increase performance and accomplish their objectives by investing in leadership development and developing a culture that appreciates leadership.

2.5 Theoretical framework

Demir and Kocaoglu's study from 2019 titled "Maturity assessment in the technology business within the McKinsey's 7S framework" suggests a maturity assessment approach for technology enterprises based on McKinsey's 7S framework. The 7S framework developed by McKinsey is a paradigm for organisational change that includes seven crucial components: Strategy refers to an organization's overarching plan for attaining its objectives.

Structure: The divisions, reporting arrangements, and communication pathways that make up the organisation.

Systems: The processes and procedures used by the organisation, such as its IT, HR, and financial systems.

The ideals and culture of the organisation.

Staff: The group's personnel, including their qualifications, wisdom, and experience.

Skills are the aggregate capacities of an organisation to carry out tasks and accomplish objectives.

Shared values: The fundamental principles and ideals of the company.

The authors contend that in order for technology enterprises to succeed, they must evaluate their maturity across all seven of these factors. They provide an evaluation model for maturity that has a set of standards for each of the seven components. The standards are based on industry best practises for technology. Technology companies may utilise the maturity assessment model to examine their strengths and shortcomings and create an improvement strategy. Technology companies can use the model to compare their performance to that of other companies in the sector.

Demir et al., 2019 carried out a case study of a technological company to analyse the model of maturity evaluation. and to create a strategy for development.

The maturity assessment model is a useful tool for technology companies looking to boost productivity and accomplish their objectives. The methodology may be applied to pinpoint opportunities for company improvement and create an improvement strategy. The model may be used to compare the company against others in the same industry.

The advantages of employing the maturity assessment model are listed in this study as follows:

Finding areas where the company needs to develop might be useful.

Making an improvement plan might be beneficial.

Comparing the company against others in the same industry might be useful.

The effectiveness of the company may be enhanced. It might aid in achieving the company's objectives. If you are the owner or manager of a technological company, I advise you to evaluate your company's maturity and create a strategy for improvement using the maturity assessment methodology.

A coherent collection of ideas that aids in the explanation of events is known as a theoretical framework. A theoretical framework provides an intellectual and practical foundation for inquiry and study. The McKinsey (1980) theoretical ideas that will guide the field data analysis are presented in this section of the proposal. The McKinsey (1980) framework comprises interrelated structures and assumptions, according to Ravanfar (2015). These constructs—also known as strategic vistas—are used to foresee and direct data collecting from the field. These viewpoints will assist the researcher in comprehending how supply chain and logistics companies prioritise growth and innovation and why some of them fail to achieve their goals (Ravanfar, 2015).

McKinsey (1980) used three horizons. The first horizon of the model concentrates on core business. This viewpoint encompasses all business activities, such as the importation and

exportation of perishable goods to foreign markets (Ravanfar, 2015). A retail organisation advertises and sells its items to diverse markets. Emerging opportunities is the second horizon a organisation must utilise. This perspective focuses on growing the organisation's revenue-generating operations by expanding into new sectors. This might mean releasing new goods and services in a different town or province, or extending to worldwide markets (Ravanfar, 2015). McKinsey's last horizon is Blue Sky. This vision comprises CEOs and corporate executives expanding the business. This takes into account the organisation's decreased profitability. This includes research initiatives, pilot programmes, and completely new income sources (Ravanfar, 2015). The present study is based on the McKinsey (1980) framework, one of the finest for assessing strategy implementation success.

It aids an organisation in maintaining focus while growing and entering new markets and creating new revenue streams. In this study, the theoretical framework created by McKinsey in 1980 will be utilised to explain how various components interact. The field data collected will be looked at. It will be used to produce and verify data for further processing (Anfara & Mertz, 2014). The article "The use of theory in qualitative research: Challenges, development of a Framework and exemplar" by Nguyen et al. (2022) explores these difficulties and offers a framework to assist researchers in overcoming them. The authors also offer an illustration of how to apply the framework in real life. The authors point out a few obstacles to applying theory in qualitative research, such as: picking the proper theory It might be challenging to select the best theory for a certain research project because there are so many distinct ideas accessible. Using theory to guide data collection and analysis: Using theory to guide data collection and analysis in a rigorous and systematic manner can be challenging. presenting the research's results in a theoretically informed manner It might be challenging to make the research's findings understandable to both academic and non-academic audiences.

To assist researchers in overcoming these obstacles, the authors provide a framework. There are three steps in the framework:

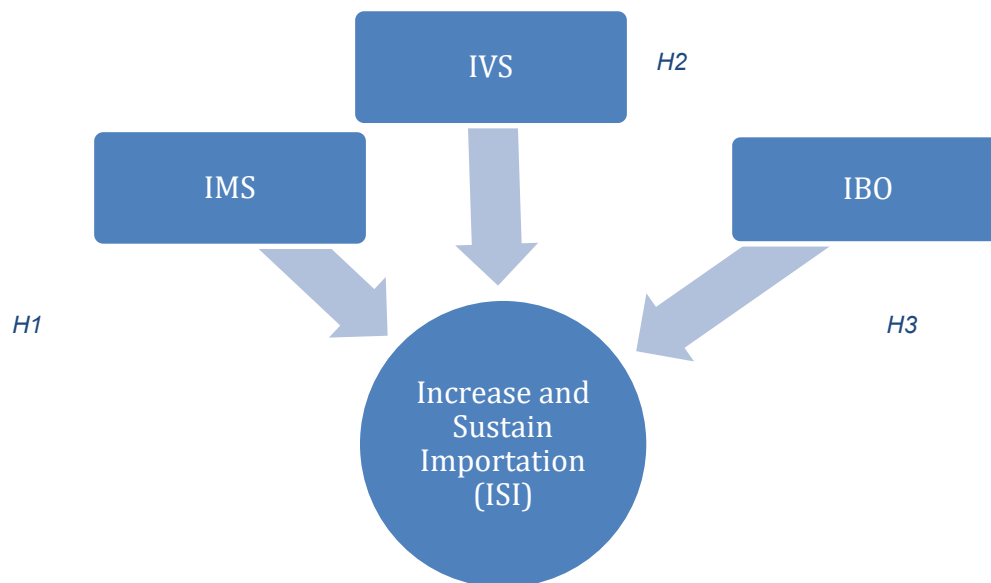
Pick the appropriate theory: Choosing the appropriate theory for the research project is the initial stage. The authors advise researchers to pick a well-developed theory that is pertinent to their study question.

Using theory to guide data gathering and analysis The second phase involves informing data collection and analysis using the selected theory. The idea should be applied by researchers to create research questions, gather data, and conduct data analysis.

Communicate the research's results in a conceptually informed manner: The third stage is to convey the research's results in a theoretically informed manner. The authors advise researchers to discuss the results in connection to the theory of choice and to explain how the results add to the body of knowledge already known in the subject.

The authors also give an example of how to apply the framework in real-world situations. An investigation on the experiences of nurses caring for patients with dementia serves as the model. The framework was utilised by the writers to select the appropriate theory, to employ theory to guide data gathering and analysis, as well as to convey the research's conclusions in a way that is theoretically informed.

Researchers that use theory in qualitative research might benefit from the framework suggested by Nguyen et al. (2022). The framework can assist researchers in overcoming the difficulties associated with applying theory to qualitative research and in producing rigorous, organised, and theoretically informed research.



- **H1:** Implementation of the Mission Statement (IMS), is a positive factor to increase and sustain the importation (ISI) of South African perishable products.
- **H2:** Implementation of Vision Statement (IVS) is a positive factor to the ISI of South African perishable products.
- **H3:** Implementation of Business Objectives (IBO), is a positive factor to the ISI of South African perishable products.

2.6 Conclusion

The analysis of the literature reveals that strategy the implementation is poorly understood and that many organisations struggle to put their ideas into action. This is a serious problem because organisations that struggle to put their ideas into practise are less likely to succeed. The difficulty of implementing a plan can be caused by a variety of variables. These consist of:

Organisational culture: An organization's culture may significantly affect its capacity to carry out its plan. It will be challenging to successfully implement the plan if the organisational culture is not supportive of it.

Organisational resources: In order to put strategies into action, organisations must have the required resources available. Financial, human, and technical resources all fall under this category.

Leadership: Effective plan implementation requires strong leadership. Leaders must be able to explain the plan to their teams, inspire them to follow it, and eliminate any barriers to execution.

Organisations may take a variety of actions to raise the likelihood that their execution of the plan will be effective. These consist of:

Create a plan that is precise and clear: Employees should have little trouble comprehending and understanding the plan. Additionally, it must to be in line with the aims and objectives of the organisation.

Make a plan for implementation: The measures that must be performed to implement the strategy should be outlined in the implementation plan. The resources that will be required and the schedule for implementation should also be specified.

Informing staff about the strategy: Employees should be informed about the approach in a clear and straightforward manner. Employees must comprehend the approach and its significance.

Encourage staff to implement the strategy: For the approach to be successful, employees must be inspired. This may be accomplished by providing financial incentives, praise and prizes, and a supportive work atmosphere.

Eliminate implementation barriers: Leaders must recognise and eliminate any implementation barriers. This can entail making adjustments to organisational rules and practises or giving staff members more resources.

Organisations can increase their chances of successfully implementing their strategies by following these actions. In addition to the aforementioned, I also advise organisations to take into account the following: Invest in the growth of your leadership team because leaders are essential to the execution of your plan. Employers should make an investment in the leadership capabilities of their staff, especially the leaders who will be in charge of carrying out the plan.

Establish a culture of learning and innovation: In order to successfully adapt to change and adopt new strategies, organisations must establish a culture of learning and innovation. This may be accomplished by encouraging staff members to experiment, learn new things, and take chances.

Organisations must gauge and monitor their success in putting their strategies into action. They may use this to pinpoint any areas where they are lagging and make the required corrections.

Organisations can increase their chances of successfully implementing their strategies and achieving their objectives by following these actions.

The literature shows that strategy implementation is under-studied and that many organisations cannot execute their plans. State and private organisations have studied implementation factors. Strategy implementation focuses on organisational variables. Most studies focus on implementation ability. Literature studies also investigated these implementation difficulties. Various methods and frameworks for executing strategy were considered. The third element of the literature study explored strategic leadership in implementation.

Strategic leadership is important for guiding an organisation throughout the implementation phase. That's accurate. There is a paucity of research on strategy management execution in the context of logistics and quality control in South Africa. This is true even if many South African organisations have trouble putting their ideas into practise. The reason there isn't more study in this area is complicated. One reason is because implementing a plan is a difficult and complex procedure. It is challenging to identify the specific elements that contribute to a successful implementation, and it is even more challenging to quantify their influence. The absence of study is also due to the perception of strategy implementation as a technological issue. This implies that it is frequently believed that creating better tools and procedures is the

best approach to enhance implementation. The human aspect, according to study, is frequently the most crucial ingredient in successful implementation. Despite the paucity of study, there are a number of elements that are known to support the execution of strategies successfully. These elements consist of Strong leadership:

The successful implementation of a plan depends on effective leadership. Leaders must be able to properly communicate the plan, inspire followers to support the approach, and overcome implementation obstacles.

Communication: Effective plan implementation requires effective communication. Every employee in the company has to be aware of the strategy and their part in putting it into practise. Employee participation is necessary in the implementation process. They must feel appreciated and like a valuable member of the team. Resources: In order to put strategy into action, organisations must have the necessary resources. Resources such as money, people, and physical assets are included.

Monitoring and evaluating: Organisations must continuously assess and evaluate how well their strategies are being implemented. This will enable early issue detection and any required corrections. The literature on strategy management implementation in the South African setting under logistics and quality control is still in its infancy. But according to the study that has been done, the aforementioned elements are crucial for a successful implementation. More investigation is required to better comprehend the obstacles to strategy execution in South Africa and to create workable solutions.

CHAPTER 3: RESEARCH METHODOLOGY AND APPROACH

3.1 Introduction

The research approach, data collection, and methodologies are covered in this part of the study. This research describes the study's demographic, respondents, sampling techniques, the variables under examination, qualitative instruments, and data collecting and analysis methodologies. It also examines the data analytic methods used to handle data. The first chapter's guiding questions made all the above procedures and activities possible.

- 3.1.1 How do quality control and logistics companies execute strategy, and what factors impact it? This topic is addressed via interviews. The topic seeks to identify the factors that impact the execution of strategic choices in a Western Cape logistics and quality control organisation.
- 3.1.2 What are the steps in a logistics and quality control organisation's implementation plan? This topic asks how a quality control and logistics organisation executes its strategic plans. This inquiry was also designed to determine how logistics organisations execute their logistics and quality control programmes. This investigation employed interviews to obtain important data.
- 3.1.3 Why should a logistics and quality control organisation develop a strategic plan? To understand the benefits of strategic planning in a logistics and quality control organisation a question is asked concerning the benefits of a logistics and quality control organisation implementing a strategic programme. This investigation employed interviews to obtain important data regarding this topic..
- 3.1.4 What might hinder a logistics and quality control organisation's strategy? The researcher spent a month conducting interviews to investigate the hurdles to strategy execution in a logistics and quality control organisation.
- 3.1.5 How might logistics and quality control companies overcome impediments to plan implementation? This question was created to help execute a logistics and quality control organisation's plan. This investigation employed interviews to obtain important data.

3.2 Research paradigms and design

The link between research paradigms and methodological decisions in the research process is covered in "Research paradigms and methodological choices in the research process" by Ugwu et al. (2021). The authors contend that a researcher's methodological decisions will be significantly influenced by the research paradigm they select. The three primary research paradigms—positivism, interpretivism, and pragmatism—are discussed by the writers in the

opening paragraphs. The premise of positivism is that there is an objective reality that may be discovered via scientific investigation. Quantitative techniques, such as surveys and experiments, are used by positivist researchers to gather data.

The foundation of interpretivism is the idea that knowledge is socially created and that reality is a matter of perspective. Researchers who employ interpretivism gather information using qualitative techniques like focus groups and interviews.

Positivism and interpretivism are combined in the mixed methods approach known as pragmatics. Researchers that are pragmatic employ the techniques that are most suited to addressing their particular research issue.

The authors next go into how research paradigms and methodological decisions relate to one another. They contend that the methodological decisions a researcher makes will be significantly influenced by the study paradigm they select:

Design of the study The entire strategy for the research study is called the research design. It contains the research topics as well as the techniques for gathering and analysing data.

Data collecting techniques: These are the strategies employed by researchers to gather data. Interviews, focus groups, surveys, and experiments are frequently used data collecting techniques.

The procedures that researchers employ to analyse data are known as data analysis methods. Analyses using mixed approaches, statistical analysis, and qualitative analysis are frequently used to analyse data.

In their conclusion, the authors make the case that it is crucial for researchers to understand how research paradigms and methodological decisions are related. Researchers will be better able to select the best approach for their study with the aid of this awareness.

Furthermore, a research paradigm determines how a researcher views logistics and quality control (Saunders & Lewis, 2017). Paradigms combine ontology, epistemology, techniques, and methodology. Epistemological expectations emphasise data forms and qualities (Lincoln & Guba, 2011). Logistics and quality control concentrates on the execution, completion, accomplishment, and communication of an information-related strategic strategy. It questions how a would be knower relates to what can be recognised (Lincoln et al., 2011). In this study, the research paradigms describe the worldviews used to analyse the components that affected strategic choices and the results of a logistics and quality control organisation in the Western Cape. An exploratory paradigm was adopted for this study's purposes.

In line with the selected paradigm, a particular procedure was used to analyse the phenomenon's relevance (Du Plooy-Cilliers et al., 2014:19). Philosophical, social, and technological practices impact an organisation's logistics and quality control, to gather data on the elements that influence the execution of strategic choices and the effects of that influence on a chosen logistics and quality control organisation in the Western Cape. Philosophical practices are axiological, ontological, or epistemological (Lincoln et al., 2011). Creswell et al. (2007) found that an exploratory paradigm is important when establishing a research study technique, since it respects the researcher's metaphysical views and interpretations. Researchers use research design to plan their research. It outlines the strategies and processes fields that researchers should follow. It includes research techniques and methods. A study design also describes how researchers analyse field data. This study used Saunders (2018) research onion.

This study used Saunders (2018) research onion. The researcher made extensive use of the research onion that Saunders, Lewis, and Thornhill (2007) developed to illustrate a progressively more detailed approach to the development of research methodologies in accordance with the axioms of particular philosophical orientations. Saunders et al. (2007) explain that the research onion illustrates the crucial sequences that researchers need to follow in order to develop effective strategies for collecting or gathering data from the field. Saunders (2015) research onion represents the stages a researcher must take to accomplish an accurate study. Saunders (2018) noted that completing all rounds of a strategy lowers researcher bias. Saunders stated that each layer of the research onion reflects a distinct stage of the research process (Saunders, 2018).

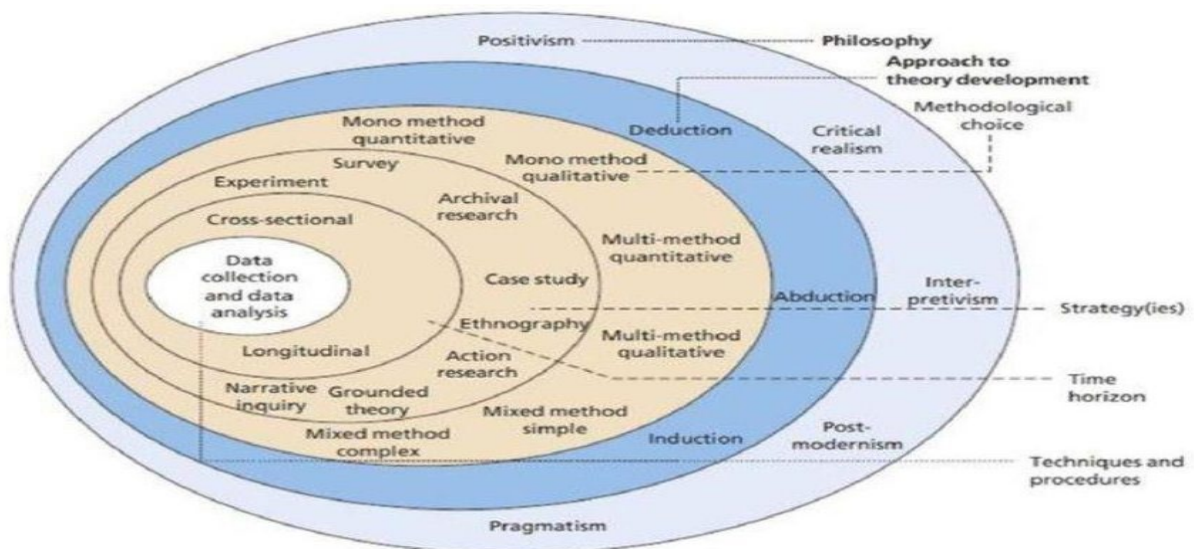


Figure 3.1: Saunders research onion (2018).

Since this study investigates the factors that influenced the implementation of strategic decisions and the outcomes of a selected logistics and quality control organisation in the Western Cape, it was deemed necessary to adopt Saunders's (2018) research onion, to identify the factors that must be considered when formulating and implementing a strategy. Three important philosophies are used for comprehending the aspects that influence the creation and execution of a strategy. These philosophies address the frequently unstated assumptions behind the research and theory we read and undertake to take further. Each philosophy relates to an abstract branch of philosophy. An understanding of these three philosophies enables the researcher to comprehend the elements that influence the implementation of strategic decisions and the results of a particular logistics and quality control organisation in the Western Cape. These beliefs are as follows:

3.2.1 Ontology

Rehman and Alharthi, (2016), Rabetino, Kohtamäki and Federico (2021) stated that the second branch of philosophy, ontology investigates the nature of human life as individuals, in society, and in the world. With the help of this philosophy, the researcher can comprehend the nature of reality in terms of the factors impacting the execution of strategic decisions at a logistics and quality control organisation in the Western Cape. From this vantage point, the study's goal was to understand how managers in a logistics organisation adopt and carry out strategies in the context of logistics and supply chains. Consequently: do these managers embrace all parts of a successful strategy (the 5Ps of the strategy implementation process)? Another ontological question would be to ask whether logistics managers are best understood as individuals or as members of a group social structure. In the present study, the researcher was aware of the obstacles and issues that influence the development and implementation of strategies within a logistics and quality control environment. This context encouraged the researcher to seek clarification and a deeper knowledge of the aspects that influence strategy creation and implementation. The objective was to determine why some organisations are successful in implementing their strategy while others are not. From this objective, the researcher tried to comprehend the significance of the strategy and its application by the study's participants.

3.2.2 Epistemological standpoint

The main goal of this study is to understand the variables that affect how strategic choices are made in a Western Cape logistics and quality control organisation (Nkuda, 2017). The study made the assumption that information on managers' and employees' perspectives on the elements that impact the implementation of strategic choices inside a chosen logistics and quality control organisation was waiting to be discovered; in order to understand these

unknown features. Conversely, other academics believe that humans develop knowledge based on their experiences and how they understand the outside world (Klakegg & Pasian, 2016). There are no universal or absolute truths. Hence, all knowledge is partial and merely socially constructed (Burrell & Morgan, 2017).

From this epistemological perspective, the researcher also asked, "How do we know what we claim to know about managers' and workers' experiences and perceptions of the factors that influence strategy execution in a logistics and supply chain organisation?" In addition, the study sought acceptable knowledge and addressed the facts based on this knowledge. In this method, the study was able to precisely define acceptable knowledge in the study's topic (Burrell & Morgan, 2017).

The researcher also posed epistemological challenges, such as "How do we know what we claim to know about the elements that influence strategic implementation decisions at a logistics and quality control organisation?" Having reached this step, the researcher then aimed to get a deeper grasp of the relevant aspects and procedures that must be observed when implementing a strategy. In this manner, the principal investigator was then able to precisely define and draw parallels about acceptable knowledge in the field of strategy execution (Burrell & Morgan, 2017).

3.3 Research approach

The research approach refers to the steps, procedures, and correct guidelines that must be followed by a researcher to acquire specific knowledge on the factors that influence strategy formulation and its implementation in the logistics and quality control industry using a variety of methods. According to Creswell and Plano Clark's (2017) study, both primary and secondary research methodologies strive to develop knowledge at various phases of the research process. The present study utilised a qualitative research methodology by collecting data from the site where the pilot study was conducted, using multiple data collection techniques. To gain a deeper knowledge about the investigated topic, the researcher further categorised the data into relevant themes (Creswell & Poth, 2016). In addition, the design method assisted the researcher in generating new knowledge regarding the elements that influence the implementation of strategic decisions and the results in a logistics and quality control organisation in the Western Cape (Creswell, 2009). Given the aims of the research, the study employs a mixed research approach. A mixed-method research approach for the acquisition and examination of data wherein the qualitative and quantitative research approaches are combined harmoniously in order to address the research problem. Mixing both research approaches means combining their strengths and advantages, resulting in a more complete grasp of the research problem (Creswell & Poth, 2016)

3.3.1 Qualitative research approach

A thorough summary of the five most popular qualitative research methodologies is given in Creswell and Poth's (2018) book, "Qualitative Inquiry and Research Design: Choosing Among Five Approaches":

Investigating tales from individuals and communities is the subject of narrative inquiry. Through interviews, life narratives, and other storytelling techniques, researchers gather data.

Phenomenological research: Phenomenological research aims to comprehend people's actual experiences. Interviews and other techniques that let individuals express their experiences in their own words are used by researchers to gather data.

Developing ideas based on the facts gathered is the basis of grounded theory, a data-driven approach to research. Interviews, observations, and other approaches are used by researchers to gather data, which is then analysed to find trends and themes. Ethnography: Ethnography is a comprehensive study methodology that entails fully integrating oneself into a culture or group in order to comprehend it from the inside out. Researchers gather information via making observations, conducting interviews, and taking part in community activities.

Case study: A single case, such as an individual, a group, or an organisation, is the subject of case study research. A range of techniques, including interviews, observations, and document analysis, are used by researchers to gather data.

Each of these strategies has advantages and disadvantages of its own. It might be challenging to generalise the results of narrative inquiry to other people, but it is useful for understanding the tales of individuals and organisations. The analysis of the material produced by phenomenological inquiry can be time-consuming and difficult, yet it is effective for comprehending people's lived experiences.

Although it might be challenging to generalise the results to different situations, grounded theory is useful for creating hypotheses from evidence. Ethnography is useful for understanding societies and groups from the inside, but maintaining neutrality may be time-consuming and difficult. Example study research is useful for comprehensively examining a particular example, but it might be challenging to extrapolate the results to other cases.

Depending on the precise study issue that the researcher is attempting to address, the optimum strategy will be determined. Narrative inquiry would be an excellent option if the researcher is interested in comprehending the histories of people and organisations. Phenomenological inquiry is a suitable option if the researcher is interested in learning about people's actual experiences. Grounded theory would be a suitable option for the researcher if

they are interested in creating ideas based on the evidence. Ethnography is a wonderful method to use if the researcher is interested in learning about cultures and communities from the inside out. instance study research is an excellent option if the researcher is interested in a thorough examination of a specific instance.

The present study used qualitative research, in which the researcher gathered data from the study site using several methodologies (Creswell & Poth, 2016; 2018). Creswell and Poth (2016; 2018) found that qualitative research allows for the examination and understanding of a problem's significance. This lets academics study an issue in context.

This technique allowed the researcher to acquire a deeper knowledge of the factors that drive logistics plan implementation, rather than concentrating on the subject's outer qualities (Long & Johnson, 2000). A qualitative research technique employs in-depth interviews, participant observation, and document analysis, to examine field and industrial information; in order to understand a social problem in context (Blumberg, Cooper & Schindler, 2014). Kumar (2011:14) said that the research topic and query determined the research methodology used. Since employees, managers and directors are included in the population being studied, qualitative research helps the researcher to understand the conditions they work under and their opinions (King, Keohane & Verba, 1994).

The study was best served by the qualitative research method since that allowed the researcher to capture the opinions of workers, managers, and directors regarding the factors that affect how strategically important decisions are carried out in such an organisation. This study technique aimed to understand how employees, managers, and business directors saw their environment. The study performed qualitative research to understand how general employees, corporate managers, and directors understood the variables that impact strategy creation and execution in organisations.

3.3.2 Quantitative research approach

A quantitative research approach is a systematic and empirical method used in research to collect, analyse and interpret numerical data. This approach is characterised by its focus on objectives, and quantifiable data and employs various statistical and computational techniques to draw conclusions and make inferences. Quantitative research typically involves the use of structured surveys, experiments, observations, and measurements to gather data from a representative sample or population (Creswell & Poth, 2016)

For the purpose of this research study the quantitative is characterised by measurement, objectivity, statistical analysis, statistical analysis, generalisability and deductive reasoning.

3.4 Methodology

A research plan collects and compiles data. Social science research uses five methodologies; experiments, surveys, historical or archival data, and case studies. Each of these methods for gathering and analysing data is distinct. Case studies inform current field research (Saunders et al., 2015). The case study approach was chosen since strategy execution and its advantages are not commonly recognised in quality control and logistics studies (Creswell, 2016).

3.5 Case study strategy

Pathiranage et al.'s article "Case study research design for exploration of organisational culture towards corporate performance" (2020) supports the use of a case study research design to examine the link between organisational culture and corporate performance.

A case study research design, according to the authors, is suitable for this kind of study since it enables researchers to investigate complicated phenomena in a practical setting. Researchers can gather information from a range of sources, such as interviews, observations, and document analysis, using a case study research design. The following components make up the case study research methodology the authors suggest: Choose the case. The example should involve a single organisation with a distinct organisational culture.

Identify the important factors.

The company performance and organisational culture are the main factors.

Gather the data. A range of sources, such as interviews, observations, and document analysis, should be used to gather the data.

Review the data. It is necessary to analyse the data to find trends and themes.

Make judgements. The results of the data analysis should serve as the foundation for the conclusions.

The authors contend that this case study research approach will enable them to conduct a thorough and rigorous investigation of the link between organisational culture and business performance.

Research using case studies aims to get insight from the case and its participants (Yin, 2011). The significance of strategy implementation in a Cape Town quality control and logistics organisation is examined in this case study (Eriksson & Kovalainen 2015:115). The researcher can investigate the phenomenon in its natural environment by doing case study research. This reduces researcher biases and provides accurate data (Yin, 2011). Dependability is crucial when one is collecting mixed-or single-method data. If a researcher follows the original

study's protocols closely, it raises the possibility of producing trustworthy, reproducible, and useful findings (Creswell et al., 2011). Reis, Amorim and Melão (2018) stated that a case study should be analysed in context since the investigated phenomena must answer why and how questions. Adopting a case study technique helped the researcher to understand what to consider while implementing a strategy in a logistics and quality control organisation. It helped the principal investigator to understand implementation methods and procedures.

3.5.1 Choosing cases (the organisation)

This organisation being researched is in the Western Cape. The office is in Mandalay, fifteen kilometres from Cape Town's airport. The South African government owns the company. The organisation evaluates perishable items for local and international markets. Since 1926, the firm has been a leader in agricultural quality monitoring. The firm has industry-leading quality standards. As a quality control measure, the company ensures that all exports meet international standards. Non-compliant products cannot be exported to overseas markets. These products wind up in local upmarket retailers nationwide (Radford, 2011). Since the organisation's founding in 1926, the South African government has granted it permission to perform cold chain services under the PPEC Act No. 9, of 1983, which was issued by DAFF under the APS Act, No. 119. This company is recognised by EU Regulation 543 of 2011 as an exporter of perishable goods from a third nation. By acquiring this certification, the organisation has unfettered access to the European Union's market, since its goods have passed quality and standard examinations (Potelwa, 2017).

3.5.2 Strategic programmes

The chosen organisation's strategy is governed by four core strategic programmes that, when combined, enable it to maintain high quality standards. These programmes guarantee that an organisation maintains EU-compliant requirements: The Corporate Services Programme ensures that the company offers professional support services across the board by preserving consistency across major business divisions (Markelova & Mwangi, 2019). The Operational Services Programme provides the distribution market with high quality integrated inspection of perishable goods and cold chain services. The South, North, and Coastal sub-programmes support the organisation's overarching objective of providing its shareholders with effective and knowledgeable services (Markelova & Mwangi, 2019).

To provide the best services locally and globally, the organisation implements the Food Safety Programme in addition to the Corporate Services Programme and the Operational Services Programme. The Food Safety Programme ensures conformity with South African food quality and safety requirements, as its name indicates (Wang et al., 2016). This initiative ensures that

locally produced food is safe when prepared and eaten as intended. Section 2(1) of Act 54 of 1972 forbids the importing of human-unsafe foods. Act 119 of 1990 monitors and certifies local and international product excellence standards.

Enforcing it is the responsibility of the board for Food Safety and Quality Assurance in the Agriculture Sector. The organisation's fourth and final strategy-maintenance project is the Transformation and Development Services Programme. Through this initiative, the organisation's internal and external capacities are improved. All four programmes were created to ensure the company's prosperity. These programmes' application and execution face challenges. Like every other company, the organisation has challenges in implementing its overall plan.

3.6 Sampling methods

Figure 3.2 shows the last layer of the research onion which includes approaches and processes such as sampling, data collection and data processing. Decisions made at earlier levels of the research onion affect the methods and techniques below.

3.6.1 Unit analysis of target population

In case study research, the community, individuals, or objects under investigation serve as an analytical unit (Bhattacharjee, 2012:65). The "what" of an inquiry is also a unit of analysis. A population is a researcher's unit of analysis. Usually, just a sample of the population is studied; the findings can then be extrapolated to the whole population.

This research analysis workers, supervisors, and directors. The case study technique uses several data collecting and aggregation methodologies, sampling, population, and data collecting (Yin,2011). In a research study, 'population' refers to the large general group from which a researcher picks a sample (Burns & Burns, 2008). It contains people with relevant characteristics (Guest, Namey & Mitchell, 2013). **Population:** general managers, logistical coordinators, general labourers. Rubin and Babbie (2016) describe sampling as selecting a small sample of a larger population to emphasise a study element and make data collection simpler. Participants were recruited because they were expected to provide a rich source of data (Creswell & Poth, 2016) and understood the study issue and phenomena (Burns & Grove, 2014; Tashakkori, Johnson & Teddlie, 2020).

They also reveal the population's defining traits (De Vos et al., 2005). Probability (random) sampling and non-probability sampling are two types of research sampling (Bhattacharjee, 2012). Probability sampling is used to generalise quantitative data, whereas qualitative research seldom does. Purposive sampling is needed since the present research focuses on non-numerical generalisation (Yin, 2011).

3.6.2 Purposive sampling

Sampling is the method whereby researchers choose examples from a larger population (Leavy, 2017). The researcher had to determine which parts of the study would provide data. The researcher then identified the characteristics of the population. A researcher may make claims about a population (Leavy, 2017). After determining the element of interest and population, the researcher determined the study population (sample frame) (Leavy, 2017). A sample is taken from the study population to generalise the conclusions drawn of the total population. So, the participants were carefully chosen to provide a representative sample of the study community (Hennick, Hutter & Bailey, 2011). Strydom (2011) defined a sample as a subset of the population that the researcher is particularly interested in. The twenty participants selected were chosen using probability (random) and non-probability (purposive) selection techniques, to ensure that their responses were pertinent to the study's goals.

3.6.3 Study sampling and selection of participants

Purposeful sampling extends knowledge by deliberately searching out rich data sources, according to Tashakkori et al. (2012). Using purposeful sampling, the researcher can select participants who will best respond to the study's objectives and the research question. Given that the objective of the study was to gather pertinent data, this made the sample more acceptable (Creswell & Poth, 2016). Purposive sampling (also called purposeful or judgement sampling) assumes that picking the best examples for the study gives the most accurate data and that research outcomes are directly tied to the cases being analysed (Patton, 2014). This strategy seeks "information-rich examples" to suit study goals and inquiries (Morse, 2015; Patton, 2014). Purpose sampling was used to pick important informants who could provide information to address research questions (Morse, 2015). Purposive sampling picks individuals based on their expertise and experience, thus saving time and money (Morse, 2015). Purposive sampling allows researchers to interview participants depending on their knowledge, experiences, background, and viewpoint on the study issue, according to Creswell and Clark (2011). Bernard, Wutich and Ryan (2016) emphasised the significance of availability, having a desire to contribute, as well as the capacity to communicate experiences and opinions clearly, expressively, and in-depth.

3.7 Data gathering approaches

The data were gathered by means of questionnaire survey and semi-structured interviews. The survey questionnaires that were developed to collect the quantitative data comprised of two categories of questions and statements. The first required the respondents to provide demographic details, such as their ages, genders, the levels of education that they had

attained, their incomes, the positions that they held at the company, and their daily duties. The statements in the second category were formulated to ascertain their perceptions of strategic management plan implementation. Each strategy used a different approach to gathering data. After gaining approval from the HDC Ethics Committee at the CPUT, the researcher started gathering data for the case study via questionnaires, semi-structured interviews, and field notes. Participants described their experiences by answering open-ended questions (Denzin, 2018). General Managers, senior managers, and executive level senior directors had separate interview instructions. Interviews were in English. Field notes were used to balance audio recordings of interviews with the organisation's major informants (Denzin, 2018). Notes helped with the data analysis and interpretation.

3.7.1 Survey Questionnaires

The research collected data using survey questionnaires. These surveys included biographical and Likert-scale questions. Maree and Pietersen (2007) and Saunders et al. (2009:378), stated that assessment and opinion queries and replies commonly use a Likert-style rating scale. The survey comprised four sections. Section A collected respondents' age, gender, profession, etc. The last three parts gathered evidence for each hypothesis. Section 4 evaluated the broad outlines that managers and directors should follow when developing a plan. All four parts were cohesive so the responders could easily understand them. The researcher used structured questionnaires to obtain case study data from a wide variety of populations. Using questionnaires in this research helped reduce logistical and time-consuming interviewing demands. The researcher used structured questionnaires to gather data on strategy design and execution, in a logistics and quality control organisation. After statistically analysing the data, the researcher interviewed general managers and directors, who outlined the methods and processes they used while executing corporate plans.

The researcher used the questionnaire to learn how workers and management execute organisational strategy and the techniques and processes they used. The researcher then conducted in-depth interviews to explain the survey's key data findings. Lower-level general workers were given a set of questionnaires, and junior and senior managers were given a questionnaire for an interview that was recorded using a digital recording device to maintain accuracy, and to prevent the omission of vital information, thus allowing for greater concentration during the data collection proceedings.

3.7.2 In-depth and semi-structured interviews

The researcher conducted in-depth, semi-structured interviews to gather participant-focused data (Bhattacharjee, 2012). To clarify any unclear issues, an interviewer can ask follow-up

questions (Bhattacharjee, 2012). The proposed in-depth interview (unstructured interview) was used to talk about issues that were raised by participants (Saunders et al., 2009). Due to difficult-to-answer questions and the researcher's expectation that they would be followed by reasons or examples, in-depth interviews were deemed suitable for a case study research technique (Wahyuni, 2012:74).

3.8 Data analysis and frameworks

Qualitative data analysis depends on the procedural study plan. This inquiry required identification of design techniques. All information obtained during an inquiry must be processed, classed, or analysed to understand the phenomena. This enables the researcher to comprehend the problem more thoroughly and modify data interpretation. The data was analysed qualitatively, utilising theme and sequence analysis (Neuman, 2011).

Thematic data analysis was the most successful strategy for addressing the study's research questions (see section 3.1 below). Braun and Clarke (2006) stated that thematic analysis "finds, examines, and presents patterns (themes) in qualitative data". Boyatzis (1998) stated that thematic analysis enables researchers to find and portray data patterns as well as create connections between topics. Excel spreadsheets were used to compare respondent replies, using bar and pie charts.

The charts made it possible to reveal differences and similarities. Thus, these replies were presented according to developing themes, together with observed patterns, to deduce the deeper meaning of the data. Differences in experiences and perspectives were highlighted by the researcher, along with common underlying concerns that arose from the interviews. The researcher analysed the data using the six steps outlined by Braun and Clarke (2006) for doing a theme analysis.

This process entails familiarising oneself with the data, developing rough codes, seeking out and analysing themes, defining and labelling themes, and producing reports. These criteria, according to Patton (1990), can be used to classify raw interview data, identify norms for qualitative analysis, and apply flexibility to study questions and data. This research analysed field-collected primary data using qualitative content analysis. Braun and Clark's (2006) thematic data analysis included detecting, evaluating, and accounting for data patterns (Braun & Clarke, 2006, 2014).

3.8.1 Study's data analytics framework

Data was collected by recording and transcribing participant interviews. Transcripts were recorded verbatim, (using the exact words). Inductively identifying patterns and themes in qualitative content analysis (Wahyuni, 2012:76). This is ICA, per Elo and Kyngäs (2008:109-112). Qualitative data is organised using ICA. Open code, category development, and abstraction are all covered. Open coding requires employing a range of analytical techniques to incorporate headers and notes into the text, and abstraction means using categories to provide a general overview of the research subject (Elo & Kyngäs, 2008:109–111). The definitions and descriptions in the book were divided into these categories based on themes, trends or content. Each questionnaire answer set received a number code (Veal, 2017). The researcher studied the original data to fix any errors in the coded data (Veal, 2017).

3.8.1.1 Thematic analysis

The researcher used theme analysis to investigate organisation-collected data on the components that impact strategy implementation and adoption in a logistics and quality control organisation. During this technique, the researcher refined field data to better comprehend the researched field. In this step of theme analysis, the researcher considered:

- The researcher used all essential study methodologies to collect data. Observations produced all field notes' data.
- Data was topically categorised. The researcher employed the first level of coding by identifying the data's apparent theme and the respondents' specific thoughts and utterances. Concerning the research themes, the data was coded using codes that related to outstanding data notions. Each theme's data was gathered from the research questions.
- Identifying themes. The researcher analysed codes while relevant data extracts were categorised by study-related topics.
- The researcher reviewed the topics to assess their application and validity.
- The dataset provided evidence for each topic. Overarching and subthemes were then identified.
- The data's themes and subthemes are clear. Continuing analysis helped identify themes. Each theme's name and working description was supplied to the researcher.

3.9 Credibility measures

Credibility, reliability, transferability, and conformability were used to assess trustworthiness. Measuring the quality of the study data ensures internal and external validity, representativeness, reliability, and objectivity (Amankwaa, 2016). Credibility or authenticity

means that the inquiry correctly identifies and characterises the issue and evaluates what was intended (Rogers, 2018).

This confirmed that the study followed the design and data collection parameters. The researcher used interview guidelines based on the research questions and goals to improve the study's data (Onwuegbuzie & Leech, 2007:109). Field notes (to discover missing data) and audio recordings were used to strengthen the study's credibility (Leedy & Ormrod, 2010). Individuals were questioned at different times and places to determine similarities. Interaction or follow-up visits with research individuals boosted the level of data dependability and authenticity.

Respondents were able to talk more honestly and frankly during follow-up meetings. Continued engagement with the respondents following the face-to-face interviews enabled them to provide deeper and more accurate information. Transferability was accomplished by aligning questions and data collecting techniques with the study's goals. This meant that the researcher made sure that the data collection techniques could be repeated (Schurink, Fouché & De Vos, 2011).

Transferability required the researcher to offer enough information so any reader could assess whether the provided circumstance was like the one to which they intended to apply the results to (Shenton, 2004). The researcher ensured that sufficient contextual information was provided to enable anyone who reads the study to decide if the event, occurrence, or phenomenon that is investigated in is similar to the one to which the findings are to be transferred (Shenton, 2004). Conformability is the extent to which a study's outcomes are the product of the research study's emphasis and do not reflect the researcher's prejudices (Krefting, 1991).

This study's conformity was also essential for elucidating the idea of reflexivity, which is awareness of the researcher's role in conducting research, as well as the technique and outcomes of the research (Haynes, 2012). Reflexivity helped the researcher to understand an individual's cognitive environment, especially his or her impact on participants and her personal influence as a researcher (Auerbach & Silverstein, 2003). Reflexivity allowed the researcher on-going self-awareness and inner reflection during the data collection process and it also assists in "making visible the practice and construction of knowledge in order to produce more accurate analysis of our research" (Pillow, 2003.p78). Dependability refers to the researcher's duty to provide reliable results. It also specifies how well the researcher recorded the study 'processes, so that others could audit, monitor, and assess them (Guba & Lincoln, 1981; Moon et al., 2016).

3.10 Ethics and consent

Ethical considerations guide moral decisions about human relationships in research (Blumberg et al., 2014). Given the large number of human participants, the ethical imperative was to protect their autonomy. This study's ethical considerations are as per Blumberg et al. (2014). The researcher followed CPUT's ethical requirements as stated in the project's declaration. This study's ethics started with a request to the CPUT ethical committee. Respondents' names and sensitive information were kept confidential. Voluntary participation and informed permission were required for all encounters or interviews.

3.11 Confidentiality

To protect participant identities, the study utilised two fundamental concepts (anonymity and confidentiality). While confidentiality says that a participant's response may be identified but that his or her name should not be revealed, anonymity suggests that the researcher or study readers should not be able to identify a participant's response (Taherdoost, 2022). The participants' real names were hidden under pseudonyms (i.e., pennames). Participants were made aware that the information would only be used for academic purposes (Master's theses, publications, conferences), and that it would not be used against them (although the information could be used by affected organisations and government sectors to advise developmental strategies as the research seeks to inform decisions and policy).

Confidentiality is the non-disclosure of personally identifiable research project information (Surmiak, 2018). Secrecy and anonymity are related. Anonymization does not fix confidentiality issues but is also a strategy to avoid exposing any information that may link participants to the study. In research, confidentiality means not sharing participant information and not identifying them (Lounsbury et al., 2007). Privacy protects study participants' autonomy, independence, and wellbeing. Privacy is congruent with societal norms and individual expectations of "what information about oneself should and should not be disclosed" (Lounsbury et al., 2007).

- Participants' data was kept confidential.
- Participants were informed that the study was for academic research.
- The collected data will be utilised to obtain a Master's degree (Business Administration).

3.12 Conclusion

The researcher contextualised the study by using closing topic examples that were linked to themes, research questions, and analysed material. The final topic was picked from the data

and analysed to persuade the reader of the study's relevance. Empirical data supported the description and analysis of the topics. It is crucial to educate the reader on the field data gathering techniques and tactics used. The study design and the researcher's epistemology, and philosophy were also emphasised.

Full explanation of why a case study was chosen for the research was given. The researcher justified the case study data collecting techniques for the proposed investigation. Justifications for various methods were provided. This aimed to avoid prejudice or misconceptions during data collecting. The fourth chapter presents the study's findings and a summary of fieldwork activities that assisted the researcher with gathering data on the elements that impact strategic decision implementation and the effects of that influence in a Western Cape logistics and quality control organisation.

CHAPTER 4: DATA PRESENTATION AND RESULT EXPLORATION

4.1 OVERVIEW

The primary focus of this section is the presentation of the data amassed during the fieldwork. The result provided a systematic analysis of the data and a discussion of findings from the interview results. The findings were first transcribed into Microsoft Word and later coded into Microsoft Excel format, where each row represented a respondent. A total of fourthy responses was coded in Excel format.

The demographic distribution of the respondents was reported using an Excel datasheet, while the Excel data was later recoded using Nvivo qualitative data analysis software for the remaining information. Nvivo software is well spoken of in the literature for its ability to transcribe, code, query, and assemble qualitative data into themes systematically; and to give dynamic but scientific output for qualitative data (Qureshi, 2016). Nvivo assisted in extracting additional information from qualitative data, resulting in deeper insights and discoveries that are articulated, tenable, and supported by solid evidence. Advanced cross-tabulation of variables with respondents' responses—typically ordinal or categorical—is possible with Nvivo.

The study aimed to investigate factors influencing strategy management implementation at a selected logistics and quality control organisation in the Western Cape. It also examined the challenges faced in implementing the organisation's strategic objectives. The study raised four specific but practically related research questions. The first study topic concerned the methods used by organisations in the quality control and logistics sectors to carry out their plans and the measures that are necessary to do so successfully.

The second study question examines the advantages of putting a strategy programme in place in a quality assurance and logistics firm. The final study question asks what obstacles can prevent a quality control and logistics organisation from implementing a plan effectively. The last and fourth study topic is concerned with how to apply a plan successfully in a logistics and quality control business.

4.2 SECTION A: PRELIMINARIES INFORMATION ABOUT THE INTERVIEWEES

The background information about the interviewees is essential to the findings and conclusions of research as it affects the knowledge, attitudes, experiences that are being revealed. It also affects the designing of intervention support to assist organisations with implementing strategies that help companies to progress and be at the zenith among other players. The research used a case study approach, and qualitative design approach to study

organisations in the quality control and logistics industry. There was 40 respondents, the variables considered necessary included the gender, and ages of the respondents, the department they worked in, the position they occupied and years of experience at their current level.

4.2.1 Age distribution of the respondents

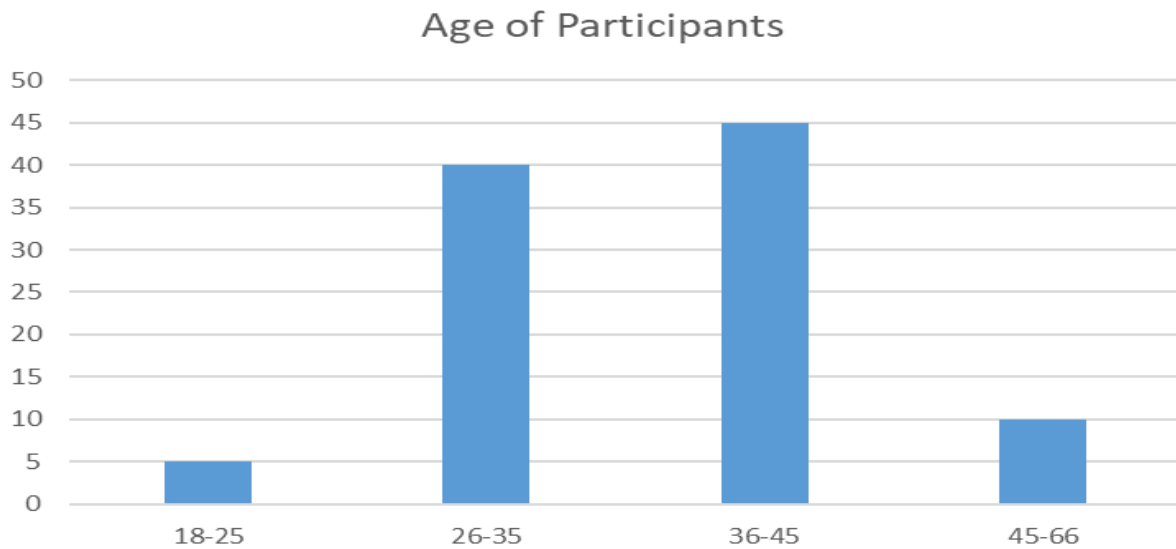


Figure 4.1 :Age of the Respondents

Figure 4.1 presents some demographic variables that vary across the sample of respondents collected. The age variable of the interviewees is shown in Figure 4.1, which showed that 5 percent of the respondents fell between the ages of 18 and 25; about 35 percent were between the ages of 27 and 35, 25 percent were between the age of 36 to 45 and the remaining 25 percent fell between the ages of 46 and 65. Thus, most respondents were aged between 27 and 35.

4.2.2 Gender distribution of the respondents

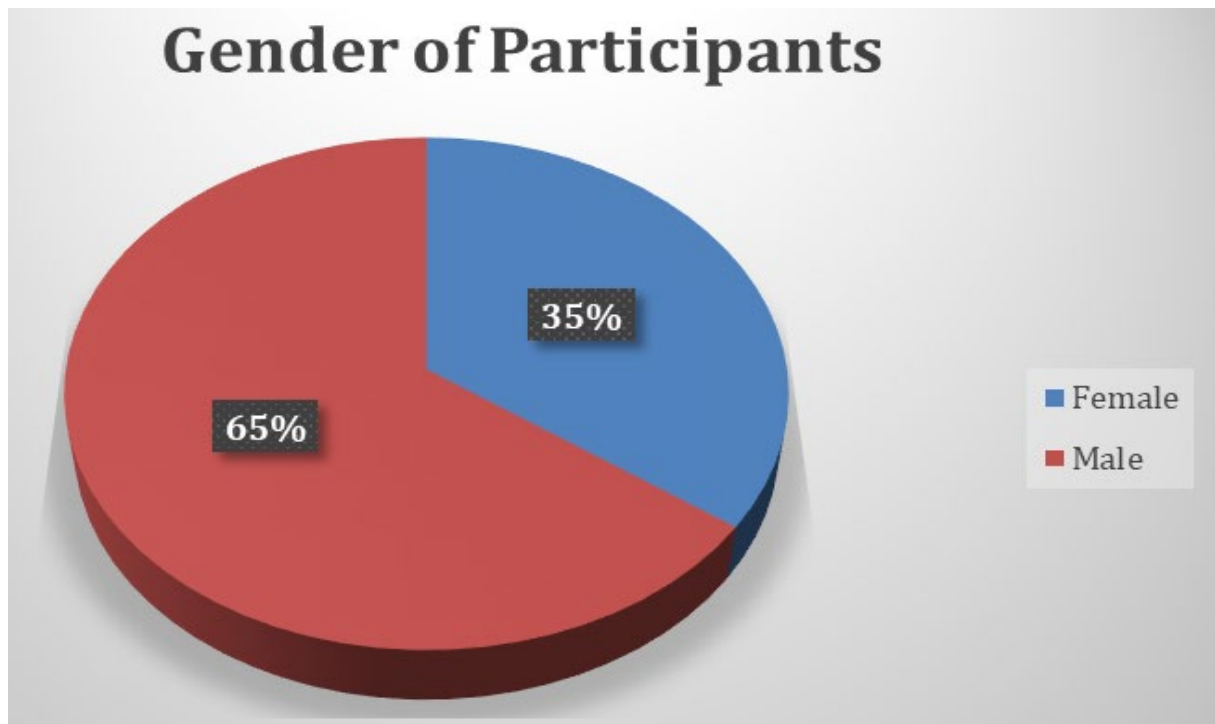


Figure 4.2: Gender of the Respondents

The gender distribution of the participants showed that 65 percent of the total respondents were male while the remaining 35 percent were female.

4.2.3 Years of employment of the respondents

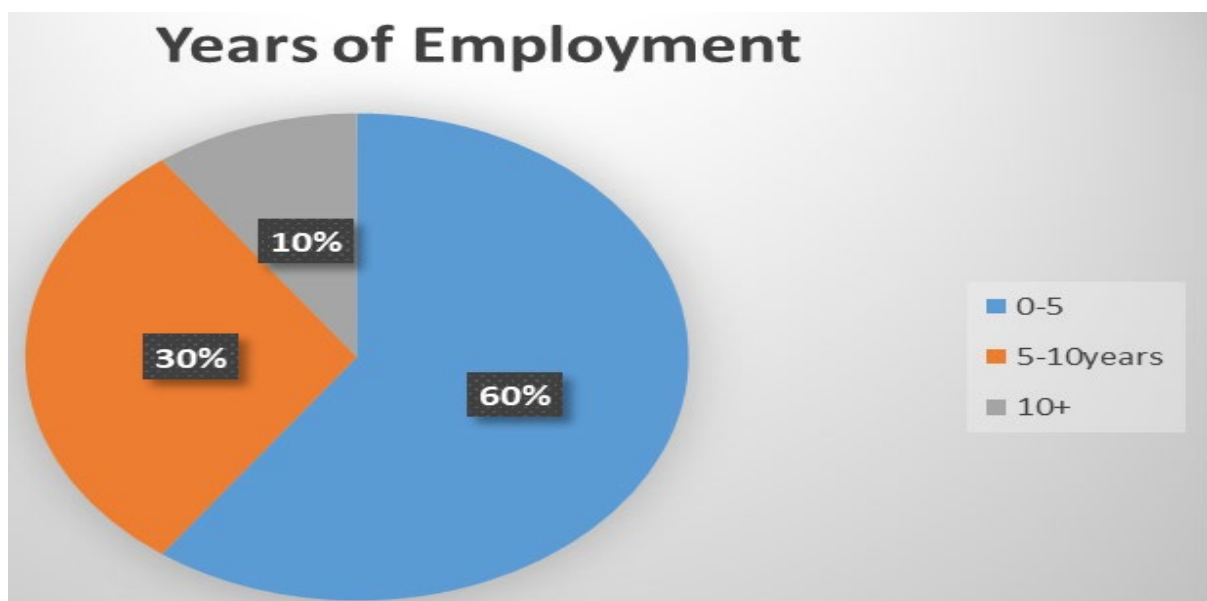


Figure 4.3: Employee's Year of Employment

The data revealed that 60 percent of the respondents have worked between zero and five years, 5 percent had worked between five and ten years, while the remaining 35 percent had worked for more than ten years.

4.2.4 Departments of the respondents

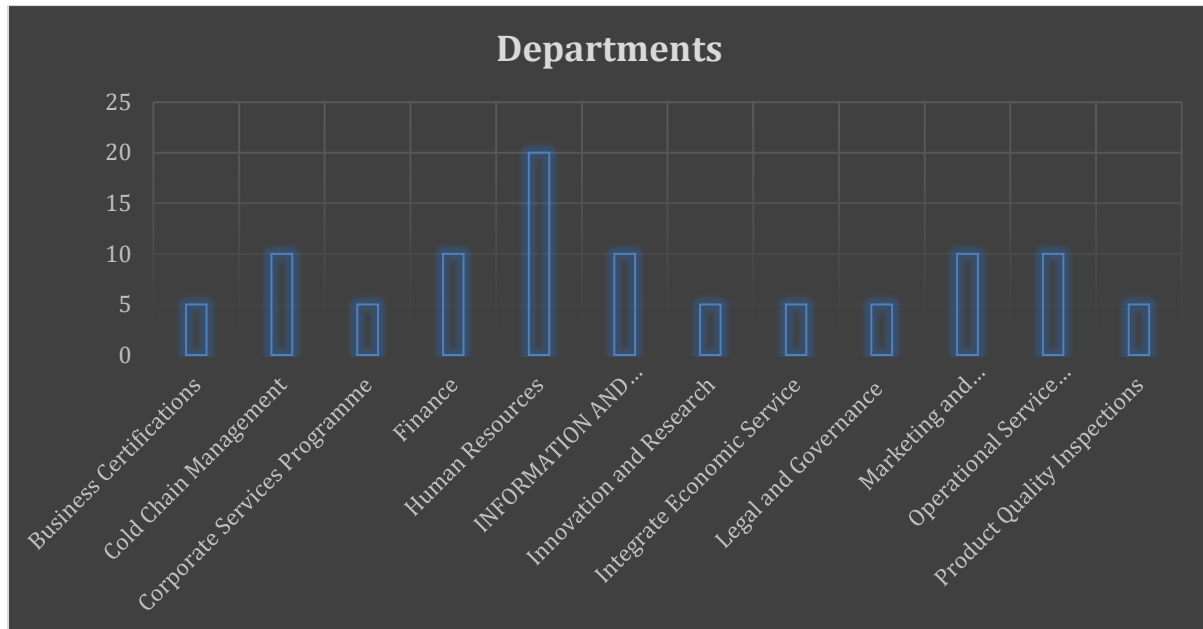


Figure 4.4: Employee's Department

The respondents were from nine different departments in their various companies. About 5 percent were administrative officers; 10 percent were from the Business Certification unit, 15 percent were from finance departments, and 10 percent were from food safety services. The modal percentage of the respondents (25 percent) were from the human resources department, 10 percent are from the innovation and research group, marketing and communication, and operational services programmes, and the remaining 5 percent were from legal and governance departments.

4.2.5 Years in the current position of the employees

The position held by the interviewees is important for the implementation of the organisation's strategies. Likewise, the number of years that participants had been in their current positions was important; as the years of experience significantly affected the allocation of duties. The data showed that 70 percent of the interviewees had spent between zero and five years in their current position, 20 percent have spent between 5 years and ten years in their current positions, while the remaining 10 percent had spent over ten years in their current position. The categories of positions in which participants fell showed that about 60 percent were

general workers, 15 percent were low level managers and middle managers, while 5 percent were supervisors or top management employees.

Table 1.1: Preliminary Information of Interviewees

Variable	NOC	Mode	Frequency	Categories	Frequency	(%)
Age	5	36-45	10	18-25	3	5
				26-35	7	40
				36-45	5	45
				45-66	5	10
Gender	2	Male	13	Female	7	35
				Male	13	65
Years of employment	3	0-5 years	12	0-5 years	12	60
				10+ years	2	10
				5-10 years	6	30
Departments	12	Human Resources	4	Business Certifications	1	5
				Cold Chain Management	2	10
				Corporate Services Programme	1	5
				Finance	2	10
				Human Resources	4	20
				Information and Communications Technology	2	10
				Innovation and Research	1	5
				Integrated Economic Development Services		5
				Legal and Governance	1	5
				Marketing and Communications	2	10
				Operational Services Programmes	2	10
				Product Quality Inspections	1	5
Years in current position	4	0-5 years	12	0-5 years	12	60

				10+ years	2	10
				5-10 years	6	30
What is your position in this company (position level)	5	General Worker	12	General Worker	12	60
				Lower-Level Manager	3	15
				Middle Manager	3	15
				Supervisor	1	5
				Top Management	1	5

Table 1 above shows the frequency distribution of the respondents. It presents the variables and the frequency of their appearances, including the percentage of their frequency; this is an admirable tool for interpreting the distribution.

4.3 SECTION B: TO UNDERSTAND HOW STRATEGIC MANAGEMENT STRATEGIES ARE IMPLEMENTED

This section includes questions directed to ordinary members of the management team and the general workers. The left side of the table shows the questions directed to the respondents. The right side includes the question analysis, the respondents' responses, and the interpretation of their responses.

<p>Are you fully aware of your company's strategic objectives? In other words, do you apply strategic planning and implementation to your company?</p>	<p>Question Analysis: This question tests whether the ordinary members of the management team and the general workers are fully aware of the availability and implementation of strategic objectives in their companies for necessary actions.</p> <p>Members of the Management Team</p> <p>Respondent 1: He gave only yes as his answer.</p> <p>Respondent 2: He said, "Yes, of course, our strategic goals, research, and developments are grounded on making sure the effective implementation of the strategy."</p> <p>Respondent 3: He gave only yes as his answer.</p> <p>Respondent 4: The respondent gave only yes as his answer.</p> <p>General Workers</p> <p>Respondent 1: The respondent's answer was yes.</p>
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Respondent 2: The participant said, “Yes, I am fully aware of strategic objectives and involved in the strategic process.”

Respondent 3: The respondent responded, “Yes, I’m aware of the organisation’s strategic objectives, and our processes are based on ensuring the successful implementation of the strategy.”

Respondent 4: According to the respondent, “Yes, I’m fully aware but not fully involved in strategic implementation because my position didn’t intend strategic planning.”

Respondent 5: The respondent said, “Yes, I’m aware of the organisation’s strategic objectives, and our processes are based on ensuring the successful implementation of the strategy.”

Respondent 6: The respondent’s answer was, “yes, I know.”

Respondent 7: The respondent responded, “Yes, I’m aware of the organisation’s strategic objectives, and our processes are based on ensuring the successful implementation of the strategy, but I’m not involved in the planning process; we just get instructions from our line manager.”

Respondent 8: The respondent’s answer was yes.

Respondent 9: The respondent’s answer was yes.

Respondent 10: The respondent’s answer was yes.

Respondent 11: The respondent’s answer was yes.

Respondent 12: The respondent’s answer was yes.

Respondent 13: The respondent’s answer was yes.

Respondent 14: The respondent said, “Yes, I’m aware of the organisation’s strategic objectives, and our processes are based on ensuring the successful implementation of the strategy, but I’m not involved in the planning process of this; we just get instructions from our line manager.”

Respondent 15: The respondent responded, “Yes, but I’m not involved in the planning.”

Interpretation: All the respondents claimed they were aware of the existence of strategic plans and their subsequent implementation; both of which clearly aid the organisation in achieving its objectives.

Do you have steps to implement the strategies developed for the growth and sustainability of your company?

Question Analysis:

There must be corresponding strategic steps to back up strategic planning. This question tested if steps were highlighted to bring the details of strategic plans to fruition. Below are the responses of the respondents in their own words.

Members of the Management Team

Respondent 1: One of the strategic objectives of TITAN 2.0® is to enhance the credibility of the export certification process through digital integration and automation. The following are some advantages of TITAN 2.0: To get the client's export quality compliance certificate, the Electronic Addendum and Export Certification components provide easy connection with the client's systems. The current manual Addendum process requires supporting documentation to be submitted, which can often increase the verification time.

Respondent 2: "Yes, we work on strategies that enhance research and development and digital transformations, which we believe will support the organisation's sustainability and growth. We have continuous training and communication."

Respondent 3: We have informal strategies in place:

- Goal alignment
- Performance management
- We review the execution
- Final evaluation
- To reward the performances and review strategy.

Respondent 4: The organisation's methods have resulted in importers from all over the world accepting authorised produce as satisfying the necessary food safety and quality requirements.

General Workers

Respondent 1: Alignment of objectives, performance management (contracts based on delivery), performance reviews (to maintain focus), and final evaluation (tracking progress) rewards for performance and strategy for reviews.

Respondent 2: Strategies are cascaded to all employees in the business as everyone has a role to play.

Respondent 3: Yes.

	<p>Respondent 4: Yes, one of the strategies is based on digital transformation. Steps include:</p> <ul style="list-style-type: none"> • Constant communication • Organised gatherings • Continual evaluation, and • Reminders of strategies. <p>Respondent 5: Yes, I think that one of the methods, digital transformations, will help the organisation sustain itself and flourish. Other steps include:</p> <ul style="list-style-type: none"> • Ongoing communication • Workshops • Regular reviews • Strategy reminders <p>Respondent 6:</p> <ul style="list-style-type: none"> • Development initiatives are run on a joint centre with the Department of Agriculture Western Cape. • The Agricultural Research Council and the National Agricultural Marketing Council services all South African provinces. • Teamwork, not only solitary workers, extends to sister state owned Enterprises but also to commercialise their products. <p>Respondent 7: Yes, I believe they do, but at my levels of employment, I won't know all these.</p> <p>Respondent 8: The Organisation board oversees all strategic information, communication, and technology (ICT) concerns and is responsible for governing ICT inside the organisation. Control over the strategic projects is exercised at the executive level by the strategic projects steering committee; a team inside the X that also consists of outside experts. The TITAN 2.0 and Enterprise Resource Planning (ERP) efforts are managed in this way. This group has monthly meetings to make sure the projec"s strategic objectives are met.</p> <p>Respondent 9: This programme is broken down into three sub-programmes, namely: North, South, and Coastal.</p> <ul style="list-style-type: none"> • It is our job to provide thorough inspection and cold chain services for the export market. • All the organisatio"s stakeholders are to receive a functional and efficient service as a result of the programme.
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	<ul style="list-style-type: none"> • The programme is further committed to ensuring the achievement of the organisation's strategic objectives. <p>Respondent 10: Workshops, briefing meetings from the line managers, company newsletters, magazines, and formal training.</p> <p>Respondent 11: In accordance with this Act, Actions taken by the organisation to implement plans are largely aimed to ensure that all regulated plant products intended for export to foreign markets meet standards for food safety and product quality.</p> <p>Respondent 12: The organisation's steps to implement its strategies align with one of the government's top priorities:</p> <ul style="list-style-type: none"> • Using the development of smallholder farmers as a tool to encourage expansion of the South African agriculture industry. In 2013, the organisation formed its Development Unit in accordance with the goals of the government. • The unit collaborates with several sister state owned firms to help smallholder farmers expand their access to markets and, as a result, increase their profitability and viability as agribusinesses. • Although the unit's principal goal is to help other State owned enterprises (SOEs) and smallholder farmers enhance their capacities, the organisation's development efforts go well beyond that. <p>Respondent 13:</p> <ul style="list-style-type: none"> • The Department of Agriculture has mandated the organisation Forestry and Fisheries (DAFF), which has been offering end-point inspection services on perishable goods destined for export since 1991. • At more than 1500 locations around South Africa, inspectors are suitably qualified, educated, and accredited to deliver trustworthy, high quality inspection services on more than 200 different product types. • Products that have been given the go ahead for export display the passed for export stamp, which is recognised as a mark of quality by customers and consumers everywhere. <p>Respondent 14: We have strategies in place, but I am not involved in the planning at this time.</p>
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Respondent 15: We have objectives and goals set by the top management that must be achieved with the help of middle managers and lower-level supervisors.

Interpretation: It is apparent from the responses of several respondents that there are specific steps in place which the companies have set up to ensure the viability of the set strategic objectives. Many of the respondents highlighted some of these strategies with confidence. From a respondent, the company adopted the use of the mobile technology project known as TITAN 2.0®, which enhances the quick elimination of manual processes and encourages electronic processing of export certification in an accelerated manner. Another respondent made a lucid list of some strategic action plans to foster the practicability of the set objectives such as bridging the communication gaps, alignment of goals per time, deliberate performance management, and ensuring focus keeping and tracking of every progress made.

Another respondent's reaction was to say that their company had included digital transformation as a critical step to enhance the achievement of their objectives. Further steps in place here included constant communication among the employees, organising various workshops, consistent reviews, and constant reminders of strategies.

Because there is a magnetic power in repetition, continuous rehearsal of a company's strategic plans in the ears of the workers will make its viability real. It was equally highlighted that teamwork is efficacious in the achievement prospects. Another necessary step emphasised was that aligning the company's objectives to the government's vision, so there would be no opposing force militating against achieving the company's goals.

Two respondents, representing 10.5 percent of the total respondents, showed their awareness of their company's arrangements for the possibility of their strategic plans. Still, they could not categorically state the specific steps on the ground because they were oblivious of them. Similarly to research done by other scholars, the long-term viability of a business depends on having a distinct vision of the future.

The organisatio"s vision aids in achieving its goals and objectives (Fred, 2011). The objectives lay forth the busines"s objectives for success and survival (Wheelen

	<p>& Hunger, 2006:14). An organisation's competitive advantage is maximised and its disadvantages are reduced locally and internationally, by employing a well-formulated strategy.</p>
<p>If yes, have these strategies been effective, and have they led to achieving the overall objective of the company's strategy? Explain how.</p>	<p>Question Analysis:</p> <p>This section is for those whose responses are yes to the question, which tests the steps to accomplish the strategic plans. It enquires into the effectiveness of the strategies in achieving the company's objectives. Below are the respondent's responses to the quest to explain how the strategies have helped the companies achieve their goals.</p> <p>Respondent 1: Yes, the organisation has four strategic programmes. The strategic main goals are to support, offer guidance and leadership, foster corporate discipline, and advertise the organisation's services. The strategies are divided into seven sub-pillars, including:</p> <p>Finances, marketing and communications, human resources, Governance and the Law.</p> <p>Communications and Information Innovation in technology and business certifications. Because of the use of practical methodologies, the organisation currently functions cross-functionally with the primary objective of offering professional support services to the whole organisation. The strategy is also essential for ensuring uniformity throughout the organisation's numerous business units.</p> <p>Respondent 2: The Transformation and Development Services Programme aims to build capacity by developing internal and external skills.</p> <p>Respondent 3:</p> <ul style="list-style-type: none"> • Yes, we saw growth in the business. • New stakeholders and solid relationship with the existing one. • Research and development unit doing a great job. • The organisation certificate is still a respected passport for South African products. • Our kinds of stuff still developed to execute the mandate. <p>Respondent 4:</p> <ul style="list-style-type: none"> • The Perishable Products Export Control Act (PPEC Act), No. 9, of 1983 authorised the organisation, which is a governmental institution, to offer cold

chain services. The Agricultural Products Standards Act, No. 119 of 1990, states that: The Department of Agriculture, Forestry, and Fisheries may also seek inspection and food safety services from the organisation's methods (DAFF).

- Through our inspection services, we guarantee that all goods fulfil the minimal standards for food safety and quality set by importing nations.

In addition, we promise that the product will be kept in top condition throughout the cold chain, until it reaches its destination.

General Workers

Respondent 1: Yes, we saw growth in business, new stakeholders and solid relationships with existing one, research and development unit doing a great job. The organisation certificate is still a respected passport for South African products. Our stuff is still developed to execute the mandate.

Respondent 2:

- Strategy objectives are tracked and measured against organisational key performance indicators on a quarterly basis.
- Strategy implementation and execution are interconnected with employee performance management.

Respondent 3: Yes, through queries that get results within time frame.

- Complete customers review indicates gratified clients.
- Collection is done within the 30 days, which is the format standard.

Respondent 4: On same levels yes; the most recent revitalisation initiatives to relay the strategy to all in the business seems to be effective as all employees are more involved and aware of the strategy.

Respondent 5: On same levels yes, the most recent revitalisation initiatives to relay the strategy to all in the business seem to be effective as all employees are more involved and aware of the strategy

Respondent 6: Since the fir's employees are lucky to have knowledge of quality standards, food safety, and cold chain management, the organisation benefits from their expertise.

Respondent 7: Yes, they do make return achievement, but the current Covid-19 has affected many businesses, including the company profits.

Respondent 8: In order to maintain proper ICT governance, the organisation is using the global Control Objectives for Information and Related Technologies (COBIT) governance framework. This framework provides advice for best practices, standards, and procedures. Phase one of the project concentrated on complying with the COBIT framework and established key objectives. The group belongs to the Information Technology Infrastructure Library as well (ITIL).

Respondent 9: Yes, The North sub-programme, which covers the provinces of Mpumalanga, Limpopo, Gauteng, the Free State, and the Port of Maputo, oversees carrying out the organisatio's mandate in the northern areas. This sub-programme concentrates on all goods, including more than 52 percent of the natio's citrus, all subtropical fruit, cereals, groundnuts, and less important items like vegetables and flowers.

Respondent 10: Yes, we saw growth in business.

- New stakeholders and solid relationship with existing one.
- Research and development unit doing a great job.
- The organisation certificate is still a respected passport for South African products.
- Our stuffs still developed to execute the mandate.

Respondent 11: To control and expedite the effective export of perishable goods from South Africa to international locations. In order to address ICT advancements B-BBEE must be facilitated, and an accessible ICT infrastructure must be built for newcomers. To be in accordance with the constitution and other national laws.

Respondent 12:

- Technological advancements.
- An increasingly competitive market environment.
- Yes, we saw growth in business.
- Information security.
- New stakeholders and solid relationship with existing one.
- Research and development unit doing a great job.
- The organisation certificate is still a respected passport forrn South African products.

- Our staffs still developed to execute the mandate.

Respondent 13: As South Africa's official certifying body for perishable export goods, the organisation's impartial and independent services significantly reduce risks for producers and exporters. The company's designation under European Commission Regulation 543 of 2011 as an authorised third country boosts its position in the export market. By recognising the South African inspection processes as being comparable to those of the EU inspection authorities, this agreement assures fewer inspections at the port of entry into the EU.

Respondent 14: Yes, they do make return achievements, but the current Covid-19 has affected many businesses, including the company profits.

Respondent 15: The organisation has been one of the most well-organised organisations for many years, which has led to growth in business.

Interpretation: 100 percent responded to this question from both the management team and the general workers attest that the available strategies have helped their companies achieve their set goals. According to a respondent, their company has been aided by these strategies to draw out four strategic programmes, which have been developed into seven sub-pillars: Accounting, human resources, marketing, legal concerns, information and communications technology, innovation and research, and business certifications. This is an excellent achievement in the company's history because the objectives have reached a viable level. 16 percent of the respondents noted that the strategic plans had assisted them in bringing noticeable growth to their businesses to the extent that there has been a cordial relationship between the new and the existing stakeholders.

11 percent of the respondents noted that Covid-19 had posed a great hindrance to achieving their objectives, despite the availability of strategic plans. Many respondents pointed out that the strategies had brought remarkable technological advancements and an increasingly competitive market environment. Due to the implementation of the strategy, one of the organisations advised the country to get authorisation under European Commission Regulation 543 of 2011, as a third country export firm. This agreement establishes equality between the South African inspection systems and the

	<p>EU inspection bodies. As a result, it guarantees less inspections at the EU import port. Due to the strategic plan's implementation, one of the organisations has been one of the most well-organised organisations for many years, leading to business growth. Similarly, this is consistent with (Wheelen & Hunger, 2006:17) who stated that implementing strategies is part of strategic management.</p> <p>This step entails putting the plan into action and creating the finances, processes, and policies that will help the business accomplish its objectives. A company must implement its plan in the quality control and logistics sector to maximise profits and growth. The company's culture, structure, and management system all affect how well a strategy is executed. The structure, culture, and production techniques for this operation may also need to be changed, depending on the environment and the state of the market.</p>
<p>Do you think that certain strategies are needed to enable the company to reach its stated objectives/goals? Why?</p>	<p>Question Analysis:</p> <p>This question inquires into the respondents' perspectives on the necessity of having strategic plans for achieving a company's objectives or goals.</p> <p>Respondent 1: Yes! To control and make it easier for South Africa to export perishable goods to countries throughout the world. For the purpose of addressing ICT advancements. The alignment with the constitution and other national laws would support B-BBEE and provide an accessible ICT system for new users.</p> <p>Respondent 2: The strategies are divided into four sub-programmes, namely,</p> <ul style="list-style-type: none"> • Internships • Agricultural Export Technologist Programme (AETP) • Harmonisation, and • Smallholder Development. <p>Respondent 3: Yes; without strategy the entity cannot adjust to changes. One cannot manage what one cannot measure. Employees must know the direction where they are going – They need a binocular strategy.</p> <p>Respondent 4: Yes, an organisation's strategy has the responsibility to certify the transportation of goods for export and provides a variety of services to logistical service providers.</p>

	<p>The organisation assessors also check the vessel and container's cleanliness to make sure that it complies with sanitary and food safety requirements.</p> <p>The organisation provides third party assurance through its services that the ship used to transport perishable goods for export is technically sound, complies with technical requirements, and that all equipment is operational.</p> <p>General Workers</p> <p>Respondent 1: Yes. Without strategy the entity cannot adjust to changes. One cannot manage what one cannot measure. Employees must know in what direction they are going – a strategy that is binocular.</p> <p>Respondent 2: Very important, as they assist the organisation to move to where they would like to be. The monitoring of strategies enables the organisation to have its eyes open, and to look at what is significant and how the business is pursuing its set strategic objectives.</p> <p>Respondent 3: Yes, for financial sustainability for clients' retention and market penetration.</p> <p>Respondent 4: Certainly, if the goals are merely on a document and are not lived / implemented / reviewed / discussed regularly, it will not be implemented or be successful.</p> <p>Respondent 5: Certainly, if the goals are merely on a document and not lived / implemented / reviewed / discussed regularly, they will not be implemented or be successful.</p> <p>Respondent 6: The organisation must perform well in reaching its specified or ideal strategies targets, and goals since the organisation's resources and direction are constrained when it comes to providing the strategy required for the firm's activities.</p> <p>Respondent 7: Yes, even though I'm new, certainly because the company is implemented quite well, its strategies and the company are sole mandated.</p> <p>Respondent 8: Of course, in order to foster and sustain strategic connections between ICT and its users. Offering top-notch customer care and cutting-edge technologies to help the business. With the Product Inspection and Export Certification module of one significant strategic project, TITAN 2.0 is now fully operational and covers 66 percent of the total export</p>
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quantities of vital products including citrus, grapes, pome fruit, stone fruit, and avocados.

Respondent 9:

- Regulation R707, also known as SA GAP referring to the food safety and hygiene of regulated agricultural food products of plant origin, intended for export, is primarily the responsibility of the Food Safety Programme (South African Good Agricultural Practices).
- For the time period under consideration, food safety auditors completed 1 286 audits.
- During the first quarter and the first half of the second quarter, only desktop audits were conducted, due to the pandemic.
- Auditor access to the different sites was restored when the lockout levels were reduced from five to one, and the auditing procedure continued.

Respondent 10: Since 1926, the organisation has overseen the export cold chain and making sure that goods leaving the country are handled, stored, and transported in the best possible condition. All of this would not be possible if the organisation was not properly implementing its strategies, objectives and goals.

Respondent 11: The Perishable Products Export Control Act (PPEC Act), No. 9 of 1983, established the organisation as a national governmental entity and granted it jurisdiction over providing services for the cold chain, which we are currently doing. When the Department of Agriculture, Forestry, and Fisheries (DAFF) requests them, the organisation also offers inspection and food safety services in compliance with the Agriculture Products Standards Act.

Respondent 12: The organisation is working with AgriSeta to provide more on-the-job training in industries, including marketing, finance, human resources, and ICT. Every student who participated in the ICT internship programme is currently employed by the firm on a permanent basis.

Respondent 13:

- Since the organisation is the authorised certifying body for perishable goods destined for export, all manufacturers and packing facilities must register with it.

- Before the registration procedure may start, the producer or pack house must have a valid FBO (Food Business Operator) code from the DAFF.
- After receiving an FBO code, the producer or pack house can register with the organisation.

These include product inspections, food safety audits, and food safety testing services. To ensure that registered pack houses and producers meet relevant standards for regulated agricultural food items intended for export, the organisation provides a wide range of services.

Respondent 14: Yes, even though I'm new, certainly because company have implemented quite good strategies and because the company is sole mandated.

Respondent 15: There is no way that without strategy the organisation cannot adjust to changes. One cannot manage what one cannot measure. Employees must know the direction where they are going – and have a binocular strategy.

Interpretation: All the respondents agreed that strategies are indispensable tools for any company's achievement of its objectives. According to their responses, without a strategy, the organisation will be unstable and will dance to the tune of every wind of change. If any company achieves its stated objectives, it is expedient for them to consider that setting up any organisation that does not plan already has a failure plan in place. According to some survey participants, the plan facilitates and manages the effective export of perishable goods from South Africa to foreign countries; a strategy that will serve as a direction for action. This is similar to studies completed by other scholars who argued that implementing strategic management practices in quality assurance and logistics enables companies to take more proactive measures to address risks, opportunities, and areas of vulnerability that may stand in the way of their goals (Fred, 2011:48). Implementing strategic management will enable organisations to grow and make decisions that benefit all employees and managers. When strategic management is implemented, communication inside a organisation is improved since everyone is working toward the same objective. A organisation's expansion and success depends on effective communication and cooperation (Fred, 2011:50). Employee commitment, productivity, and trust are all increased by improved communication and a

	<p>sense of intimacy fostered by cooperation. All employees are motivated to put in extra effort to accomplish the organisation’s objectives and purposes through a clearly stated strategic management implementation strategy. Profit maximisation and organisational success are the results.</p>
<p>Please could you outline the type of skills that enables you to plan and implement strategic activities in your department?</p>	<p>Question Analysis:</p> <p>This question descends to the departmental level; it highlights the specific skills that call for implementing the strategies in each stratum.</p> <p>Respondent 1: To develop a strong set of values in alignment with the organisation’s vision, mission, objectives and goals. Understanding and belief in the vision of the entity and collaborative skills.</p> <p>Respondent 2: In order to expose students to the post-harvest agricultural value chain and give them a head start on building their professional careers in this sector, the organisation has been offering a “learnership” at National Qualifications Framework (NQF) level 5 for the past eight years. By collaborating with organisations like CPUT, which will help to improve the certification students acquire at the organisation, the organisation hopes to continue with this project and take it to a greater level. The DAFF and AgriSeta have partnered to provide the “Learnability” programme.</p> <p>Respondent 3:</p> <ul style="list-style-type: none"> • Strategic thinking • Planning and organising • Financial and business accuracy • Effective communication, and • Redo building relationships. <p>Respondent 4: There are many skills that we learn and allow us to implement the company strategy.</p> <ul style="list-style-type: none"> • Room chilling is the first and most widely used method, in which a product is just put in a chilly room with cold air blowing around the container. • The second approach is a version of room cooling, where cold air is pushed to travel through the container by creating an air pressure gradient. • This is a very inefficient method since it heavily relies on heat transfer from the centre of the bin/ carton/ pallet to the colder fruit on the outside.

- The third and most effective way uses hydro cooling, which involves using cold water to chill items. Since water has a larger heat capacity than air, as well as the extra advantage of the heat of vaporisation, the cooling rate in this instance is substantially faster.

General Workers

Respondent 1: Strategic planning, efficient leadership, and the development of relationships.

Respondent 2: Organisation resources skills, financial skills, qualifies staffs with adequate skills, capacity to forecast future risks and or opportunity for the organisation.

Respondent 3: Professionalism, conflict management, emotional intelligence, systematising and development of staff members, time management, thoughtfulness to information.

Respondent 4:

- Understanding of the business
- Passion to make a difference
- Strong set of values which are like those of the entity
- Understanding and belief in the vision of the entity, and
- Collaborative skills.

Respondent 5:

- Understanding of the business
- Passion to make a difference
- Strong set of values which are like those of the entity
- The acceptation and belief in the vision of the business, and
- Skills to collaborate and connect.

Respondent 6:

- Understanding and belief in the vision of the entity
- Collaborative skills
- Leadership developments
- The organisation accelerates the advancement of women into important strategic positions so they may take on leadership positions, which are now primarily held by their male colleagues.

Respondent 7: Understanding of the business, we have ongoing training in different levels, skills uplift what they are good at, skills training of individuals, benefits salary wise.

Respondent 8: By moving important systems to the cloud, an organisation may firmly establish its cloud adoption. Improved uptime and availability followed, particularly during load shedding.

Enhancing cybersecurity and ensuring compliance with the Promotion of Access to Information Act (PAIA) and the Protection of Personal Information Act (POPIA) are two significant areas of focus.

We keep working to secure the organisation from cyber threats and use a proactive strategy to accomplish that.

Respondent 9: Transformation. The Food Safety Programme continues to help smallholder farmers' transformation through the development programme. With 129 small-scale farmers accredited under SA GAP, for the fiscal year 2020–21.

Respondent 10: The organisation provides exporters with a comprehensive service that includes monitoring loading operations, controlling the temperature of goods while they are being transported, and inspecting and approving equipment such as containers, specialised reefer boats, and cold storage.

Respondent 11: Act governing agricultural product requirements (APS Act). Act 2 of 2000 to Promote Access to Information (PAIA). A bill to limit the export of perishable goods, as well as rules and PPEC fees.

Respondent 12: The Transformation and Development Services Programme's objective is to increase capacity via the development of both internal and external talent. The programme is broken down into four sub-programmes:

- Internships
- AETP
- Harmonisation, and
- Small holder development.

Respondent 13:

- Food safety auditing firm quality assurance tests concentrates on all systems and practices utilised in the production and packaging process, including traceability, worker hygiene, and plant protection methods, among others.
- The company's laboratory also provides critical food safety testing services including mycotoxin analysis, lipids analysis, compositional dairy testing, and

maximum residue level (MRL) and testing of pesticides in a range of matrices. This facility is ISO 17025 certified. These services are offered for goods destined for both domestic and foreign markets.

Respondent 14:

- Understanding of the business
- We have ongoing training at different levels
- Uplift skills they are good at, skills training of individuals, and
- Benefits salary wise.

Respondent 15: Good leadership and strategic thinking implementation, formulating strategy, planning and organising strategies, financial growth and business growth, effective communication.

Interpretation: Many companies have set up various approaches to activate and implement their objectives. 21 percent of the respondents noted that a powerful instrument set up by the companies to ensure the planning and implementation of strategies is continuous training of workers and leaders to maintain the status quo and operational modalities of their organisations. This allows for a continuous indoctrination of the workers into the company's culture and effectively carries out the established plans. There are other more comparable abilities in use, but not only these. One such programme provided students a head start on building their professional careers in the agricultural business by exposing them to the post-harvest agricultural value chain over the course of an eight-year "learnership" at NQF level 5.

Strategic thinking, planning and organising, financial and business accuracy, effective communication, rebuilding of relationships, organisation resources skills, financial skills, qualified staff with adequate skills, capacity to forecast future risks and or opportunities for the organisation, professionalism, conflict management, emotional intelligence, systematising and development of staff members, time management, thoughtfulness to information, collaborative skills, and good leadership.

These skills have helped multifarious organisations plan, implement and achieve their strategic objectives. From this we can then deduce from the factors mentioned like a study done by Solaja et al. (2016), who stated that good leaders have several qualities that enable them to implement good corporate strategy, such as a good

	<p>leader, according to Solaja et al. (2016), is determined. This trait entails doing a task well and on time; it also entails initiative, perseverance, and dominance. Individuals or supervisors who exhibit these qualities are proactive and persistent.</p>
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4.4 SECTION C: TO UNDERSTAND THE BENEFITS AND CHALLENGES OF IMPLEMENTING THE STRATEGY IN A QUALITY CONTROL AND LOGISTICS COMPANY

This section includes questions directed to the members of the management team and the general workers. The left side of the table shows the questions directed to the respondents. Conversely, the right side includes the question analysis, the responses of the respondents, and the interpretation of their responses.

<p>What key factors advance/help your company to implement its strategies?</p>	<p>Question Analysis:</p> <p>This question is to test the factors behind the implementation of various strategies used in the company. The management team and regular employees provided the answers listed below.</p> <p>Members of the Management Team</p> <p>Participant 1:</p> <ul style="list-style-type: none"> • To develop the assertiveness of the workforce. • Ongoing training. • Clear communications. • A strong ethical leadership team. • Consistent communication, and • Team efforts. <p>Participant 2: In addition, the business provides on-the-job training in a variety of fields, including marketing, finance, human resources, and ICT. Every student who participated in the ICT internship programme is currently employed by the firm on a permanent basis.</p> <p>Participant 3:</p> <ul style="list-style-type: none"> • Skilled and competent • Workforce • Strong and value-driven relationship • Financial stability, and • Motivated and engaged staff. <p>Participant 4: Passionate staff, integrity, good leadership, financial stability, accountability to secure the orderly export of perishable commodities</p>
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and to boost our customers' competitiveness in international markets, DAFF (now the Department of Agriculture, Land Reform and Rural Development (DALRRD) selected the organisation as an independent service provider of quality assurance, food safety, and cold chain services. Additionally, the organisation hopes to support a better Africa and world and priority 1 of the national development plan, which are both related to economic transformation.

General Workers

Respondent 1: Strong teamwork, financial rewards, and willingness to do the right thing.

Respondent 2: Culture plays an extremely important role. An invested staff complement, and most importantly a senior management and decision-making team who are all aligned and committed to see progress and conclusion of the strategy.

Respondent 3: Competent workforces, good leadership, good marketing strategies and government support.

Respondent 4:

- Attitude of the employees
- A strong ethical leadership team
- Consistent communication, and
- Team efforts.

Respondent 5:

- Perspectives of the employees
- Strong leadership
- Consistent communication, and
- Employees' commitment.

Respondent 6: Good leadership from corporate business strategies. Cross-functional coordination, setup, and integration of services with the main goal of providing professional support services to the entire organisation.

Respondent 7:

- Customers' satisfaction
- Upskilling employments, thus enabling them to produce good customers satisfaction
- A strong ethical leadership team, and

	<ul style="list-style-type: none"> • Good communication. <p>Respondent 8: Integrating the use of cloud administration and management tools with the organisation's adoption of an agile development strategy to oversee and evaluate application development while maintaining best practices and techniques.</p> <p>The agile development methodology is continually assessed for potential process enhancements. Concentrating on the accuracy of the data, which is the basis of our digital journey.</p> <p>It is important to note the integrity of the organisational master data that supports the TITAN 2.0 and ERP programmes. To achieve our strategic aim for data analytics - this is crucial. To assist everyday operational tasks and decision-making, improving data accessibility is essential.</p> <p>During the year under review, the business intelligence section of the organisation increased its reporting competences to give stakeholders better access to knowledge.</p> <p>Respondent 9: Despite the challenges brought on by the Covid-19 epidemic, which influenced how many firms functioned, the laboratory has continued to expand its approved testing procedures.</p> <p>This is particularly true for the Pesticide Analytical Programme (PAP), whose scope was broadened by the inclusion of numerous matrices. By clearing the DALRRD audit for the duration of the reporting period, the lab kept its accreditation and its testing capability for all markets.</p> <p>Respondent 10:</p> <ul style="list-style-type: none"> • The company provides a third party with a guarantee that the container or vessel being used to ship perishable commodities for export complies with all technical and sanitary criteria. • The organisation's assessors check the hygiene and technical soundness of the method of transportation. <p>Respondent 11: The organisation develop and train staff to collect and process personal information while performing its statutory functions, i.e. through its clients, stakeholders, websites, applications from users, employees, job prospects, dependents and</p>
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beneficiaries of employees, former employees, and so on.

It also offers inspection and export services. We are dedicated to managing personal information responsibly and in line with relevant legislation and respecting the privacy rights of all our customers, clients, service providers, and other third parties (including potential customers, clients, and service providers).

Respondent 12: In addition to the training, coaching, and mentoring we offer for our internal stakeholders, we have a programme for ensuring uniform interpretation and consistent execution of standards throughout the implementation of product inspection, cold chain operations, and food safety audits.

The harmonisation programme attempts to reduce the chances of making poor decisions during inspections and cold chain operations. It also raises staff and associated clients' confidence levels during service delivery.

Respondent 13:

- The organisation's product inspection services are provided by inspectors stationed around South Africa who perform constant quality inspections on more than 200 different product varieties. This is done to ensure that the produce complies with basic export standards.
- This includes, but is not limited to, requirements for labelling as well as quality and phytosanitary factors.

Respondent 14:

- Customer's satisfaction
- Upskilling employments enables them to produce good customer satisfaction
- A strong ethical leaderships team, and
- Good communications.

Respondent 15: Capacity building, new skilled and knowledgeable staff, employees.

Interpretation: Based on the responses collated from the management team members and general workers, it was clearly stated that there are reasonable amounts of factors that enhance the

implementation of various strategies that were being used in the company. Of the members and the management team, 75 percent of them mentioned the following factors in their responses; to develop assertiveness of the workforce, a solid and good ethical leadership team, and financial stability.

The remaining 25 percent of the group stated that all students who had taken part in the ICT internship programme had since been hired on a permanent basis by the company, and that through a relationship with AgriSeta, the business is also providing on-the-job experience in sectors including marketing, finance, human resources, and ICT. A significant number of general workers also bolstered most of the management team's points.

There were a few exceptional characteristics like; a good marketing strategy, government support, the attitude of the employers, customer satisfaction, and upskilling of employers, among others. Some of them also mentioned other factors that were exceptionally noteworthy; culture played an important role. An invested staff complement, as well as most importantly, senior management and decision-making, a team that were all aligned and committed to seeing progress and the conclusion of the strategy.

Utilising cloud administration and management technologies in conjunction with the organisation's adoption of the agile development strategy to oversee and evaluate application development, in comparison to best practices and outdated techniques.

Continuous evaluation of the agile development technique was done to identify possible process improvements. Data is the cornerstone of our digital journey. Since it supports the TITAN 2.0 and ERP projects, maintaining the integrity of the organisation's master data is a priority. To achieve our strategic aim for data analytics, this is crucial. Data accessibility needs to be increased to help with routine operational chores and decision-making. The organisation's business intelligence section expanded its reporting capabilities during the year to enhance stakeholder access to information. Northouse (2017) stated that clear and defined strategic leadership duties are necessary for

	<p>successful strategy execution. In accordance with their research, effective strategic leadership requires the performance of six roles: comprehension of the company's mission, purpose, or vision; exploitation and maintenance of core competencies; support of an organisational philosophy and an emphasis on ethical behaviour; the development of emerging human capital; and establishment of balanced organisational controls .</p>
<p>What have been the benefits of the implementation of strategies for your company so far?</p>	<p>Question Analysis:</p> <p>This question tests the benefits/advantages of the company's strategies if there are any. The following were the responses of the participants to the question.</p> <p>Respondent 1:</p> <ul style="list-style-type: none"> • The organisation's ability to contribute more to the empowerment of previously under represented groups, including disadvantaged groups, depends on development. • An ongoing effort is being made to broaden the group of beneficiaries, and chances for partnership are always being looked at. • They attempt to provide employees and formerly underprivileged people with the information and abilities they need to assist them to enter the perishable goods export value chain and to create more employment as a result of higher exports. <p>Respondent 2: When employees understand the strategies, there was commitment to ensure success.</p> <p>Respondent 3:</p> <ul style="list-style-type: none"> • Growth = Business growth • Motivated, skilled and competent staff, and • Brand still resilient and internationally recognised. <p>Respondent 4: Growth entails business growth, customers satisfactions, motivated, skilled and competent staff, our certification which we call our passport is powerful. The brand is still resilient and internationally recognised.</p> <p>General Workers</p>

Respondent 1: Growth entails business growth, a motivated, skilled staff and brand recognition. The brand is still resilient and internationally recognised.

Respondent 2: It gives the business direction, provides a yardstick to determine how you are placed in an industry, as well as highlights the environments in which you operate and how you compare to competitors. The organisation also has a good report from our customers in terms of service delivery.

Respondent 3:

- Growth of business, profitability, job creation, and youth development through internship.
- Through global credit or appearance of the brand, the organisation certificate acts like a passport for every perishable product from the South African market.

Respondent 4: When employees understand the strategies, there is a commitment to ensuring success

Respondent 5: When employees understand the strategies, there is a commitment ensuring success.

Respondent 6: To increase the organisation's involvement in the empowerment of previously underrepresented groups, the development unit is crucial. The strategy is dedicated to growing the number of beneficiaries over time and is always looking for chances for partnerships.

Respondent 7: Profitability. The company always make profits. Regardless of the current situation of Covid-19, the company are helping and facilitating farmers to export their products and goods successfully.

Respondent 8: The ICT continues to provide insight and reporting to its stakeholders in order to increase understanding of information and technology projects, as well as difficulties being handled successfully. The board receives quarterly reports that highlight important initiatives, pressing challenges, ICT investments, and spending.

Respondent 9: Growth means business market growth, and to create a sustainable competitive advantage.

Respondent 10:

- Cold storage units are essential to maintaining the quality of products meant for export since cold chain management is a crucial component in the export value chain.
- In keeping with this, it is crucial that cold storage facilities meet technical and basic food safety standards.
- To be registered, cold stores must go through yearly inspections and certification.
- Should produce destined for export be stored or handled, the appropriate cold store must be registered with the organisation.

Respondent 11: Client demands are satisfied, and technology is developed. Increased fruit export quantities; altered policies; a competitive market environment; information security; and a shift in the global order.

Respondent 12:

- To increase the organisation's capacity to offer a full range of professional services to its clientele based on customer satisfaction.
- To aid in the agriculture sector's socio-economic transition upskilling of a significant number of formerly marginalised people through the AETP organisation and agriculture sector reform efforts.

Respondent 13:

- The plan has helped the organisation to conduct higher-quality inspections.
- This covers rules governing labelling as well as quality and phytosanitary concerns.
- They are an essential link in the value chain that makes sure the produce complies with the minimum export requirements that are recognised globally.

Respondent 14: Return on the profit, the company always make profits, regardless of the current situation of Covid-19, The company is helping and facilitating the farmers to export their products and goods successfully.

Respondent 15:

- Growth = Business growth

	<ul style="list-style-type: none"> • Driven, skillful and proficient staff, and • Brand still resilient and internationally recognised <p>Interpretation: One of the management team members stated one of the advantages as this; when employees understand the strategies, there is a commitment to ensure success.</p> <p>Another member of the management said that the factors made their brand still resilient and internationally recognised. It was also made known that it gives the business direction, and the organisation has a good customer report regarding service delivery.</p> <p>Return on profit, the company always makes profits regardless of the current situation of Covid-19, helping and facilitating the farmers to export their products and goods successfully. These strategies, technological advancement, and information security meet the client's needs.</p> <p>According to a study by Lamb (1984). This is necessary for long-term survival against daily competition.</p> <p>According to Wheelen et al. (2017) the execution of strategic management is a group of managerial decisions and actions that have an impact on a company's long-term performance.</p> <p>The definition was employed in this study. It is a procedure for coming up with, putting into action, and reviewing strategies.</p> <p>It helps a company reap economic benefits. Any organisation, regardless of size, must apply thoughtful strategic management to compete in the global market and go forward.</p>
<p>What are the challenges (if any) that limit or hinder your company from fully implementing its strategies?</p>	<p>Question Analysis:</p> <p>This question points out if any challenges that hinder the company from successfully carrying out its strategies.</p> <p>Respondent 1:</p> <ul style="list-style-type: none"> • Unpredictable political environment. • The instability of South African currency. • Lack of understanding of the strategy. <p>Respondent 2: Unpredictable business environment and understanding of the organisation</p>

strategy, spending too much time on planning and lack of implementation of strategies.

Respondent 3:

- Climate change = Weather Change are unpredictable it affects us and our clients (Farmers).

Respondent 4:

- Financial crisis affecting farmers to be funded
- Current load shedding
- Climate change
- Volatility of South Africa currency (Rand)
- Global rivalry in the international market, and
- Political instability in importing countries.

General Workers

Respondent 1:

- Weather changes
- Political instability in importing countries
- Competition in the international market, and
- Instability of our currency (Rand).

Respondent 2:

- Covid-19, old ICT infrastructure, financial.

Respondent 3:

- Political instability in the importing countries, unpredictable weather i.e. when there is too much rain or it is very dry.
- The economy and the instability of the South African currency.

Respondent 4:

- Inconsistent understanding of the strategy
- Not spending enough time on unpacking strategies, and
- A lack of commitment and passion.

Respondent 5:

- Inconsistent understanding of the strategy
- Not spending enough time on unpacking strategies, and
- Lack of commitment and passion.

Respondent 6:

- Political instability

- Lack of clear communication of the vision, and
- Lack of developing enthusiasm and commitment.

Respondent 7: The challenges that the company is facing with Covid-19 are: the training of their clients and satisfying the clients whenever there is a need, they do not have a correct time to train, brand instability, load shedding, political instability.

Respondent 8: If the company and its suppliers did not make sure that contractual commitments are met. Internally, the failure to establish several venues where discussions about projects, problems, and other ICT things must take place, in order to keep the business informed of developments.

Respondent 9: The total number of samples analysed during the 2020–21 fiscal year was usually lower than it was during the previous fiscal year.

Respondent 10: The case of not conforming or benchmarking with international standards, failure to examine and certify any refrigeration or non-refrigeration storage facilities (including cooling equipment) used to handle perishable goods headed for export.

Respondent 11: Some of South Africa’s state owned farms are still struggling because of the financial impact of load shedding, irregular government spending, weather and climate change.

Respondent 12:

- Threats to information security. Monitoring antivirus and firewall activities, checking reports, and putting remedial measures into place.
- Applying regular patch management to Windows PCs, servers, and other hardware.
- Process Modification People, processes, systems, and products inside the organisation fall behind emerging trends and innovations.

Respondent 13: Changes in the external environment; a failure to address internal problems that are important to the organisation’s mission; and the demands of interested parties who matter.

Respondent 14: The challenges that the company is facing with the Covid-19 is the training of their clients and to satisfy the clients whenever there is a

	<p>need. They do not have a correct time to train, brand instability, load shedding, political instabilities.</p> <p>Respondent 15: Weather change = Climate Change is unpredictable. It affects the business and our clients (Farmers) Political instability in importing countries.</p> <p>Interpretation: 50 percent of ordinary members of the teams stated that the volatility and instability of South Africa’s currency can limit the strategy used in their company to have a good outcome and that the unpredictable political environment also matters.</p> <p>More than half of the members of the management teams and ordinary members concluded that climate change, not understanding the strategy, volatility of the currency, environmental change, and their clients’ indifference can affect and hinder the smooth operation of the strategy.</p> <p>In addition to the main benefits mentioned above, there are also challenges in implementing strategic management, such as:</p> <ul style="list-style-type: none"> • A focus on globalisation, which forces several business organisations to constantly modify and revise their strategy implementation plans, in order to keep up with market advancements (Hajara, 2011). • Most businesses now conduct business electronically as a result of the internet and e-commerce, which eliminates the need to create and carry out strategies (Wheelen, 2012). • The internet and globalisation have made it possible for many firms to become more connected, thus increasing competitiveness. Increased competition means that businesses must create competitive strategies in order to survive. The sustainability of the company may be threatened by poor competitive strategies (Wheelen, 2012).
<p>What are the relevant steps taken by the company to mitigate or overcome those challenges?</p>	<p>Question Analysis:</p> <p>Concerning the challenges outlined in the question above, the question here is now to analyse the reasonable steps used to overcome the challenges, as challenges without solutions lead to failure.</p> <p>Members of the Management Team</p> <p>Participant 1: No response.</p>

Participant 2: The organisation gives capacity building a lot of attention. Both internal and external stakeholders have potential for development as a result. The empowerment of women and youth is the focus in terms of internal stakeholders. Initiatives for leadership development have been put in place to guarantee that women are expedited so they can fill most of the leadership positions now held by their male counterparts.

Participant 3:

- Research and development unit performed diligent work.
- Ongoing training to develop adequate skills needed.
- Special training and equipping of farmers.
- A compacted relationship with farmer organisations is being maintained.
- Marketing strategy that is articulate and executable.
- Comprehensive leadership with LED improving international relationships, and
- Good relationship with the board, department and government.

Participant 4:

- Ongoing Training and equipping of farmers
- Good quality leadership
- Good relationship with all the stakeholders
- Research and develop
- Marketing strategy that is articulate and executable, and
- Good relationship with the board, department and government.

General Workers

Respondent 1: Research and develop unit functioned, training and equipping of farmers, solid relationship with farmer organisations is being maintained.

- Marketing strategy that is articulate and executable
- Sound leadership with LED enhancing international relationships, and
- Good relationship with the board, department and government.

Respondent 2: Prioritisation of needs and improved methods of planning to provide that the strategy is given the correct attention.

Respondent 3:

- Established a marketing unit
- Farmers' developments
- Building international relationship with importing, exporting countries
- Good relationship with farmer associations or organisations, and
- Competent management and skilled scientists.

Respondent 4:

- Collaborative sessions to gauge understanding, and
- Consistent message from all levels but importantly from top management.

Respondent 5

Workshops, ongoing training, and effective top down communication.

Respondent 6: The organisation's unbiased and independent services greatly lower risks for producers and exporters since it serves as South Africa's official certification agency for perishable export items.

Respondent 7: The company is busy trying to manage the situation through virtual offices or providing virtual services, training, workshops, conferences, a lot of communication is being provided via virtual platform. Since we are not going to the head office to work, the company has given us laptops, sim cards, routers, or data dongles to work remotely from homes. There are always meetings for daily checking, just to get every employees, where he or she is travelling, what do he or she wants; the kind of support that they need. Awareness and wellness programmes to improve every employees fitness and wellbeing.

Respondent 8: Implement improvements to the module for product certification and export inspection. Strengthening data security, privacy, and authentication risks. Realise the objectives for COBIT 2019 implementation. Continue migrating all data reporting to the cloud, automate where you can, and enable self-service when necessary. To ensure that we provide safe services to the industry, we continually update our cyber threat intelligence.

	<p>Boost the software's and our mobile devices' security.</p> <p>Respondent 9: The laboratory must diversify by introducing new programmes to meet customer demands, in order to maintain viability in a highly competitive operating environment.</p> <p>Respondent 10: We have a road map that lays out all the conditions and instructions needed to handle perishable goods. We have a special team who are trained in this department. We check everything, and the main goal of certification is to make sure that perishable goods are handled and kept in a way that prevents contamination and always maintains their quality, in order to reduce losses. Beyond reducing losses, the demands of international commerce are rising in terms of things like food safety and traceability.</p> <p>Respondent 11:</p> <ul style="list-style-type: none"> • The high unemployment rate is reduced by helping farmers. • The potential of South African agriculture to provide jobs. • The congestion in South African ports, particularly Durban. <p>Respondent 12:</p> <ul style="list-style-type: none"> • The training and equipping of farmers with new technologies. • Solid relationship with farmer organisations in being maintained. • Research and develop unit functioned, Increase our infrastructure, stability and connectivity. • Quality leadership with enhancing international relationships. • Good relationship with the board, department, and government, and • Departmental Training cybercrimes, security threats. <p>Respondent 13: Within the organisation, the Corporate Services Programme has created four strategic programmes. Support, direction, leadership, instilling corporate discipline, and marketing the company's services are the strategies used.</p> <p>Respondent 14:</p>
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- The company is busy trying to manage the situation through virtual offices or providing virtual services, training, workshops, conferences. A lot of communication is provided via virtual platforms.
- Since we are not going to the head office to work, the company has given us laptops, sim cards, routers, or data dongles to work remotely from homes.
- There are always meetings for daily checking, just to get every employee, wherever he or she is travelling, what does he or she want; what kind of support they need, and
- Awareness and wellness programmes to improve every employee' fitness and wellbeing.

Respondent 15: Worthy relationship with the board, department and government, compact rapport with farmer organisations is being maintained, training and equipping of farmers, research and development.

Interpretation: According to 75 percent of the management team members, excellent and quality leadership, good relationships with the boards and stakeholders, and training to develop adequate skills are undoubtedly vital steps to overcome every challenge the company faces. Likewise, women and youth empowerment were taught for them to assume leadership roles in the company as it was realised that men occupy most of the positions of leadership in the company. Capacity building was also among the steps taken. A marketing strategy that is articulate and executable was needed. From the responses acquired from the general workers, it is obvious that the organisation is always up and doing and always tackling all their challenges with different steps to overcome them. Some of the notable steps outlined by the general members that the members of the management team did not mention are: Within the organisation, the Corporate Services Programme has created four strategic programmes. The strategy's goals are to support, offer guidance, show leadership, instil corporate discipline, and advertise the organisation's offerings. In addition to all the steps that have been taken that were highlighted by all the respondents, there was a particular response that was not about the actions taken but instead

	<p>commented on the step that the company could still take. It was indicated that for the laboratory to remain sustainable in a highly competitive operating environment, it must diversify by introducing new programmes in addition to expanding its current ones, to meet customer demands. Furthermore, the internet and globalisation have made it possible for many firms to become more connected, amid increasing competitiveness. Increased competition means that businesses must create competitive strategies in order to survive. The sustainability of the company may be threatened by poor competitive strategies (Wheelen, 2012).</p>
<p>What have been the benefits so far?</p>	<p>Question Analysis:</p> <p>This question is to test and describe the benefits of the steps that have been taken in the organisation to tackle their challenges.</p> <p>Respondent 2: The organisation is trying to become a learning institution to ensure that the training meets the needs of Gen Y and X. Therefore, an online on-boarding learning management system has been implemented. To ensure that young individuals entering the industry have the skills necessary to successfully provide customer service, there is also a major emphasis on coaching and mentoring.</p> <p>Participant 3:</p> <ul style="list-style-type: none"> • Works in progress • Locally and worldwide recognised as a reliable brand, and • A healthy financial position. <p>Participant 4:</p> <ul style="list-style-type: none"> • A good return on Investment (ROI) • Financially healthy, and • A Global Appeal Brand. <p>General Workers</p> <p>Respondent 1: Still a strong going concern; a locally and internationally recognised and trusted brand financially stable.</p> <p>Respondent 2: An aligned staff complement all committed to the same cause. A client base that positions our service highly as is reflected in our research development and surveys.</p> <p>Respondent 3:</p>

	<ul style="list-style-type: none"> • Sustainability of the organisation, and • The organisation is a trusted brand and a true government pioneer. <p>Respondent 4:</p> <ul style="list-style-type: none"> • Excellent • Growing commitment, and • Understanding. <p>Respondent 5:</p> <ul style="list-style-type: none"> • Excellent • Growing commitment, and • Understanding. <p>Respondent 6: The organisation's foothold in the export market has been greatly strengthened by its registration as an acceptable third nation under European Commission Regulation 543 of 2011. There will be fewer inspections at the EU port of entry as a result of this agreement, which recognises the South African inspection processes as being comparable with those of the EU inspection organisations.</p> <p>Respondent 7: There is good feedback from customers in the management of their portfolios. There is no lack of servicing the clients needs and demands or sending away products, or inspecting farms, and farmers. The company has maintained the levels of quality services as I said. During this period, our company managed to achieve 86 percent overall only 14 percent is needed to make it a full 100 percent.</p> <p>Respondent 8: Focused on ICT threats while assessing the efficiency of the organisation's internal control and risk management system. Examined how management responded to significant audit findings and recommendations examined the effectiveness, efficiency, and quality of the internal audit function.</p> <p>Respondent 9: PAP was the only programme to have a sample volume growth of over 20 percent from the previous year. This is due to the laboratory's continual techniques, matrices, and validations development. The PAP has looked at more samples as a result of the laboratory's overall expansion of the list of active substances it can test for.</p>
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Respondent 10: Before products may be stored there, many exporting nations need a perishable storage facility which then allows them to be certified as having a certain level of quality. We abide with this requirement. The organisation has the authority to register and authorise all cold storage and ambient storage facilities on behalf of the Government of the Republic of South Africa. When a storage facility has been inspected and determined to be in compliance with and equivalent to the stated standards, a certificate must be issued.

Respondent 11: As a starting point, we must take the following actions to add value for the ecosystem's participants in order to deliver accurate and complete information on time, we must:

- Improve the connection and stability of our infrastructure.
- Enhance our understanding and skills in business intelligence (BI).
- Properly integrate innovation into the company's operations and accelerate procurement.
- Completely comprehend internal and external stakeholder demands.
- Provide ERP and Titan 2.0 on schedule.
- Ensure that X and client systems are integrated seamlessly (ERP, TITAN 2.0), and
- Deliver services more rapidly and inexpensively and use creative business structures.

Respondent 12:

- We are improving progressively.
- We are nationwide and internationally recognised and trusted brand.
- Financially well sounds, and
- We continue to be upgraded with technology infrastructure.

Respondent 13:

- Market access support for industry.
- Consistency, quality, pricing, and delivery of customer service independence, food safety, quality, and trust on the part of the consumer.
- Government must deliver on its mandate, maintain financial self-sufficiency, cultivate nascent smallholder farmers, create jobs, and assist in meeting government mandates.

	<ul style="list-style-type: none"> • Customer-centricity, authority, corporate governance, accounting, execution of strategy, and financial self-sustainability. <p>Respondent 14:</p> <ul style="list-style-type: none"> • There is good feedback from customers regarding the management of their portfolios. • There is no lack of servicing of clients needs and demands, sending away products, or inspecting farms and farmers, and • The company has still maintained their levels of quality services. As I said during this period our company managed to achieve 86 percent overall, leaving only 14 percent to reach 100 percent. <p>Respondent 15: The current Covid-19 is still a challenge. We are a sole and monopoly brand locally and an internationally recognised and trusted brand.</p> <p>Interpretation: Based on all the respondents, it is evident that the steps taken by the company yield a lot of benefits and are all associated positively with the organisation. More than 50 percent of the respondents attested that the steps make the company financially stable and healthy, and that there were good ROI with a global awareness brand.</p> <p>There was a response from one of the respondents highlighting what needed to be done, as steps to overcome other growing challenges. We must, at a minimum, take the following action to add value for the ecosystem's participants:</p> <p>Our BI skills and knowledge must be strengthened in order to supply accurate and comprehensive information on time.</p> <p>We must:</p> <ul style="list-style-type: none"> • Bolster the stability and connectivity of our infrastructure, and • Enhance our understanding and skills in BI. <p>Additionally, we must expedite the procurement process, effectively take on the demands of both internal and external stakeholders, and correctly incorporate innovation into our operations. ERP and Titan 2.0 delivery deadlines must also be met.</p> <p>Finally, we must make sure that X and client systems are well integrated (ERP, TITAN 2.0). Numerous</p>
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	<p>research studies and frameworks have been done to study the process of strategy implementation (Al-Kandi et al., 2013).</p> <p>Al-Kandi et al. (2013) stated that a company's competitive advantage may be seen in the unique strategies it uses to outperform other businesses in its industry, in terms of profit margins. Furthermore, the long-term sustainability of a business depends on having a distinct vision of the future.</p> <p>The organisation's vision aids in achieving its goals and objectives (Fred, 2011). The objectives lay forth the business's objectives for success and survival (Wheelen & Hunger, 2006:14).</p> <p>An organisation's competitive advantage is maximised and its disadvantages are reduced locally and internationally, by using a well-formulated strategy.</p>
<p>As an employee, are you fairly rewarded in your efforts to implement the company's strategies?</p>	<p>Question Analysis:</p> <p>Although the company is flourishing and doing well, it is also essential for those working there to be satisfied. This question tests whether the company's employees are well rewarded for all their efforts. The responses of the respondents are stated below.</p> <p>Members of the management team</p> <p>Respondent 1: Correspondent did not answer.</p> <p>Respondent 2: We do not disclose our income, salaries.</p> <p>Respondent 3: Yes, though more can be done.</p> <p>Respondent 4: Yes, so far, but we always want more.</p> <p>General Workers</p> <p>Respondent 1: Yes, though more can be done.</p> <p>Respondent 2: Strategies are generally linked to the performance appraisal system.</p> <p>Respondent 3: Yes, I am happy with my pay but remember no one can be satisfied with the pay; you always want an increase.</p> <p>Respondent 4: By some not all.</p> <p>Respondent 5: By some, not all.</p> <p>Respondent 6: It depends on individual opinions.</p>

Respondent 7: Yes, it has been rewarded, there are performance incentives provided. Each year there is a score levels card that the board of directors provide to reward employees who did well in years when there is a profit.

Respondent 8: Yes.

Respondent 9: Respondent did not answer.

Respondent 10: Yes.

Respondent 11: Yes.

Respondent 12: Yes.

Respondent 13: Yes.

Respondent 14: Yes, it has been rewarded. There are performance incentives provided. Each year, there is a score levels card that the board of directors provide to reward employees who did well in the year when there is a profit.

Respondent 15: Yes.

Interpretation: 85 percent of the ordinary members of the management team made it known that they are well rewarded but want more from the company.

15 percent of the management team's ordinary members could not attest to whether the company was rewarding them fairly or not because, according to them, they were not allowed to disclose their income or salaries.

20 percent of the general members responded yes to the question, but still expected more.

20 percent of them were averagely satisfied; they were neither satisfied nor dissatisfied with it. 60 percent of the general members only responded with a "yes," meaning that they were satisfied with the reward the company was giving them. This means that most of the employees were fairly rewarded for their efforts to implement the company's strategies. Following decision-making, the leader adapts strategies for structure, people, information, and incentives to encourage implementation.

In the paradigm, strategic decision-making is collaborative. To get managers' perspectives on strategic decision-making, leaders use group dynamics and think tanks (Buliga et al., 2016) The social structure is a strategic leader focused on

	<p>defining and expressing the organisation's purpose and objective. Staff at lower levels could make plans around the mission.</p>
<p>Are there training opportunities offered by the company to promote effective strategy implementation among top management employees? If yes, what are the different types of skills staff can be trained for?</p>	<p>Question Analysis:</p> <p>This is a quest to know if the company offers training opportunities to promote effective strategy implementation among the top management employees and the types of skills they are being trained to acquire.</p> <p>Members of the management team</p> <p>Respondent 1: Respondent did not answer.</p> <p>Respondent 2:</p> <ul style="list-style-type: none"> • Improve the resilience and connectivity of our infrastructure. • Enhance our BI understanding and competence. <p>The goal of the harmonisation programme is to increase staff and associated client confidence throughout service delivery; while decreasing the likelihood that mistakes could be made during inspections and cold chain operations.</p> <p>Respondent 3: Yes.</p> <ul style="list-style-type: none"> • Schedule management • Senior management execution, and • Development programmes with recognised institutions. <p>Respondent 4: Yes.</p> <ul style="list-style-type: none"> • Management of the plan • Management of implementation • Ongoing discussions, and • Strategies for development with acknowledged establishments. <p>General Workers</p> <p>Respondent 1: Yes, schedule management, senior management execute.</p> <ul style="list-style-type: none"> • Development programmes with recognised institutions. • Outsourced and in-housing training offered. • Also informal contact through the management committee and at executive committee meetings <p>Respondent 2:</p>

- Senior and middle management are all tertiary educated and are encouraged to continuously gain knowledge and skills around strategic business management.
- General Managers have all completed University of Cape Town (UCT) Strategic Management courses to gain better insight.
- Senior inspectors in the business also have the opportunity to act in chief inspector roles for a period of 6 months, to improve their skills.

Respondent 3: Yes, there is continuous training by the human resources department.

Respondent 4: Not that I'm aware of in respect of formal training.

Respondent 5: Not that I'm aware of in respect of formal training.

Respondent 6: Yes, there are.

Respondent 7: Yes, there is training we call it personal development training.

During the financial year the managers will ask his or her employees what training they need for their capacity building which can help them to perform their duties well.

This give them opportunities to masters their roles, examples might be human resources (HR) or Integrated Research (IR), management. it also helps managers to decide which employees can attend.

They can give a go ahead, and access, if the course or programme will benefit the company to increase performance levels in given duties in alignment with the company.

Respondent 8:

- Proficiency and professionalism.
- Honesty and impartiality.
- Prioritised quality audits.
- Constructive management answers and important judgements, and
- Service delivery effectiveness during the audit process and adherence to all relevant laws and regulations.

Respondent 9: Yes.

Employee experience:

A lot of time and attention was put into streamlining and standardising the Human Capital Department's end-to-end procedures, including defining roles to improve practising uniformity throughout the administration.

The business's Human Capital Department made a conscious decision to focus on internal employee experience as a key factor in achieving the strategic aim of being a customer-centric organisation.

Respondent 10:

- Cross toxicity in refrigerated or non-refrigerated storage: cross-taint is the term used to describe the contamination of products by odorous air from other cargoes and/or surroundings.
- Temperature, which is measured in degrees Celsius, is the amount of heat energy.
- Delivery Air Temperature (DAT): This is the temperature at which air is released from the evaporator coil (cooling coil) and is then transported by blowing fans into the cold storage space.
- The temperature of the air leaving the cooled area's interior before it enters the evaporator, where absorbed heat is released, is known as the return air temperature (RAT).
- Among the many methods that we offer are temperature range, pre-cooling, temperature management, temperature recording, air details such as humidity, relative humidity (RH), air circulation and distribution, fresh air ventilation, heat transmission, product heat load, respiration heat, deep-freeze rooms, and frozen products.

Respondent 11:

- Professionalism: While exhibiting a positive outlook and developing our connections with our clients, co-workers, and stakeholders, we strive to do the task correctly the first time.
- Accountability: By actively taking ownership of all our deliverables and spheres of influence, we actively promote an atmosphere where workers are guided and given the freedom to take responsibility for their own activities.
- We have confidence in our team, our processes, our expertise, and our in-depth knowledge since

	<p>they allow us to carry out our duties and deliver our services with conviction and excellence.</p> <ul style="list-style-type: none"> • Collaboration: We proactively establish and maintain collaboration with all parties involved, exchanging knowledge and original ideas. <p>Respondent 12: Yes.</p> <ul style="list-style-type: none"> • The business environment is turbulent. every 6 months there is a need for training on new equipment, new technologies, new applications development and new software. • Schedule management strategic planning training. • Senior management execute, and • Development programmes with recognised institutions. <p>Respondent 13: Yes.</p> <ul style="list-style-type: none"> • Employees, good working conditions, chances for advancement, employment security, health, training, and rewards. Suppliers expand the range and volume of purchases and enter into long-term agreements. <p>Respondent 14: Yes, there is training. We call it personal development training. During the financial year, the managers ask their employees what training they need for their capacity building which can help them to perform well their duties well. this gives employees to opportunities master their roles, for examples HR or IR, management. It also helps managers to appoint which employees can attend. They give a go ahead, and access to an employee if the course or programme will benefit the company to increase performance levels in given duties in alignment with the company.</p> <p>Respondent 15: Yes.</p> <p>Interpretation: All the team management members attest that various skills are offered by the company to promote effective strategy implementation among top management employees.</p> <p>90 percent of the general workers also confirmed that various skills are provided too. Some of them are; there are training we call personal development training. During the financial year, managers ask their employees what training they need for their capacity building which can help them to perform</p>
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	<p>their duties well. This give employees opportunities to master their roles, such as in HR or IR, management. That helps managers to decide which employees can attend.</p> <p>They then give a go ahead, and access if they consider that the course or programme will benefit the company to increase performance levels in an assigned duty, in alignment with the company. The research involved expanding the workforce's knowledge and skills as part of human capital development.</p> <p>In this study, organisational members were taken into account as a resource that needed to be effectively managed for the implementation of strategic planning. Balgos and Franco (2016) stated that, a corporation may cultivate a competent, resourceful workforce by investing in its employees.</p>
<p>What is the government's contribution to employee's skills, knowledge, capability and ability to reach the company's goals and strategic objectives?</p>	<p>Question Analysis:</p> <p>This question is posed to discover how the government has contributed to the growth of the company concerned by helping the employees to upskill, or in other ways.</p> <p>Management Team Members</p> <p>Respondent 1: Respondent did not answer.</p> <p>Respondent 2: Funding is provided by the Sector Education and Training Authority (SETA). The organisation can instruct farmers, especially smallholder farmers, on topics related to these private standards as well as in its mandated R707 programmes (SAGAP).</p> <p>Since the facilitators will not also be the auditors, there will not be any potential conflicts of interest, the Organisation Development unit's personnel are free to explore the opportunities of training smallholder farmers in matters such as private standards (e.g. Tesco Nurture's Choice, LEAF, BRC, HACCP and Global GAP); as well as the mandated SAGAP.</p> <p>Respondent 3: Through the AgriSeta.</p> <p>Respondent 4: We received support via AgriSeta.</p> <p>General Workers</p> <p>Respondent 1: Through the AgriSeta.</p>

	<p>Respondent 2: Respondent did not answer.</p> <p>Respondent 3: Through the SETA funding they offer internship and learnerships as they sponsor. When an organisation or company trains their staff the company can claim the funds back from SETA.</p> <p>Respondent 4:</p> <ul style="list-style-type: none"> • Funds provided through SETA, and • Awareness initiatives. <p>The request to ensure transformation and development is included in the entities organisational plans.</p> <p>Respondent 5:</p> <ul style="list-style-type: none"> • Funds provided through SETA, and • Awareness initiatives. <p>The request to ensure transformation and development is included in the entity's organisational plans.</p> <p>Respondent 6: Funds provided through SETA.</p> <p>Respondent 7:</p> <ul style="list-style-type: none"> • Funds provided through SETA, and • Awareness initiatives. <p>The request to ensure transformation and development is include in the entity's organisational plans.</p> <p>Respondent 8: The AgriSeta.</p> <p>Respondent 9: Through the AgriSeta.</p> <p>Respondent 10 : Through the AgriSeta.</p> <p>Respondent 11: Via AgriSeta.</p> <p>Respondent 12: Yes, we do, through AgriSeta.</p> <p>Respondent 13: Through AgriSeta.</p> <p>Respondent 14:</p> <ul style="list-style-type: none"> • Funds provided through SETA. • Awareness initiatives, and • The request to ensure transformation and development is include in the entity's organisational plans. <p>Respondent 15: Through the AgriSeta.</p>
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	<p>Interpretation: All the respondents claimed that the government gave the business financial support through "AgriSeta" and awareness campaigns, along with some additional aid. Since the organisation is passionate about the certification of private standards, it is permitted to teach farmers, especially on smallholder farms, about these private standards as well as in its statutory R707 (SAGAP). There is no potential conflicts of interest because the facilitators will not also be the auditors. The personnel of the organisation's Development unit are also free to investigate the possibilities for training smallholder farmers in private standards (like Tesco Nurture's Choice, LEAF, BRC, HACCP, and Global GAP), in addition to the required SAGAP. Negash (2018) claimed that the organisational strategic leaders' competency or reluctance determines whether a plan is successfully implemented.</p>
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TOP EXECUTIVE MANAGEMENT

<p>Main Research Question A & B</p> <p>How do companies in the quality control and logistics field implement their strategies (growth, sustainability, competitive advantage)?</p>	<p>Question Analysis:</p> <p>The purpose of this inquiry is to learn how companies in the quality control and logistics fields carry out their strategies for sustainability, expansion, and maintain a competitive advantage.</p> <p>Respondent 1: No answer.</p> <p>Respondent 2: The company does the inspection of all the perishable products that are exported, so all the products that are been exported to other countries must be certified by our company, Remember Mr researcher when you are a South African farmer and your products arrived in China or in the UK, they are no longer viewed as Mr(name) products. They might be known as grapes from South Africa, or watermelon from South Africa, so there is a name at stake for those products that have to be exported to those countries and they have to get our certificate.</p> <p>The company certifies that the products will align with the requirement of the country we are exporting to. Therefore, our inspectors are aware about other critical requirements from other countries who want the products for our</p>
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	<p>products to be competitive in the overseas markets and therefore I think one of the questions to be asked will be: <i>is our strategy for growth, sustainability and competitive advantage?</i> The answer is: <i>it is for all:</i> Growth is needed. No one wants to export goods unless they can earn a profit. The price must be high enough for a profit to be made.</p> <p>Exporters from South Africa want South African products to be known all over the world and therefore we are partners with our farmers and the community to ensure that the agricultural products of South Africa are in demand all over the world, and in so doing, we compete with products from other countries so, if our grapes arrive in your supermarket in Germany or in a supermarket in the UK, there might also be grapes from Brazil, or from other countries, so there ought to be a distinction that will make people say we prefer South African Stellenbosch grapes. So, our strategy is also to ensure that the products of our farmers offer competitive advantages. That is why in our business, we work in association with all the farmers in South Africa in a specific field. If we are dealing with Citra's we work with the Citra's association. Sustainability is obviously important because we must do business in a green environment in sustainable ways but at the same time ensure that the entity at large remains a going, growth generating enterprise.</p> <p>Our competitive advantage lies in the fact that as company number one, we have a sole mandate. As an exporting company, we operate as an agency that falls under the ministry of agriculture and we are mandated by government legislation. We do not compete with anyone in this agricultural space - trading in perishable products for export. Locally, we have the sole mandate, as we act on behalf of the state.</p> <p>Therefore, we have very little competition locally. No bribes are offered. We are the only ones involved. That why a certificate is so important. The South African products are a brand which is respected all over the world. The</p>
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	<p>third factor is our climate which has different seasons from the European seasons. When our grapes are in season other countries' grapes are out of season.</p> <p>Our clients will continue to buy our produce because of the seasonal differences; because while we must compete for shelf space in our own country, we do not have that problem overseas because when their produce is out of season our produce is in season, so there is no competition there for shelf space.</p> <p>The third advantage South African products have is that our produce is of high quality; because we have very experienced farmers, who use modern technology to ensure that we produce the best quality. We also have very well qualified scientists doing the inspections who have formal qualifications in agricultural science.</p> <p>The farmers would like to do the inspections themselves, but they do not have the necessary certification, so, their products would not be certified. The certificates are referred to as passports because without the right certificate the products would not be allowed to leave the country.</p> <p>Respondent 3: No answer.</p> <p>Interpretation: Only one response was collected. There was no answer from the remaining two respondents. That made the task impossible because we only had 30 percent approval. The single respondent, said that the company that responded implements its strategies in only a couple of ways which are stated below. The company inspects the perishable products that are being exported to other countries; they have experienced farmers using modern technology to ensure that only the best quality products are approved. The company partners with farmers and the community and is then able to compete with products from other countries. The government only mandates one company to do the inspections.</p>
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	<p>Strategy implementation is part of strategic management. This step entails putting into practice the strategy created during the planning phase and creating procedures, budgets, and policies to help the business accomplish its objectives (Wheelen & Hunger, 2006:17). To maximise profits and growth, a company must implement its plan in the quality control supply chain and logistics sector. The company's management system, organisational structure, and culture all affect how well a strategy is executed. Depending on the environment and market conditions, this procedure may also need to make changes to its structure, culture, and manufacturing methods.</p>
<p>Q1. What steps do you as a manager take to implement the strategy developed for the growth and sustainability of your company?</p>	<p>Question Analysis:</p> <p>This question is to check each company manager's steps to implement the strategy developed for growth and sustainability in the company.</p> <p>Respondent 1: We schedule workshops and meetings for the executives, top management, senior management to gather and ensure that there is alignment and understanding about where the entity is going and we get together annually to present our financial departmental review. We also break down specific goals which are related to the finance division. We are a national public business with a shareholding structure that provides quality assurance services. The minister of agriculture, land reform, and rural development has given us a mandate.</p> <p>Respondent 2: I think what you are asking there is probably what the terms of my implementation process are, and what steps I follow in the implementation of the corporate strategies, and the organisational strategy.</p> <p>I must understand the corporate strategy, but I am not prepared to discuss the architecture and design. Only the head of the department understands the overall strategy.</p>

	<p>In human resources we align the human resources strategy with the corporate strategy and the CEO decides how various business units align their own strategy to the corporate strategy. Regarding goal alignment, all the business units align with each other and there are key performances that must be assessed by the key performance indicator. I must find out from the corporates what the key performances by our business units are and then I will also find out what the key performance of my own business unit is.</p> <p>Furthermore, I will examine my own key performances for our business; and performance targets will be set up for all the various businesses and the line manager will have to be informed of that target. A business and performance agreement will be drawn up with targets that need to be reached for my business field, which is casquettes, as well as for the different levels of employees. Then after that, reports will have to be drawn up which will have to show how we implemented our own strategy.</p> <p>My own business unit and other business units feed into the corporate business strategy. Reporting is all about reporting performance. We are halfway towards completion. We have implemented the strategy. We usually report quarterly among ourselves and to our main department which is the Department of Agriculture and Fisheries.</p> <p>In terms of strategy implementation, the foundation, the main foundation is to commit from top to down and from down up. There should be commitment and understanding coming from the CEO; then cascading down to the head of each business unit, then down to the line managers and thence to the main employees. The other thing that is important for strategy implementation is that the strategy must be easy and simple so all staff members can understand it. You guys from the academic field like to discuss strategies that are too complicated for all the staff members to</p>
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	<p>understand. It is as if you guys think that everyone you are writing to has a PhD.</p> <p>A successful strategy is a simple strategy that even a cleaner should be able to understand. Everyone must know where he/she fits in. That is why we talk about goal alignment and performance management and performance targets for each person. A person who is a cleaner must know that what he is doing is linked into the whole structure.</p> <p>The strategy as it is portrayed now looks like it comes straight from the academic world. Because of the way you guys write your reports, we must read 400 pages because of all the SWOT Analyses and other jargon taking up thirty pages of material that will perhaps only be understood by the CEO. Hence the cleaner may not understand it.</p> <p>Using simple, direct language becomes very important when it comes to implementing a new strategy because your target audience needs to fully understand your smart principles, in order to achieve easy and fast implementation; and commitment both from the top down and from the bottom level upwards.</p> <p>Respondent 3: First, the strategy should come from the top; from our executives and board team, so we try to do the strategy for a five-year period, but every year we try to look at it again to see if it is still working well or does it need a bit of re-alignment.</p> <p>Interpretation: Every strategy comes from the executive board and is supposed to be used for five years with thorough yearly checking to see of the strategy whether it is still working well or whether it needs correction or re-alignment. There are workshops and meetings from the executives, top management and senior management scheduled just to ensure that strategies are still aligned and there is still understanding of where the entity is going.</p> <p>The respondent said that there is always some goal alignment required by the managers and that proper reporting is needed in order to carry everyone along, and to make sure that</p>
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	<p>whatever the strategy is, it is easy and straightforward enough to be understood by every employee of the company. The implementation of strategic management cannot be understood without Wheelen et al's study, (2017). A collection of managerial choices and activities referred to as strategic management determines a company's long-term performance (Wheelen et al., 2017).</p> <p>This definition encompasses long-term planning, environmental scanning, strategy implementation, assessment, and control. These crucial traits are what Wheelen et al. (2017) defined as effective strategic management implementation.</p>
<p>Q2. How effective have these steps been in achieving the overall objective of the company's strategy?</p>	<p>Question Analysis:</p> <p>This question is to assess the effectiveness of the steps taken towards the company's strategy.</p> <p>Respondent 1: We have a lot of training workshop sessions. Sometimes, we have road trip sessions, team sessions or we bring all the regional managers, and executive officers together, to engage with all the employees and staff members to explain the original strategy to them so there is understanding of the vision and strategy. we do flyers, brochures conduct surveys, send electronic messages on cellphones, and laptop screens just to sensitise people, I think it has been quite successful.</p> <p>Respondent 2</p> <ol style="list-style-type: none"> 1. Thank you so much, these processes (steps) are very effective. I spoke about corporate strategy and goal alignment. With goal alignment, all business unit strategies are aligned to the corporate strategy. 2. Alignment also talks to the performance management agreements between the head of the business units, their line managers and the employees. There is alignment. no one does their own thing independently of the corporate strategy. Everyone contributes towards the

	<p>achievements of the strategy by means of goal alignment.</p> <ol style="list-style-type: none"> 3. In terms of performance reporting and measurement; quarterly reporting means we can achieve our target within the timeline we agreed upon. 4. Ensuring that there is commitment through a changeset management initiative that ensures that everyone buys in and is excited about the strategy. When you've got people supporting your strategy and committed to it then you are great; but the performance management process helps us to intensify school performance, especially with people who are excelling in strategy or in their performance management. Recognising performance ensures that members perform even better. <p>Respondent 3: Yeah, look I think it has been successful. It has worked for us. We are goal driven. Sometimes, we go on site to inspect or we call consultants to come in to give people guidance. Sometimes, we bring all the people involved together to ensure that there is understanding</p> <p>Interpretation: According to all the respondent, the strategy has been quite successful. It helps with goal alignment of the company strategy, and there is proper reporting of the progress of the strategy. The strategy has worked for the company so far. A strategic management process contains four parts, according to Wheelen et al. (2017). This covers the development of the strategy, environmental scanning, implementation of the plan, and evaluation (Wheelen et al., 2017). They recommended in their research that a firm should assess its current state and position in the market.</p>
<p>Q3. What more proactive steps or measures are needed to enable the company to reach its stated objectives/goals?</p>	<p>Question Analysis:</p> <p>This question seeks to discover the proactive steps or measures needed to allow the company to reach its goals.</p>

	<p>Respondent 1: We have measurement in place, our team performance, all our team performance agreement are aligned to our objective.</p> <p>Respondent 2:</p> <ol style="list-style-type: none">1. Yeah obviously, the proactive methods work. That is why we have got research and development in the business unit so we are continuously coming benefiting from new methodology. We ve got eyes and ears that are looking for what is new in the market and ways to improve our services. While a strategy is usually viewed as covering three year periods, but through our research and marketing unit, we might need to review and refine our strategy as there are always new changes in the market.2. It is also the continuous interactions with all our stakeholders to know how they feel about our products offerings and services offering and their inputs helps us either continued to where we are or refine our journey and ensure that we improve here and there so that continued stakeholders engagements assist us with feedback to proactively act on whatever is common on our ways. <p>Respondent 3: I think that one you've got to continuously sanitise, mobilise others to ensure that there is understanding obviously among the staffs that move other site of the entity or in between of divisions.</p> <p>Interpretation: According to the first respondent, there's alignment between their measures and all the teams. Research and development in the business unit in other for there to be formulation of new methodology. According to the words of the second respondent, "we have got eyes and hears that are looking for what is new in the market and how we can improve our services." There is continuous interaction with their stakeholders in other to know their input concerning their strategies whether it will be reassessed or to continue using their strategy. According to</p>
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	<p>Wheelen et al. (2017), would a firm know which strategy to employ. Use the strategies and observe their effectiveness.</p> <p>Re-evaluate and pick another if it does not work. fully recycle environment checks get together Future-orientated information strategy implementation:</p> <p>Putting strategies into practise internal strengths and weaknesses, external opportunities and dangers, and control.</p>
<p>Q4. What relevant factors affect the implementation of these strategies?</p> <p>What factors affect implementation of your strategy?</p>	<p>Question Analysis:</p> <p>This question is to highlight the factors that might affect the implementation of the strategies discussed in the previous questions.</p> <p>Respondent 1: No Answer.</p> <p>Respondent 2: The factors that affected the implementation of the strategy:</p> <p>Do we have the appropriate resources to implemented our strategy, so many a times if you looked at it now in terms of global pandemic Covid-19, it has exhausted most of our resources and because of that you will find that you are unnecessary over stretch resources wise.</p> <p>Every strategy requires money, there is no strategy that is just dine without money or from nothing.</p> <p>The second things also will be different legislation if there is a legislation change or leadership change at the concealer levels or at the ministerial levels as an agents of government that also affect the implementation of the strategy, because new people come with the new direction, so it have got a potential of impacting the implementation of the strategy but also the international markets that are there and that has been exported in accordance to international standard so the change of the international legislatives of the importing countries has tendency of impacting on the implementation of our own strategy for examples: Russia mighty change its protocol in terms of the quality and the measures of the</p>

	<p>oranges that they want into the country or if there is miss understanding in international relationships between South Africa and China was one of the main importers of one of our products and china say we do not no longer need South African products because of bilaterally relationships that has got Sowa it has got a tendency of impacting on our own implementation strategy.</p> <p>Sickness and diseases are either of meek products or of crops etc. all kinds of diseases that mighty appear to affected the perishable products it has got a tendency also of impacting on the implementation of our strategy. So those are kind of things that could affect the implementation of the strategy.</p> <p>The all political climate have got an impact on the implementation of the strategy, socio economical, political climat, cultural, so have got a tendency to block the strategy implementation, so continuously becoming sensitive to that.</p> <p>Respondent 3: No answer.</p> <p>Interpretation: There are a series of factors that can affect the implementation of the company's strategy that was made mentioned by the respondent. They are: the company's resources might get exhausted due to a global pandemic like Covid-19. Financial ability is a significant factor too. Also, change in management can affect the implantation of strategy. If an international market strategy is different from the company's strategy, that can also impose a problem on their strategy. Diseases affecting perishable products, climate change, socio-economic and political issues can as well set a challenge to the implantation of the company's strategy. Many commercial organisations are forced to regularly adapt and rewrite their strategy execution plans in order to stay up with market developments due to an emphasis on globalisation (Hajara, 2011). According to Alfaxard (2013), effective strategy implementation requires taking into account systems, structures, and human resources.</p>
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Q5. What are the key factors that enable the implementation of the company's strategy?

Question Analysis:

To know the factors that enable the company's strategy implementation.

Respondent 1: I think firstly understanding from the top management, executive and bottom down from top to down they need to be understanding, they need to be uniformity, we all need to speak in the same in book in the organisation. We all need communication that are consistently, we re authorise to ask question to ensure that everybody have understand the strategy.

Respondent 2: Departmentally our HR strategy will also be resources availability because from the HR point of view there must be money for the implementation of our strategy: which is training and developments of staffs, because we need competent and motivate staffs to attain the objectives of the organisation, so if there are no finances for that training and development or adequate resources if you take into consideration the Corona virus pandemic that is actually swallow lot of resources, we are cutting down on our training expenses because money must go into payments of staffs and less on training because there isn't that resources for that or there is limited resources for that. The resources become one of the main issue. There will also be leadership commitment because the HR strategy is in font or is successful by virtue of commitment or buy in of all leaders in the organisation, we can write a beautiful strategy for te organisation but if there is no commitment from the CEO and others from their business units, when ou want to do initiative whether it be with finance or with operation but if those heads are not fully committed then you will find out that there will be obstacles towards that. Then the other one is the availability of man power, competent which one must have for the implementation fully of the strategy, with the pandemic in place you will find that we mighty have challenges of retaining all are our support staffs, we mighty find ourself perhaps required to let go of other in so doing we will end up

	<p>being able to implement our strategy completely so those are things.</p> <p>Respondent 3: We all need communication that are consistently, we re authorise to ask question to ensure that everybody have understand the strategy.</p> <p>Interpretation: We are a national public business with a shareholding structure that provides quality assurance services. Our mission has been established by the ministry of agriculture, land reform, and rural development. There should be unity among all the employees in other for there to be progress in the company. There is need for availability of resources for the company to grow, and availability of man power too. There is need for commitment from the leaders. According to this study, both internal and external factors have an influence on how well a company's plan is implemented. Quality control and logistics organisations set their objectives, achieving them successfully is extremely difficult and requires senior management commitment, clear determination of the steps that must be taken, money allocation, and internal control systems (Alfaxard, 2013).</p>
<p>Q6. What are the key factors that limit implementation of the strategy?</p>	<p>Question Analysis:</p> <p>This question is to know the key factors that limit the implementation of the company's strategy.</p> <p>Respondent 1: The way for us to deal with it next week we are going to meet with our board members, executive members team, top managers team, seniors managers team, staffs members to re-look on the re-alignment of the strategy.</p> <p>Respondent 2: What I say is a regurgitation, it will be the resources availability, commitment.</p> <p>Respondent 3: I think common understanding, communication because people not always buy in the same vision, they could be misalignment to the vision, some time may be the all ream are not on the same page.</p>

	<p>Interpretation: 70 percent of the respondents made mentioned misalignment in communication as one of the factors that limit the implementation of the strategy. Likewise lack of commitment and unavailability of resources. According to Northouse (2017), effective leadership is needed to communicate the arguments for new strategies during implementation. Their study suggests that commitment and enthusiasm are necessary for long-term business direction and survival. Implementing a plan is simple for the organisation's success when these conditions are met. In his dissertation, Negash (2018) claimed that the organisational strategic leaders' competency or reluctance determines whether a plan is successfully implemented. Lack of these factors will hinder the organisation to implement its strategy.</p>
<p><u>Sub-research questions 1</u></p> <p>How is strategy implemented?</p> <p>Q7. How do you structure your company's strategic objectives?</p>	<p>Question Analysis:</p> <p>This question is to know how strategy objectives are being structured in the company.</p> <p>Respondent 1: At our organisation one of our wonderful strategic objectives we have set a digital transformation, we are looking at how we will go about it, we have the rights people in the room, asking the right questions and draft a report on it, we have it and we are going to implement two system ERC systems and an inhouse software development application.</p> <p>Respondent 2: Our departmental strategy objectives, are align with the company strategy and vision. Once you've got the company vision then the company can enforce the company vision and objectives.</p> <p>Our company vision is born out of the mandate that we have been given by the government. So, the company vision is aligned to the parent company, because we are an agency of the company. Therefore, since the Department of Agriculture and Fisheries, the parent company, has a more comprehensive plan, our strategy must be in line with the Department of Agriculture and Fisheries policy. Consequently, our objectives will be linked to the Department</p>

	<p>of Agriculture and Fisheries' vision, and they will also include sub-objectives that relate to the primary vision.</p> <p>Respondent 3: As a quality insurance firm, we undertake to instil trust in the certification of perishable South African goods; that must be exported since we have the vision and are given the go ahead by the Minister of Agriculture, Fisheries, Land Reform, and Rural Development.</p> <p>Interpretation: The respondents said that their company has a mother company that controls have the primary strategy. Therefore, how the company will structure its plans depends on the parent company, namely, the Department of Agriculture and Fisheries. The respondent's strategy must align with that of the mother company. So, according to one of the respondents, the structuring of their company is as follows: "we have set a digital transformation, we are looking at how we will go about it, we have the right people in the room, asking the right questions and so we need to draft a report on it. We have it, and we are going to implement two system ERC systems and an inhouse software development application." Li et al. (2016) stated that, several crucial decisions must be taken by management or others in a position of authority inside the organisation, for the strategy to be successful when put into practice (Li et al., 2016). To provide the best products or services for the organisation, managers must establish effective structures and procedures to monitor employee performance. Corporate systems demand clear and concise basic communication strategies. (Al-Kandi et al., 2013).</p>
Q8. How effective have they been so far?	<p>Question Analysis:</p> <p>This question is to know how effective the steps taken have been.</p> <p>Respondent 1:</p> <p>I think no matter who you are, irrespective of whether you are a cleaner or a CEO, we are</p>

	<p>trying to help you to understand your role as well as, how it fits into the various strategies of the organisation. We are continuously communicating with the line management and various staff members and holding meetings. We monitor the way tasks are being performed; in order to look for better ways to align with our strategic objectives, as well as those of the parent company.</p> <p>Respondent 2: It is very effective. We can implement our strategy. We report quarterly to the Ministry of Agriculture and Fisheries on the progress of the strategy implementation and annually, we produce a financial statement and an overview of strategy implementation, which is part of the annual audit. We are audited on all financial aspects and in strategy implementation. As far I`m concerned currently we are getting clean audits.</p> <p>Respondent 3: We have been doing well, so far except that, over the years, things are starting to change, and we see how the organisation is going, we must expand our strategic objectives or compress them, but overall, I think that even though a lot of fees must be paid to top management and the executive, it is justified because we want to make sure that the organisation’s strategy is carried out successfully.</p> <p>Interpretation: 70 percent of the respondents said that the strategy had been very effective so far. One respondent said, respondent, there were shortcomings; “except over the years that things are starting to change, we see how the organisation is going, we have to expand our strategic objectives or compress them.” Similarly, the performance and results of businesses and organisations who implement their strategies are better than those that do not. However, these plans might fail due to implementation issues (Li et al., 2016).</p>
<p>Q9. What changes can you recommend to the board of directors to allow you to achieve the company’s strategic objectives?</p>	<p>Question Analysis:</p>

	<p>This question points out the changes that can still be made to the company's strategy so that the objectives can be achieved.</p> <p>Respondent 1: It is of no use to say that members intend to transform the infrastructures when they do not have the infrastructure, nor the technology and from the board's perspective they have provide us with a sufficient funds, and sufficient resources for the strategy to accomplish the vision.</p> <p>Respondent 2: There is as agency we get our financial resources from the fees we charge farmers we recommend that if the board of directors can assist us to influence the government to also look for a way to give our company, which is the agency that I`m working for; some funding, because currently we do not get funding from the government. The money we have is the money we get from the fees we charge the farmers. However, The Corona pandemic has limited the export of produce by some farmers or other products. For instance, if there is a change in the weather it affects the productivity of the farmers, so if you have little money in your budget, weather condition can have a huge impact on how you think, and plan.</p> <p>We plead also to the board to assist us to influence the government to ensure that we are also considered for partial funding to subsidise what we receive from the farmers. Our job is to inspect products that need to be exported. We also implore the council or the board to consider giving or expanding our mandate to also inspect products from outside the country; in addition to continuing to inspect products from inside our country, before they go into the shops.</p> <p>The question should be: As the products that are going to America and England are of high quality and the low quality products are being distributed to our local shops, shouldn't all perishable products that will be consumed by people be inspected? And should not every shop that sells perishable goods be inspected? In South Africa we are viewed as inferior people because we allow our systems, and our people</p>
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	<p>to supply us with inferior, low quality grapes and other inferior products but we know that the reason for that is - we need the money so, we accept such inferior low quality goods for ourselves and the good quality produce goes overseas. Because I`m working for the organisation I know that the products that are for export are bigger, look better and taste better. My recommendation is that some export quality should be held back for sale in the local market.</p> <p>Because if the government wants to ensure that we have healthy South African citizens, they should take this step. No oranges with black spots are allowed to be exported but you will find them in the local market. Scientists will tell you that the blackspot is toxic and will cause our people to get sick.</p> <p>Respondent 3: Look at our organisation; if you are talking about my department; personally I`m fortunate in that there is continuous discussion, a lot of collaboration., There are lot of ways whereby the board of directors ensures that the staff including myself understand the strategy and they implement it; which is shown by simple things like - we have the opportunity to ask questions, to speak; we have the correct tools.</p> <p>Interpretation: 75 percent of the respondents said, "There is a need for the board to provide enough funds and resources to transform their infrastructure and get sufficient technologies."</p> <p>One respondent said that the board of directors should help them to inspect other products apart from those going out of the country. For instance, inspection should be made on perishable products sold locally in shops in the country, to avoid the people of the country consuming bad products; thereby preventing sickness.</p>
<p><u>Sub-research question 2</u></p> <p>What are benefits of implementing a strategy for a quality control and logistics organisation?</p>	<p>Question Analysis:</p> <p>This question investigated the benefits that are derived from implementing a strategy for quality control and logistics organisation.</p>

Q10. Can you describe the benefits derived from using this strategy?

Respondent 1: To the organisation, outside the organisation, I think it is important from the financial perspectives since I'm from the financial department, to know where the funds are going. Where are we collecting funds and while collecting funds that our customers are paying us, that income funds our financial expenditure.

Respondent 2: The benefits drive from using this strategy; we can satisfy the need of our clients in this case, the farmers or the farmers' market. We can support the government in its quest to position South Africa as a country that has superior agricultural products. We can groom talents to qualify professionally in the agriculture scientific space who then ensure that the mandate of the government is fulfilled.

We become co-partakers or co-participants or co-partners in sustaining food security, not only in South Africa but all over the world. Food security is one of the co-foci of the United Nations and therefore we believe that we are partners with the UN in ensuring that there is food security in the world, by acting as a catalyst to promote farmers progress with supplying products and opening-up markets.

Respondent 3: To the organisation, outside the organisation: I think it is important from financial perspectives since I'm from the financial department, to know where the funds are going, where we are collecting funds and while collecting funds which from customers, support our financial expenditure.

Interpretation: They can now know the funds coming in and going out of the organisation, due to their strategy. They can satisfy their clients (farmers and farmers' markets). They can also support the government in its quest to position South Africa as a country with superior agricultural products. It gives them the ability to train qualified professionals. They are also able to become co-partakers in food security all over the world. Implementing strategic management enables firms to grow and make decisions that benefit all employees and managers.

	<p>When strategic management is implemented, communication inside a company is improved, since everyone is then working toward the same objective.</p> <p>A company's expansion and success depends on effective communication and cooperation (Fred, 2011:50)</p>
<p>Q11. Is it for growth?</p>	<p>Question Analysis:</p> <p>This question is to ask whether their strategy is aimed at growth in the company.</p> <p>Respondent 1: Yes.</p> <p>Respondent 2: Yes, our strategy is for growth.</p> <p>Respondent 3: So, in terms of our digital transformation it is definitively for growth, yes.</p> <p>Interpretation: 100 percent of the respondents agreed that their strategy has been for growth in digital transformation. Apparently, says Fred (2011:50).</p> <p>Employee commitment, productivity, and trust are all increased by improved communication and a sense of intimacy fostered by cooperation. All employees are motivated to put in extra effort to accomplish an organisation's objectives and purposes by means of a clearly stated strategic management implementation strategy. Profit maximisation and organisational success are the results.</p> <p>The following are some non-financial benefits gained from applying strategic management in a corporation: Allows for defining management difficulties in a neutral manner. With more opportunities, there is less resistance to change.</p> <p>An unambiguous framework for governing personnel and operations. The relationship between management and workers is open and transparent.</p>
<p>Q12. Is it for sustainability?</p>	<p>Question Analysis:</p> <p>This question asks whether their strategy is for sustainability.</p>

	<p>Respondent 1: Yes, we have aligned the technology that need a way to go. Currently, our PDP and inspectors instead of using pen and paper use tablets which will make things a lot more streamlined, and efficient. In term of longevity yes, in term of sustainability yes</p> <p>Respondent 2: Yes, our strategy is for sustainability.</p> <p>Respondent 3: Yes, we have align the technology that need to find direction. Currently our PDP and inspectors instead of using pen and paper use tablets which streamlines the operation and makes it a lot more efficient. In term of longevity, yes, in term of sustainability, yes. Yes of course, our digital transformative strategy from a social perspective means being part of the entity; you want to give back, you want to transform the agricultural sector, so we do a lot with our small farmers and black farmers.</p> <p>When we get them on the system we can assist them to improve and produce export quality; so they can become self- sustainable.</p> <p>Interpretation: According to all the respondents, their strategy works for sustainability.</p> <p>Long-term sustainability of an organisation is contingent on having a clear vision of the future. The organisation's vision aids it in achieving its goals and objectives (Fred, 2011).</p>
Q13. Is it for competitive advantage?	<p>Question Analysis:</p> <p>This question confirms whether their strategy creates a competitive advantage.</p> <p>Respondent 1: Yeah, obviously from a country perspective, as I say, we are the only ones doing what we do.</p> <p>Respondent 2: Yes, our strategy is to gain a competitive advantage</p> <p>Respondent 3: Yeah, obviously from a country perspective, as I say, we are the only ones who do what we do.</p> <p>Interpretation: There was a 100 percent response that their strategy was to gain a</p>

	<p>competitive advantage, as they are one of a kind. The objectives laid forth the company's main objectives for success and survival (Wheelen & Hunger, 2006:14). An organisation's competitive advantage is maximised and its disadvantages are reduced, locally and internationally using a well-formulated strategy.</p>
<p>What challenges is the company facing in implementing its strategy?</p> <p>Q14. Under what circumstances can your strategy implementation be hindered?</p>	<p>Question Analysis:</p> <p>This question asks the participant whether the company can, under any circumstances, be hindered.</p> <p>Respondent 1: If we do not have the buy in of our employees it will fail since they play a vital role in carrying out the strategy. they understand it and they see it through.</p> <p>Respondent 2: I think the question will still be linked to another question where we spoke about the challenges one may face in implementing the strategy. In terms of resources allocation, in especially in our case, the challenge will come from climate change and we are in the agricultural space so climate changes has a huge impact on the quality of our products. If there is too much rain or if there is no rain, or if there are diseases that affects production. There are issues of commitment, of political problems, and understanding between us the exporting country and the importing country.</p> <p>Respondent 3: So, obviously as I say we are mandate by the department of the ministry of agriculture, if they do not accept our strategy will fail.</p> <p>Interpretation: If there is no employee support, the strategy will be hindered. Also, these things slow the company's strategy; climate change (too much rain and when there is no rain), diseases can also affect the strategy, and commitment can be a hindrance too, when there is no understanding between both exporting and importing countries. When there is no agreement and understanding between the ministry of agriculture and the company,</p>

	<p>this will cause a hindrance to the company's strategy. Implementing strategies is part of strategic management. This step entails putting the plan into action and creating the finances, processes, and policies that will help the business accomplish its objectives (Wheelen & Hunger, 2006:17). Lack of implementation of the strategy can hinder the implementation of the strategy.</p>
<p>Q.15. What steps are you taking to mitigate these hindrances/limitations?</p>	<p>Question Analysis:</p> <p>This question is to know the steps that the company is taking in other to overcome the hindrances.</p> <p>Respondent 1: The engagement we do lot of reporting to the department of the ministry of agriculture, to the treasuries, and the board, top management, executive management, middle management, low level management and all the employees.</p> <p>Respondent 2: I think I will go back to the answer I gave you previously: we do have research and development as a sub-unit that assists us to continuously check or study and do research on the traits, treats, and new developments that are required or might be required for us to go and remain a going concern. Apart from that, we are continuing to improve on our systems and on our process as well as continuing engagement with all the stakeholders to hear their complaints, their advice, and their expectations. Some of them are specialists in their field. That is why we work closely with various growers associations, t that represent various different agricultural produces. They do their own research; in order to equip ourselves for better positioning in the future. Finally, we make it a point especially in the current situation that we manage our financial resources properly and multi-task, and multi-skill to our human capital to enable them to do more and to do decent jobs, especially during difficult times.</p> <p>Respondent 3: We have continuous engagement even with departments we report</p>

	<p>to. The engagement we do lot of reporting to is the department of the ministry of agriculture.</p> <p>Interpretation: 75 percent of the respondents, carry all the management and the employees along with the strategy. There are research and development sub-units that assist in checking, studying and constantly doing research constantly. The stakeholders get together often to receive advice, feedback, and recommendations on what new things to do. They also implement strategic management strategies for quality assurance and logistics, which enables companies to take more proactive measures to address risks, opportunities, and areas of vulnerability that may stand in the way of their goals (Fred, 2011:48).</p>
<p>Q.16. How effective have these steps been so far or what outcome do you anticipate from the implementation of new measures in the long-term?</p>	<p>Question Analysis:</p> <p>This question asks how the steps they have been taking have been going, whether they are effective or not, and what they expect from the efforts in the future.</p> <p>Respondent 1: In the long run the entity attempts to maintain sustainability and the development of employees and farmers, as well as transforming small black farmers. We do have an agreement with SETA to get some funding, but we run lots of training run but we do not claim from SETA. I do not think that last year we did receive the fund from SETA last year. The only funding we received was a the retainer.</p> <p>Respondent 2: It has been effectives as we do not share any information from our strategic report, on how we operate or any information about our audit funding or opinions on our audit opinions, or about a qualifying scheme of audit that we receive. However, we are still a going concern; our services were still rendered even during the Corona virus period. We remained one of the essential services doing the work. We believe that regardless of the constrained we were under, due to Covid we still benefited from having a great leader, and we continued providing services, as well as continuing to give</p>

	<p>further assistance to other countries all over the world. To answer the question; can we can do more? my comment is - we have the knowledge and the experience to assist other African countries that are intending to be global partners in exporting products; as we have done with other European countries as well as assisting other African countries such as Egypt, that wanted to find out from us how we do things; including supporting such countries. African countries are not so humble as not to want to use our knowledge, skills, experience, technology, human capital, etc ... People just have to run, engaging with yourself and others. Africans should encourage other countries to take African seriously, because then other countries can benefit from getting the best of Africa. We Africans might think that we are independent from the rest of the world; but unfortunately our independence is only expressed verbally. Actions speak louder than words. We can collaborated, without assistance from any other African country. However we need to be humble enough to realise that we can do more than we are presently doing.</p> <p>Respondent 3: I think it has been successful. Obviously we tracked our strategy as we went along. Covid-19 was a challenge. Obviously we must fast-track some of our strategies. One of them is the digital transformation, but amazingly because there is a lot of works to do, a lot of understanding is needed, and although a lot of structure was already set out, more is needed.</p> <p>Interpretation: According to all the respondents, the strategy has been highly effective so far, and soon, it will still yield more effectiveness. The organisation may make adjustments to its strategy as it is being implemented. It entails making critical decisions that determine whether a plan will succeed or fail. The CEO or other business executives often make this kind of decision, making ensuring that it is consistent with the firm's mission, vision, and overarching goals in</p>
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	order to achieve the intended results (Wheelen, 2006).
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4.5 Conclusion

With their plan, the organisation is moving in the correct direction. All of the respondents gave them favourable feedback, and they are willing to make changes as necessary. This demonstrates their dedication to maximising the effectiveness of their plan. Verify that the plan is in line with the organization's mission, vision, and objectives. This will make it easier to make sure that everyone in the company is striving for the same goal. Make your strategy SMART, which stands for specific, measurable, achievable, relevant, and time-bound. This will make it simpler to monitor development and make sure the plan is on course. Inform everyone in the organisation about the strategy. This will ensure that everyone is aware of what has to be done for the plan to be successful. Keep an eye on the plan and make changes as necessary. Since the environment is dynamic, it's critical to be adaptable and modify the plan as necessary. Organisations can improve the likelihood that their strategy will be successful. below are some examples of ways the company in the passage could modify their strategy: They could move resources to another area that is functioning better if they are not getting the required outcomes in one area.

They could adjust their plan to take on new problems if they are up against fresh ones from rivals. They could modify their strategy to take into account market fluctuations. Organisations can improve their chances of success by being prepared to change their strategy.

CHAPTER 5: CONCLUSIONS, AND SUGGESTION AND COMMENDATIONS

5.1 Introduction

The study's results are summarised in Chapter 4's key sections. The findings of the study on the variables influencing strategic management implementation in the Western Cape's logistic and quality control organisations are presented in this chapter. The primary focus of the study's findings is an investigation of the critical variables that affect strategic management implementation and their consequences for a quality control and logistics organisation in Cape Town, South Africa. The study examined how strategic implementation might increase a business's demands for quality control and logistical efficiency.

5.1.1 The study's main goals

- To explore how strategic plans are implemented in a quality control and logistics company, in the Cape Metropolis.
- To examine the benefits of implementing strategic plans in a logistics and quality control company.
- To identify the challenges that can hinder proper strategy implementation in a logistics and quality control company.
- To identify out the solutions required for successful strategy implementation in a logistics and quality control organisation.

5.1.2 Sub-questions

- How do QC and logistics companies adopt strategy?
- How can a quality control and logistics organisation successfully adopt a strategy?
- Why should a quality control and logistics organisation establish a strategy?
- What might hamper a quality control and logistics company's strategy?

As the research continued, the study questions were meant to guide and drive the inquiry. The next part provides a concise review of the study's general results as most quality control and logistics firms stop at the planning phase, without executing the strategy.

5.2 Data and analysis summary

This research collected data using semi-structured interviews. Each of the data compilation processes was handled and administered differently. The data identified five themes witch is: age, gender, year of employment, departments, and years in the current positio .

Data-driven themes were used to describe the results. General managers, senior managers, and other upper-level executives had separate interview instructions. All the interviews were performed in English, and field notes were utilised to balance the audio recordings of question and answer sessions with the participants (Denzin, 2009). Data processing and interpretation were aided by notes. The interviewer asked follow-up questions to shed further light on any ambiguous issues (Bhattacharjee, 2012). Participants raised more questions, and the planned in-depth interview (unstructured interview) was utilised to clarify them (Saunders et al., 2009). Since the researcher had anticipated asking for clarifications on certain points, in-depth interviews were deemed appropriate for the case study research. (Wahyuni, 2012:74).

5.2.1 Employees' knowledge of corporate goals

The knowledge level of the respondents, who are frontline officers in achieving strategy objectives, cannot be overstated. Respondents who showed insufficient knowledge were rejected. Twenty people answered. All respondents endorsed the company's strategic goals. They all said "Yes," and some added details. When questioned about the company's strategic goals, 70 percent of the twenty respondents said "yes." 5 percent of the 70 percent said "Yes, I am aware," while 60 percent said "Yes" without further explanation. The employees know their company strategic objectives, and goals but they were not friendly to elaborate more or being specific, since you can't control people mood.

5.2.2 Growth and sustainability strategy implementation

This questionnaire asked whether the organisation's aims or objectives were implemented. "Steps taken to execute firm development and sustainability plans" generated several answers. Some responders described the company's growth and sustainability measures in detail. The Department of Agriculture, Forestry and Fisheries (DAFF) has given this organisation the authority to oversee and manage the export of perishable goods from South Africa. The organisation is crucial in encouraging the expansion of agricultural exports from South Africa as well as assuring the safety and quality of the country's goods. The company has a variety of measures in place to carry out its sustainability and growth ambitions. These consist of: Investing in new technologies and innovation: To enhance its operations and services, the organisation is continually making investments in these areas. This entails creating a new electronic tracking and tracing system for perishable goods as well as funding a new laboratory for food safety testing.

In order to promote South African products in foreign markets, the organisation collaborates with exporters and other stakeholders. This includes creating marketing materials and going

to trade exhibitions and conferences. In order to provide South African exporters better access to foreign markets, the organisation collaborates with the government to negotiate trade agreements. Working on accords with the United States, China, and the European Union is part of this. Strengthening compliance: The organisation strives to make sure exporters adhere to all relevant requirements for food safety and quality. This entails doing routine inspections and giving exporters training.

Building capacity: The company seeks to increase the capacity of its stakeholders and employees. As part of this, training must be given on food quality and safety, and tools and resources must be created to facilitate compliance. The organisation has ambitious but realistic growth and sustainability strategies. The organisation can make sure that South African perishables continue to be secure, of the highest quality, and competitive in global markets by investing in technology and innovation, marketing South African goods, improving market access, bolstering compliance, and developing capacity.

5.2.3 Strategy implementation methods' effectiveness in reaching organisational goals

As said, frontline cops will judge the methods' effectiveness. This topic question measures the efficiency of such initiatives. Most participants said the techniques were successful. Each detailed the perceived results of the organisation's strategy. 30 percent of respondents ascribed the strategies' success to corporate development, the acquisition of new stakeholders, strong connections with existing stakeholders, technology improvements, and a more competitive market environment.

5.2.4 Implementing plan to meet corporate goals

Respondents were asked whether implemented tactics were needed to accomplish organisational objectives. Positive replies predominated. The study's findings, interviewees' responses, and Figure 3's data indicated that overall, the organisation's mission-realisation tactics achieved favourable results. Other answers indicated that these tactics were necessary for reaching organisational goals. Some recommendations include providing cold chain services, regulating and enabling efficient export of goods and guaranteeing compliance with quality criteria, so products would be locally and globally acceptable. Since 1926, the organisation had managed the export cold chain using successful procedures. The significance of strategies in achieving a company's objectives cannot be over-emphasised, according to respondents and this theme's outcomes. The respondents are best positioned to

determine the skills needed to enhance their knowledge and fulfil their obligations to execute strategic actions in their departments and accomplish the organisation's goals.

5.2.5 Planning and implementing corporate strategy

The participants work in quality control and logistics and know how to do their jobs well. They were best positioned to determine the skills needed to enhance their knowledge and fulfil their obligations to execute strategic actions in their departments and accomplish the organisation's goal. The company made an investment in a new laboratory for assessing food safety in 2020. The most recent technology is available at this facility for testing for pollutants and diseases that can be found in food. To track and trace perishable goods, the organisation is creating a new computerised system. The organisation collaborates with exporters and other stakeholders to promote South African food in foreign markets, and this system will allow exporters to trace their products from the farm to the point of export. The company visited more than 20 trade fairs and conferences in Europe, the US, and Asia in 2021. • The company collaborates with the government to secure trade deals that will improve exporters' access to foreign markets. The organisation took part in the discussions for a new trade pact between South Africa and the European Union in 2022. The organisation inspects exporters on a regular basis to make sure they are adhering to all relevant food safety and quality regulations. The company carried out more than 10,000 checks in 2021. The company educates exporters and other stakeholders on food safety and quality. The company trained more than 1,000 individuals in 2021. The company creates materials and solutions to help with adherence to food safety and quality requirements. The company created a fresh exporters' training guide on food safety in 2021.

5.3 Summary

This study attempted to uncover the characteristics influencing strategy management at a quality control and logistics organisation in the Western Cape. Four participants came up with the question on the idea behind the study. First, they asked themselves how strategic management strategies are implemented? Five topics emerged from that investigation. From the first topic, it was deduced that all the respondents were aware of the organisation's strategic goals, albeit that many did not indicate their level of knowledge or if they were active in the execution process. The second subject focused on the activities that were undertaken to execute planned plans to assure the logistic company's viability and expansion. The third subject questioned the quality control and logistics company's strategy. The participants' feedback showed that the organisation's tactics had yielded beneficial results. The following section discussed the relevance of strategy in achieving the company's objectives.

Respondents were asked to indicate the abilities that were needed to execute the organisation's strategic goals. The interviewers' comments had to focus on the participants' outstanding qualities so the company could then plan and execute strategic initiatives in different divisions. Growth and sustainability are priorities for the company. The organisation can make sure that South African perishables continue to be secure, of the highest quality, and competitive in global markets by investing in technology and innovation, marketing South African goods, improving market access, bolstering compliance, and growing capacity.

5.4 Recommendations

This research determined the elements that impacted strategic management implementation in a Western Cape organisation. The researcher recommends that quality control organisations should implement strategic management. Research defines the strategic management model is one of the main ideas of Wheelen et al. (2017). There are four steps in this model: Gathering information on the external environment, including the economic, political, social, technological, and competitive surroundings, is done during the environmental scanning stage. Formulating a strategy requires creating a plan for how the organisation will carry out its objectives. The data acquired during environmental scanning should be considered in this plan. Implementing the approach means actually putting it into practise. This entails creating and carrying out detailed plans, assigning resources, and inspiring workers. Evaluation and control: During this phase, the organization's performance is monitored, and any necessary revisions to the strategy are made. A thorough and well-regarded textbook on strategic management is Wheelen et al. (2017).

strategic management as "administrative and managerial choices and activities that affect an organisation's long-term effectiveness. increased customer happiness and product quality increased effectiveness and output, decreased costs, Increased market share and improved brand reputation, The first step in implementing strategic management for quality control organisations is to have a thorough awareness of their existing position. This involves determining their advantages, disadvantages, opportunities, and dangers. They may create a strategic plan that specifies how they will accomplish their long-term objectives once they have a thorough knowledge of their current condition. The strategic plan should have clear goals and objectives as well as a strategy for how they will be attained. It must specify the resources that will be required to carry out the strategy. An continuing process, strategic management necessitates frequent assessment and change. Environment changes affecting the organisation. The following actions can be taken by quality control organisations to execute strategic management: Organise a council for excellence. The top executives that make up the quality council are in charge of directing the company's quality management initiatives.

The council should be in charge of creating the company's quality strategy, deciding on its quality objectives, and keeping track of how well the company is doing in achieving those objectives.

Create a policy for quality. The organization's dedication to quality is shown in the quality policy. It should describe the organization's quality objectives and goals as well as the guiding principles for its quality management initiatives. Employee quality management training. The organization's quality policy and quality management system must be taught to all personnel. Employees should get a better understanding of their position in quality management and how they can support the organization's quality objectives as a result of this training. Assess and keep an eye on quality. The company must regularly assess and track its performance in terms of quality. This will assist the company in determining where quality improvements are required. React appropriately. The organisation must take remedial action when it spots places where quality enhancements are required. This might entail altering the company's practises, policies, or training.

Continue to get better. The company should work hard to maintain and increase its high standards of performance. The organization's quality management system, quality performance, and quality policy may all be continuously reviewed to achieve this. These actions will enable quality control organisations to undertake strategic management and succeed over the long run. " According to Wheelen et al. (2017), the development of a strategy, also referred to as long-term planning, environmental scanning, strategy execution, strategy assessment, and control are significant variables that affect how a strategy is implemented in an organisation. (Wheelen et al., 2017) stated that these critical components also make for strong strategic management implementation. According to Wheelen et al. (2017), strategic management is a continuous process that entails analysing the environment, developing a plan of action, putting it into action, and then monitoring, assessing, and regulating it. Organisations must be able to modify their plans in response to the ever-changing external environment. The hardest part of the strategic management approach is frequently implementation. For the organisation to be successful in reaching its objectives, evaluation and control are crucial.

5.4.1 Strengthen leadership

To improve leadership and direction; firstly, a company should capitalise on HR and past successes, and establish stronger value systems, norms, and a results-orientated culture. Leadership and direction, not tools and methods, define success. Upper management, the Administrator, and the Associate Administrator must be committed to develop strategies. A

crucial step in enhancing leadership and direction is including employees in a company's plan. Employee commitment to the organization's aims and objectives is higher when they are involved in strategic planning. Additionally, they are more prone to address problems in novel and creative ways. Encourage staff members to think creatively. Don't be reluctant to give unusual ideas some thought. Pay attention to employee input and be open to making adjustments. Employees are the ones who are most familiar with the task, thus they frequently make insightful observations that might enhance the organization's strategy. laud the accomplishments of your staff. Employee participation in strategic planning is more probable when they feel valued and respected. Organisations may foster a more inclusive and collaborative atmosphere for strategy planning by implementing these actions. As a result, the organisation as a whole may benefit from greater leadership and direction. Additional advice for enhancing leadership and direction in a company is provided below: Specify expectations and goals in detail. To succeed, employees must understand what is expected of them. Regularly provide feedback. Employee performance can only be improved with the use of feedback. Establish a culture of respect and trust. Employees need to feel confident in their managers and that their work is appreciated. Encourage your staff to take initiative. Employees are more likely to be engaged and driven when they feel empowered. Celebrate achievements. When workers succeed, it's crucial to recognise their achievements. They will be inspired and encouraged to keep up their hard work as a result of this.

Organisations may improve leadership and direction and foster a productive workplace by implementing these suggestions. Following are some concrete actions that businesses may take to involve employees in their strategic planning process: Establish a forum where workers may post thoughts and opinions. An official or informal environment, such a town hall meeting or a suggestion box, may be used for this. Combined with the explanation from Nvivo topic nodes, data on the first theme revealed that all respondents were aware of the organisation's strategic goals. However the greater number of participants did not reveal the extent of their knowledge or whether they were active in the execution process. The researcher recommends including workers in a company's strategy.

5.4.2 Worldview

Globally goal orientated methods and results driven implementation improve strategic management. Top management should develop a results driven framework that emphasises company objectives and national programme outcomes. Combining participant answers from the topic node created by Nvivo output data (Figure 2) showed that actions guarantee company sustainability and growth. A focus on outcomes is necessary for good strategic management implementation. Organisations are more likely to take decisions that are in line

with their aims and goals when they place a strong emphasis on results. Additionally, they have a higher chance of succeeding in their endeavours. Organisations can adopt a results-oriented perspective in the following ways: Clarify your aims and goals. What do you hope to accomplish? What quantifiable outcomes do you have? Create a strategy to attain your objectives. What actions must be taken? What tools are required? Follow your development and adapt as necessary. Are you on pace to meet your objectives? If not, what adjustments are necessary? Celebrate your accomplishments. Spend some time celebrating when you succeed in a goal. This will encourage you to keep up the good effort.

Organisations may strengthen their strategic management and more successfully accomplish their aims by adopting a results-oriented perspective. The researcher also suggests that senior management create a results-driven framework that emphasises business goals and programme outcomes at the federal level. This is a crucial aspect since senior management is responsible for establishing the tone for the company and making sure that everyone is working towards the same objectives. When senior management is dedicated to outcomes, it sets a good example for the rest of the company and promotes an accountability culture. The following actions can be taken by senior management to create a results-driven framework:

Set the organization's aims and objectives clearly. What do you hope to accomplish? What quantifiable outcomes do you have?

Inform the organization's other members about the aims and objectives. Each person has to be aware of their goals. Hold staff members responsible for completing their objectives. Ensure that everyone is held to a high level and that they are all aware of their obligations.

Celebrate achievements. Take the time to celebrate the accomplishment when the organisation reaches its objectives. Everyone will be encouraged to keep up their hard work as a result of this. Top management may foster a results-driven culture that will aid the organisation in achieving its objectives by implementing these actions.

5.4.3 Management

Handling outcomes means that managers learn from results and empirical information and use it to build management strategies, to alter the projects under their control or the portfolio of projects; to maximise the organisation's contribution to the outcome. This shows that strategic management implementation affects organisation performance. Non-financial advantages of strategic management adoption for a company include:

- Defining management challenges objectively.

- Having a clear framework to regulate staff and corporate activities.
- Having clear communication between employees and upper management.
- Strong communication and a solid match between strategic activities and general strategy are the second most prevalent processes for the success of strategic initiatives; although good planning is also vital.

5.4.3.1 Promoting the benefits of strategy implementation include:

- Safeguarding information exchange and holding meetings for subsidiary employees, engaging fellow staff members using short, and adaptive communication to express general goals, and improving one's environment, and motivation.
- Organisational familiarity amplifies impact.
- Supporting understanding and motivation.
- Forming teams and having planning sessions to allocate responsibilities.
- Incentives facilitate employee strategic change adaptation.

5.4.4 Evaluation and audit time management

Extend conclusion, proposal, assessment, and performance audit or Assessment and auditing of time management. The processes of evaluation and audit are crucial for assuring the calibre and effectiveness of organisations. These procedures, meanwhile, may be time- and resource-consuming. Therefore, it's critical to manage the time and resources needed for review and audit in an efficient manner. Here are some time management suggestions for efficient evaluation and auditing: Think ahead. Spend some time creating a plan before starting the audit or review. The goals of the assessment or audit, the procedures to be followed, and the deadline for completion should all be included in this plan. Set precise due dates. Set specific due dates for each phase of the assessment or audit process after you have a strategy in place. This will make it easier to maintain the flow of the procedure. assign duties. As much as feasible, assign responsibilities to others. Your time will be freed up as a result, allowing you to concentrate on the evaluation's or audit's most crucial components. Employ technology. You may more efficiently manage assessment and audit time by using a variety of technological solutions. You can measure progress, connect with team members, and save documents with the aid of these tools. Be adaptable. Being adaptable is crucial since things don't always go as expected. Be ready to modify your schedule or your approach if necessary. Effective communication.

Conclusion

You may efficiently manage the time and resources needed for review and audit by paying attention to the advice in this article. This will guarantee that these crucial procedures are carried out successfully and efficiently. Improving an organisation's programmes requires attention to detail and good goals and indicators. Before implementing programmes, a quality control logistics organisation method is recommended. Modern businesses must move their business strategies to contractors and partners in order to survive. This transfer depends on organisations' capacity to keep contractors responsible for a key product component. Maintaining high-performance processes needs cross-functional integration, cooperation, communication, contribution, and information exchange.

5.5 Research contributions

This research advanced the field with Both Kuzubov et al. (2018) and Engert and Baumgartner (2016) offer significant contributions to the field of strategic management. They give a precise and succinct explanation of what strategy implementation is. This definition offers a shared understanding of what strategy implementation is, which is useful for both practitioners and scholars. They list the crucial elements involved in putting a plan into action. These elements include adoption, execution, adoption, and interpretation. This aids in breaking down the execution of a plan into doable phases, which practitioners may find useful. They talk about the difficulties of putting a plan into action.

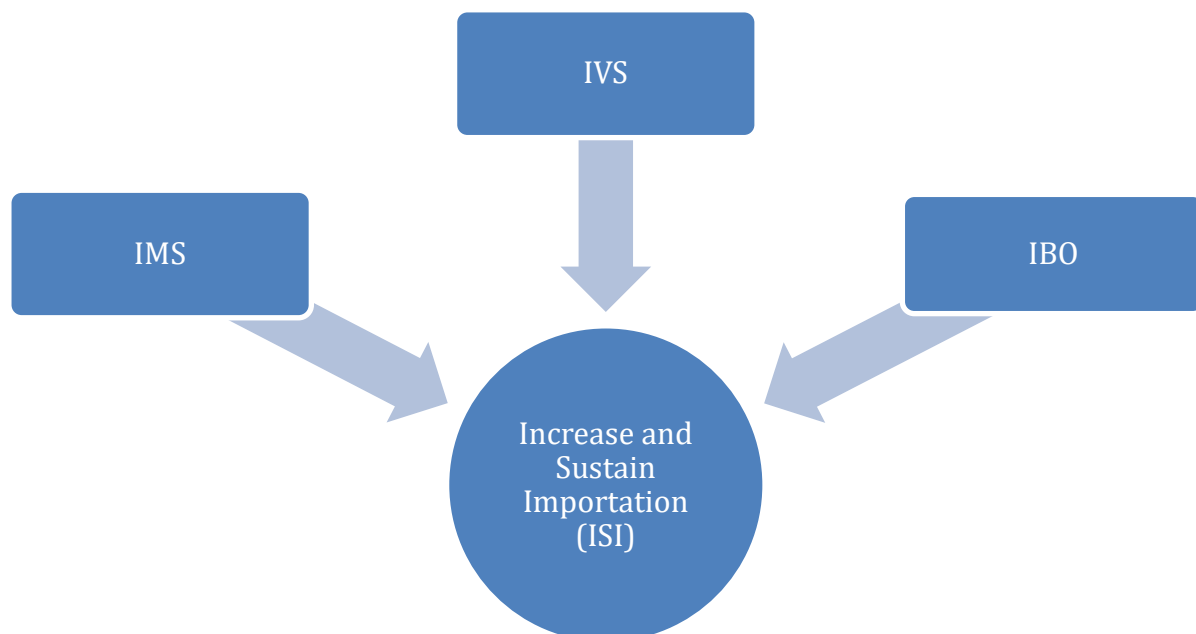
These difficulties include a lack of resources, an unwillingness to change, and unanticipated events. This aids practitioners in foreseeing and overcoming obstacles that may arise during the use of a technique. They give ideas on how to enhance the use of strategies. They give ideas on how to enhance the use of strategies. These recommendations include of fostering a positive organisational culture, offering training and development, and keeping track of results. As a result, practitioners' chances of executing strategy successfully are increased. Engert and Baumgartner (2016) described strategy implementation as communication, interpretation, adoption, and execution. Implementing a strategy involves enchanting concepts, choices, plans, policies, goals, objectives, and other components of the selected strategy to reach organisational goals and objectives. Kuzubov et al. (2018) agrees with Noble (1999) and Wheelen and Hunger (2012) that strategy implementation is a set of activities and actions centred on strategic aims. The study has helped understand strategic management's implementation aspects. contributions to the field of strategy implementation research include: How important leadership is: Successful plan execution requires effective leadership.

Effective strategy communication, staff motivation, and problem-solving skills are required of leaders.

The function of culture Implementing a plan can be hampered or facilitated by organisational culture. It is more probable that strategy will be successfully implemented in an environment that is supportive and appreciates innovation and change. Utilising technology Technology may be a useful instrument for carrying out a strategy. It may be used to convey the plan, monitor development, and make necessary modifications. How crucial measurement is It's crucial to track the outcomes of plan execution so that required corrections may be made. Although implementing a strategy is a difficult and complex process, it is crucial to the success of any organisation. The in-depth study in this field has produced insightful findings that can assist practitioners increase their chances of success.

5.6.1 Recap on theoretical framework

The study used the McKinsey (1980) framework for assessing strategy implementation success. Through this framework, the study's aims and objectives were achieved. The framework also helped contribute key policy guidelines required when implementing a strategy. The study was also able to use the framework to explain the interactions between various variables for strategic management implementation in a quality control business. The framework was also used to enhance the body of knowledge on strategic management implementation. It helped practitioners of strategic management implementation to understand the processes and key factors that led to the performance-based strategic management target.



5.6.1.1 Application of McKinsey Framework in the study

Using three horizons, McKinsey (1980), the study focused on the company's core business activities ranging from all commercial endeavours, including the importation and exporting of perishable products to overseas markets (Ravanfar, 2015). The study then used the second horizon which is emerging opportunities. This viewpoint emphasises expanding business' revenue-generating operations into new industries.

This might entail expanding to international markets or launching new products and services in a different city or region (Ravanfar, 2015). Blue Sky is the final horizon McKinsey sees. CEOs and corporate leaders extending their businesses are part of this goal. This involves a decline in business profitability. This includes research projects, pilot programmes, and new revenue streams (Ravanfar, 2015).

- The IMS contributes to and sustains the importation of perishable goods from South Africa.
- Increasing and maintaining the importation of perishable goods from South Africa is positively impacted by the IVS.
- Importing South African perishable goods at a higher and sustained rate is aided by the IBO.

5.7 Study limitations

- Covid-19 was a huge limitation, since we had to struggle to get interviews on site and to collect questionnaires from participants.
- A small numbers of participants
- Integrity and sincerity of respondents on their thoughts and ideas about strategic management implementation. Due to time and topic limitations, the research was restricted to the quality control and logistics industry in the Western Cape Province. The research did not look at the South African Development Community (SADC), which may have similar issues, tis study focus on a nich market which is the South African context.
- Therefore, the results cannot be generalised nationwide. It was confined to strategic management process factors, strategic planning, creation, review, and control procedures. Delimitations are the study's boundaries.
- During the analysis of data it was identified that some answers were the same or similar from several participants, and some were similar and gave information from the company website.

- This was one of the limitations that the researcher encountered. It can be assumed that some participants may have been friends and they completed the answers together, and some used the information from the company website to answer certain questions, which make it challenging for this study since the work must go through Turnitin report for plagiarism.

5.8 Contribution and Significance of the Study

5.8.1 Contribution of the Study

The study's aim is to examine the determining factors that influence how strategic decisions are executed and the outcomes of those effects, in a selected logistics and quality control organisation in Cape Town. Finding out how strategy execution has improved this company's logistics performance and standards is the main goal.

The study adds to the body of Knowledge on the significance of organisational culture and leadership to existing theories in the field of strategy implementation for organisations. It is the first to look at how strategic decisions are executed and their outcomes at a selected logistics and quality control organisation in Cape Town. As a result, this study addresses a knowledge space by addressing a critical component of business management

Secondly, there are no earlier studies on the significance of organisational culture and leadership to existing theories in the field of strategy implementation for a selected organisation in South Africa, this study can be used to raise awareness about its importance in logistics and quality control organisations.

5.8.2 Significance of the study

The results indicate that leaders are essential to the successful implementation of strategies through persuading staff to follow them, conveying those strategies to them, and removing any barriers to implementation. The results also imply that organisational culture may significantly affect an organization's capacity to carry out its plan. It will be challenging to successfully implement the plan if the organisational culture is not supportive of it. The research's conclusions have a variety of ramifications for businesses. To start with, organisations should spend money on leadership training to make sure their leaders are capable of putting plans into action.

Secondly, organisations need to develop a culture that encourages the execution of their strategies. This may be accomplished by enticing staff members to get informed about the approach, participate in its implementation, and offer feedback on it.

One of the earliest studies to look at how organisational culture and leadership affect strategy execution in the context of [industry or sector] is this one. For organisations wanting to increase the likelihood that their execution of a plan would be successful, the study's findings offer insightful information. Future studies should examine how additional elements like staff involvement, organisational structure, and technical resources affect the execution of strategies. Future studies might look at how organisational culture and leadership affect how strategies are implemented in various situations.

5.9 Research suggestions

These results recommend further investigations and suggestions.

outlined are some specific areas for additional research that scientists should look into, The aforementioned represent merely a handful of the numerous areas that scholars could look into more closely.

Researchers can contribute to advancing our knowledge of how to successfully implement strategies in organisations by conducting study on these subjects.

The following are some particular research strategies that scientists could employ to investigate these factors:

- Monitoring and assessing issues affecting strategic management implementation to improve industrial competitiveness is recommended. Also recommended are:
- Evaluating staff capabilities to improve organisational performance.
- Monitoring and assessing programme goals for strategic management implementation.
- The Systems thinking, digitalisation and artificial Interlligence (AI) in logistics and quality control, E-village.
- The effect of organisational culture on the application of strategic management.
- How is the implementation of strategic plans impacted by organisational culture?
- The function of logistics in implementing strategic management. How does logistics support The effective implementation of strategic plans?
- The significance of quality control in implementing strategic management.
- How can quality control contribute to the efficient implementation of strategic plans?
- Surveys: Surveys can be used to get information from a sizable population about their attitudes and beliefs regarding the software's applications of strategic management implementation, logistics, and quality control.

- Interviews: Interviews can be used to gather in-depth information from a smaller group of individuals about their experiences with the implementation, logistics, and quality control of strategic management.
- Case studies: Case studies can be used to thoroughly examine the application of strategic management, logistics, and quality control in a specific organisation or industry. And other areas to be reaserch on it.

5.8 Conclusion

The research found that leadership favourably improves strategy execution in quality control and logistics. The company has a well defined vision, goals, and strategic objectives; the organisation's culture of keeping to the strategic approach from the top down minimised risks and assisted with plan execution. Furthermore, the organisation tolerates new ideas, which helps with plan execution. Executive culture influences strategy implementation of organisations, and vice versa if the culture is not healthy and passionate. Managerial structure affects industry strategy implementation. The analysis found that the existing organisational structure had clear authority boundaries and increased institutional performance. The research found that selecting the proper individuals for key jobs and having a flexible organisational structure improved plan implementation success. The research also found that leadership impacting strategy implementation is crucial to an organisation's success. To this end, the study found that their organisation's leadership style supports employees, structure, systems, culture, values, profession, strategic objectives, decision-making input, and employee commitment to strategy implementation. The researcher found that leadership influences organisation strategy implementation. The research findings showed that employee and executive commitment significantly impacted strategy implementation. This study confirmed that employees believe they have too few choices to leave the organisation. Leaving would demand personal sacrifice, and they feel that the issues are their own. The researcher found that employee commitment affected strategy implementation.

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LIST OF APPENDICES

Proof of registration



PROOF OF REGISTRATION To Whom It May Concern

11-Oct-2022

It is hereby confirmed that the under mentioned person is a registered student at CAPE PENINSULA UNIVERSITY OF TECHNOLOGY.

Student Number: 209117680
Student ID Number: 7904296004266
Name: ALAIN KABUTU NJINGULULA
Registered for Period: 10-Jan-2022 - 15-Dec-2022
Qualification: MTBUAC M TECH: BUSINESS ADMIN (COURSE WORK)

Subject	Description	Qual.	Class Group	Exam Year	Exam Month	Cancel	Offering Type	Amount
R5MB01C	0 YEAR (JAN-NOV) DISSERTATION	MTBUAC	A	2022	11	N	PT	6190.00
							Subtotal:	6190.00
							Total:	6190.00

Outstanding Balance: 35355.91

REGISTRAR

APPENDIX A: Interview questions guide for the top executive of the management of XYZ (Pty) Ltd



**Faculty of Business and Management Sciences
Ethics informed consent form**

CONSENT TO PARTICIPATE IN A RESEARCH STUDY

Category of Participants (tick as appropriate):

Staff / Workers	Teachers	Parents	Lecturers	Students	<input checked="" type="checkbox"/>
Other (specify)					

You are kindly invited to participate in a research study being conducted by Alain Kabutu Njingulula from the Cape Peninsula University of Technology. The findings of this study will contribute towards (tick as appropriate):

An undergraduate project	<input type="checkbox"/>	A conference paper	<input type="checkbox"/>
An Honours project	<input type="checkbox"/>	A published journal article	<input type="checkbox"/>
A Masters / doctoral thesis	<input checked="" type="checkbox"/>	A published report	<input type="checkbox"/>

Selection criteria

You were selected as a possible participant in this study because you are:

- A Senior Executive in the organisation
- Top level management in the organisation
- An employees in the organisation

The information below gives details about the study to help you decide whether you would like to participate.

Title of the research: Factors influencing strategic management implementation for a selected logistic and supply chain company in the Western Cape.

A brief explanation of what the research involves:

The purpose of this research is to explore the factors that influence the implementation of the strategic decision-making process and its outcomes for a selected quality control and logistics company in the Western Cape, Cape Town South Africa. The main aim is to discover how strategic implementation has helped improve the logistics standards and performance of the company.

.....

Procedures for Invigilators to follow:

1. If you volunteer to participate in this study the following will be done:
2. The main research procedures will be explained to you in advance, so you are informed about what to expect.
3. All interviewees must be treated with respect by the invigilators arriving on time and being well prepared with all the interview schedules.
4. The invigilator will conduct an introduction with the interviewee in order to break the ice.
5. All the interviewees will be asked for their permission for you to record the interviews and take notes, where applicable.
6. In a case where there is no clarity, the interviewees will be allowed to ask for confirmation or clarity of words/sentences/phrases to ensure the accuracy of the data collected.
7. Participants will be told that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs.
8. Participants will be given the option of omitting questions they do not want to answer or feel uncomfortable with.
9. Participants will be told that questions do not pose any realistic risk of distress or discomfort; to them; either physically or psychologically.
10. At the end of each interview all the interviewees will be thanked for their time and the information provided for this study.
11. Participants will be debriefed at the end of their participation (i.e. they will be given a brief explanation of the study).

You are invited to contact the researchers should you have any questions about the research before or during the study. You will be free to withdraw your participation at any time without having to give a reason.

Kindly complete the table below before participating in the research.

Tick the appropriate column

Statement

I understand the purpose of the research.

I understand what the research requires of me.

I volunteer to take part in the research.

I know that I can withdraw at any time.

I understand that there will not be any form of discrimination against me as a result of my participation or non-participation.

Comment:

Yes	No

Please sign the consent form. You will be given a copy of this form on request.

Signature of participant	Date

Researchers

	Name:	Surname:	Contact details:
1.	Alain Kabutu	Njingulula	+27 835041350

Contact person: Alain Kabutu Njingulula	
Contact number: +27 8350 41 350	Email: alainkabutu@gmail.com

INTERVIEW GUIDE QUESTIONNAIRE FOR TOP EXECUTIVE MANAGEMENT RESEARCH QUESTIONS

Main Research Question A & B

A. How do companies in the quality control and logistics field implement their strategies (growth, sustainability, competitive advantage)?

Q.1. What steps do you as a manager take to implement the strategy developed for the growth and sustainability of your company?

Q.2. How effective have these steps been in achieving the overall objective of the company's strategy?

Q.3. What more proactive steps or measures are needed to enable the company to reach its stated objectives/goals?

B. What relevant factors affect the implementation of these strategies?

What factors affect the implementation of your strategy?

Q.4. What are the key factors that enable the implementation of the company's strategy?

Q.5. What are the key factors that limit the implementation of the strategy?

Sub-research questions 1

How is strategy implemented?

Q.7. How do you structure your company's strategic objectives?

Q.8. How effective have they been so far?

Q.9. What changes can you recommend to the board of director to allow you to achieve the company's strategic objectives?

Sub-research question 2

What are benefits of implementing a strategy for a quality control and logistics organisation?

Q.10. Can you describe the benefits derived from using this strategy?

Q.11. Is it for growth?

Q.12. Is it for sustainability?

Q.13. Is it for competitive advantage?

Sub-research question 3

What challenges is the company facing in implementing its strategy?

Q.14. Under what circumstances can your strategy implementation be hindered?

Q.15. What steps are you taking to mitigate these hindrances/limitations?

Q.16. How effective have these steps been so far and what outcome do you anticipate from the implementation of the measure in the long-term?

APPENDIX B: CONSENT TO PARTICIPATE IN A RESEARCH STUDY



Cape
Peninsula
University
of Technology

Faculty of Business and Management Sciences
Ethics informed consent form

CONSENT TO PARTICIPATE IN A RESEARCH STUDY

Category of Participants (tick as appropriate):

<i>Staff/Workers</i>		<i>Teachers</i>		<i>Parents</i>		<i>Lecturers</i>		<i>Students</i>	<input checked="" type="checkbox"/>
<i>Other (specify)</i>									

You are kindly invited to participate in a research study being conducted by Alain Kabutu Njingulula from the Cape Peninsula University of Technology. The findings of this study will contribute towards (tick as appropriate):

<i>An undergraduate project</i>		<i>A conference paper</i>	
<i>An Honours project</i>		<i>A published journal article</i>	
<i>A Masters/doctoral thesis</i>	<input checked="" type="checkbox"/>	<i>A published report</i>	

Selection criteria

You were selected as a possible participant in this study because you are:

- A senior executive in the organisation
- Top level management in the organisation
- An employee in the organisation

The information below gives details about the study to help you decide whether you would like to participate.

Title of the research: Factors influencing strategic management implementation for a selected logistic and quality control company in Western Cape.

A brief explanation of what the research involves:

The purpose of this research is to explore the determining factors that influence the implementation of the strategic decision-making process and its outcomes, for a selected quality control and logistics company in the Western Cape, South Africa. The main objective is to determine how strategy implementation has helped improve the logistics standards and performance of this company.

.....

Procedures for invigilators to follow:

If you volunteer to participate in this study the following will be done:

1. The researcher will describe the main research procedures to you in advance, so you are informed about what to expect.
2. You will treat all interviewees with respect by arriving on time and well prepared for all the interview schedules.
3. Conduct an introduction with the interviewee in order to break the ice.
4. All the interviewees will be asked for permission to record the interviews and the interviewer will also take notes where applicable.
5. In a case where there is no clarity, the interviewees will be allowed to ask for confirmation or clarity of words/sentences/phrases to ensure the accuracy of the data collected.
6. Participants will be told that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs.
7. Participants will be given the option of omitting questions they do not want to answer or feel uncomfortable with.
8. Participants will be told that questions do not pose any realistic risk of distress or discomfort to them, either physically or psychologically.
9. At the end of each interview all the interviewees will be thanked for their time and information they provided for the study.
10. Participants will be debriefed at the end of their participation (i.e. the researcher will give them a brief explanation of the study).

You are invited to contact the researchers should you have any questions about the research before or during the study. You will be free to withdraw your participation at any time without having to give a reason.

Kindly complete the table below before participating in the research.

Tick the appropriate column		
Statement.	Yes	No
I understand the purpose of the research.		
I understand what the research requires of me.		
I volunteer to take part in the research.		
I know that I can withdraw at any time.		
I understand that there will not be any form of discrimination against me as a result of my participation or non-participation.		
Comment:		

Please sign the consent form. You will be given a copy of this form on request.

Signature of participant	Date

Researchers

	Name:	Surname:	Contact details:
1.	Alain Kabutu	Njingulula	+27 835041350

Contact person: Alain Kabutu Njingulula	
Contact number: +27835041350	Email: alainkabutu@gmail.com

**APPENDIX C: Interview questions for manager and general workers at XYZ
(Pty) Ltd**



Factors influencing strategic management implementation for a selected logistic and supply chain company in the Western Cape.

QUESTIONNAIRE [COMPANY MANAGEMENT & GENERAL WORKERS]

The main purpose of this research is to explore the determining factors that influence the implementation of the strategic decision-making process and its outcomes for a selected quality control and logistics company in the Western Cape, Cape Town South Africa. The main aim is to discover how strategic implementation has helped improve the logistics standards and performance of this company.

Research objectives

1. The core objectives of the proposed research are as follows:
2. To understand how strategic management strategies are implemented.
3. To understand the benefits of implementing strategy in a quality control and logistics company.
4. To know the challenges that can hinder proper strategy implementation in a quality control and logistics company.
5. To find out the solutions required for successful strategy implementation in a quality control and logistics company.

SECTION A: BIOGRAPHICAL DATA

Please provide the following information regarding your position in the department, by placing an "X" in the appropriate block.

Indicate your age category

1. Which age category do you belong to?		
1.1	18-25	
1.2	26-35	
1.3	36-45	
1.4	46-65	
1.5	66 and above	

2. What is your gender?		
2.1	Female	
2.2	Male	
3. In which directorate are you employed?		Place an "X" in the appropriate block
Corporate Services Programmed		
3.1	Finance	
3.2	Human Resources	
3.3	Marketing and Communications	
3.4	Legal and Governance	
3.5	Information and Communications Technology	
3.6	Innovation and Research	
3.7	Business Certifications	
Operational Services Programmed		
4.	Operational Services Programmed	
Food Safety Services Programmed		
5.	Food Safety Services Programmed	
Transformation and Development Services Programmed		
6.	Transformation and Development Services Programmed	
Sub – Departments		
6.1	Administration	
6.2	Product Quality Inspections	
6.3	Integrated Economic Development Services	
6.4	Cold Chain Management	
6.7	Quality Assurance Tests	
6.8	Laboratory and Analytical Services	
6.9	Laboratory Technician	
6.10	Business Regulation and Governance	
6.11	Training & Development (Skills Development and Innovation)	
6.12	Economic Planning	

6.13	Skills Development and innovation	
------	-----------------------------------	--

7. What is your position in this company (position level)

7.1	Board member	
7.2	Top management	
7.3	Middle Manager	
7.4	Lower-Level Manager/Supervisor	
7.5	General Worker	

8. How many years have you been employed in this company

8.1	0-5 years	
8.2	5-10 years	
8.3	10+ years	

9. How long have you been employed in your present position?

9.1	0-5 years	
9.2	5-10 years	
9.3	11 + years	

SECTION B: TO UNDERSTAND HOW STRATEGIC MANAGEMENT STRATEGIES ARE IMPLEMENTED

Please could you answer the following questions:

Q.10.1	Are you fully aware of your company’s strategic objectives? In other words, do you apply strategic planning and strategic implementation in your company?
--------	---

Answer

.....

.....

.....

.....

.....

Q.10.2	Do you have steps in place to implement the strategies developed for the growth and sustainability of your company?
--------	---

Answer

1.....

.....

2.....

.....

3.....

.....

4.....

.....

5.....

.....

Q.11.6	As an employee, are you fairly rewarded in your efforts to implement the company's strategies?
<p>Answer</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	
Q.11.7	Are there training opportunities offered by the company to promote effective strategy implementation among top management employees? If yes, what are the different types of skills trained for?
<p>Answer</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	
Q.11.8	What is the government's contribution to employee's skills, knowledge, capability and ability to reach the company's goals and strategic objectives?
<p>Answer</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	

**APPENDIX D: Letter from the supervisor of the researcher to request
permission to conduct the study at XYZ (Pty) Ltd**

APPENDIX E: Ethical clearance certificate



P.O. Box 1906 • Bellville 7535 South Africa • Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.za
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty: BUSINESS AND MANAGEMENT SCIENCES
--	--

The Faculty's Research Ethics Committee (FREC) on **19 November 2019**, ethics **Approval** was granted to **Alain Kabutu Njingulula (209117680)** for a research activity for **M Tech: Business Administration** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	Factors influencing strategic management implementation for a selected logistics and quality control company in the Western Cape Lead Supervisor (s): Drs M Twum-Darko/S Kasse
---------------------------------------	--

Comments:

Decision: Approved

	17 February 2020
Signed: Chairperson: Research Ethics Committee	Date

Clearance Certificate No | 2019FOBREC739

APPENDIX F: Ethical clearance form



P.O. Box 1906 • Bellville 7535 South Africa • Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.za
Symphony Road Bellville 7535


Office of the Chairperson Research Ethics Committee	Faculty: BUSINESS AND MANAGEMENT SCIENCES
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The Faculty's Research Ethics Committee (FREC) on **19 November 2019**, ethics **Approval** was granted to **Alain Kabutu Njingulula (209117680)** for a research activity for **M Tech: Business Administration** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	Factors influencing strategic management implementation for a selected logistics and quality control company in the Western Cape Lead Supervisor (s): Drs M Twum-Darko/S Kasse
---------------------------------------	--

Comments:

Decision: Approved

	17 February 2020
Signed: Chairperson: Research Ethics Committee	Date

Clearance Certificate No | 2019FOBREC739

APPENDIX G: Letter from XYZ (Pty) Ltd granting permission to conduct the study



The Perishable Products Export Control Board
 45 Silverboom Ave | T +27 21 930 1134
 Plattekloof, Cape Town | F +27 21 939 6068
 7560
www.ppecb.com


11 July 2019

I **Pinki Luwaca**, in my capacity as Human Capital Executive at PPECB, give consent in principle to allow **Alain Kabutu**, Student number **209117680**, a student at the Cape Peninsula University of Technology (CPUT), to collect data in this company as part of his/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~~^{to} may not be used as indicated below. (Tick as appropriate)

	Thesis	Conference Paper	Journal article	Research poster
Yes				
No	✓	✓	✓	✓



 Pinki Luwaca
 Human Capital Executive

11/07/19

 Date

Board Members:
 J Atwood-Palm, C Garrett, K Katoo, A Kruger, M Mashaba (Vice-Chairperson),
 A Petersen (Chairperson), M Ramasodi, E Scholtz, A Shipalana, M Slabber

APPENDIX H: Editorial letter



20 Oester Avenue, Struisbaai North, 7285, Western Cape, South Africa
Cell: +27 (0)72 244 4363 or +27 (0)82 807 0134
Email: info@busybeediting.co.za / brendavanrensborg2@gmail.com
Website: www.busybeediting.co.za

PROOFREADING AND EDITING CERTIFICATE

Busy Bee Editing has completed to the best of their ability the proofreading, editing, syntax, consistency in spelling, hyphenation, numerals, fonts and capitalisation, maintaining internal consistency, correcting spelling, grammar punctuation, syntax, altering sentence structure, creating a cohesive flow, ensuring appropriate paraphrasing, ensuring that formatting and layout are correct on a Master's Thesis, titled: **FACTORS INFLUENCING STRATEGIC MANAGEMENT IMPLEMENTATION OF A SELECTED LOGISTICS AND QUALITY CONTROL COMPANY IN THE WESTERN CAPE**, for **ALAIN NJINGULULA KABUTU**, student number 209117680, submitted in fulfilment of the requirements for the degree Master of Technology, Business Administration in the Faculty of Business Management Sciences at the Cape Peninsula University of Technology.

Any amendments or alterations that are done to this Master's Thesis by **ALAIN NJINGULULA KABUTU** hereafter are not covered by this proofreading and editing confirmation/certificate. It is up to **ALAIN NJINGULULA KABUTU** to decide whether to accept or decline any amendments done by Busy Bee Editing. It remains **ALAIN NJINGULULA KABUTU's** responsibility to confirm the accuracy and originality of the completed Master's Thesis.

Hugo Chandler – BA Psychology and Drama (UCT)

Brenda van Rensburg

For Busy Bee Editing: Hugo Chandler

For Busy Bee Editing: Brenda van Rensburg

Date: 22 November 2022

APPENDIX I: Turnitin report

Thesis

ORIGINALITY REPORT

5%	3%	0%	3%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Cape Peninsula University of Technology Student Paper	2%
2	nationalgovernment.co.za Internet Source	1%
3	ppecb.com Internet Source	<1%
4	creativecommons.org Internet Source	<1%
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