

University of Southampton Research Repository ePrints Soton

Copyright © and Moral Rights for this thesis are retained by the author and/or other copyright owners. A copy can be downloaded for personal non-commercial research or study, without prior permission or charge. This thesis cannot be reproduced or quoted extensively from without first obtaining permission in writing from the copyright holder/s. The content must not be changed in any way or sold commercially in any format or medium without the formal permission of the copyright holders.

When referring to this work, full bibliographic details including the author, title, awarding institution and date of the thesis must be given e.g.

AUTHOR (year of submission) "Full thesis title", University of Southampton, name of the University School or Department, PhD Thesis, pagination

UNIVERSITY OF SOUTHAMPTON

FACULTY OF BUSINESS AND LAW

School of Management

Volume 1 of 1

**How Strategic Project Management and Middle Management Influence
Implementing Strategic Initiatives**

by

Juliette Patricia Brathwaite

Thesis for the degree of Doctor of Philosophy

April 2015

UNIVERSITY OF SOUTHAMPTON

ABSTRACT

FACULTY OF BUSINESS AND LAW

School of Management

Thesis for the degree of Doctor of Philosophy

**HOW STRATEGIC PROJECT MANAGEMENT AND MIDDLE MANAGEMENT
INFLUENCE IMPLEMENTING STRATEGIC INITIATIVES**

Juliette Patricia Brathwaite
BA(Hons), MEd, MSc, PGCAE, DipEd.

ABSTRACT

In strategic change management and strategic renewal literature, the implementation of strategic initiatives has currently progressed as a novel area, with significant room for augmentation. Strategic initiatives are essential to renewal of the firm's strategy. They enable improvement in capabilities that allow the firm to more advantageously compete, and are implemented by middle management through project management. Recent literature in strategic implementation and renewal still lacks specific processes for improving practice and management concerning how strategic initiatives impact to improve capabilities for the firm. Its significance has been noticed, but the area of implementing strategic initiatives is still largely underexplored. Literature fails to fully incorporate the influential roles of middle management and strategic project management. The purpose of this thesis is to examine how they can contribute to new and/or improved capabilities. It also focusses on how they effectively manage strategic renewal.

Focussing on strategy process research, it looks at the implementation linked to product or process improvement activity. To achieve the research aim, the study utilizes the interpretive approach and qualitative research using multiple case studies. This is supported by document analysis, observation, and in-depth semi-structured interviews of managers from diverse functions in each of the two large manufacturing firms in Barbados. Empirical evidence collected from October 2011 to March 2014, involves six strategic initiatives. Qualitative data analysis is utilized. The findings reveal some similarities with existing literature and across initiatives and firms, but interesting differences exist, for example involving structural, firm's culture, and levels or application of strategic project management. The degree of sharing and learning which improves capabilities with initiatives, also depends on context, interactions levels and variation in management roles. Although some strategic initiatives objectives are similar, initiatives differ in nature and approach, so outcomes differ. Related models need to have inherent flexibility. Factors still limit increasing of middle managers' strategic role. Further enhancing strategic project management can assist the mediation of factors impacting initiatives, and contribute to improving renewal processes and outcomes.

This study contributes to the literature on strategy implementation, confirming that firms structure initiatives as projects in portfolio to implement for effective outcomes. It integrates strategy process and practice theories to improve strategic initiatives, capabilities and renewal, and with organizational learning and activity theory combined, develops new theory to add to sparse research. Outcomes add to the understanding of strategic capabilities in Barbados manufacturing firms, and of means for augmenting the activities, practices and processes. Interactions and communication facilitating the improvement of integration and coordination, as strategic initiatives are implemented within a hierarchy of strategic objectives supporting activities, help improving capabilities and sustain strategic renewal.

Table of Contents

Abstract	I
Table of Contents	II
List of Tables and Figures	VII
Acknowledgements	X
Chapter 1: Introduction	1
1.1 Introduction	1
1.2 Significance of the Research	4
1.3 Research Questions and Research Methodology	7
1.4 Structure of the Thesis	12
Chapter 2: Literature Review	13
2.1 Introduction	13
2.2 Definitions	14
2.2.1 Strategic Initiatives	15
2.2.2 Strategic Project Management	15
2.2.3 Middle Management	16
2.2.4 Organizational Capabilities	17
2.2.5 Strategic Renewal	17
2.2.6 Strategic Implementation	18
2.2.7 Organizational Learning Theory	18
2.2.8 Activity Theory	19
2.3 Strategic Initiatives	21
2.3.1 Strategic Initiatives Initiation, Selection and Development	21
2.3.2 How Strategic Initiatives are Implemented and Evaluated	43
2.4 Strategic Project Management and Strategic Initiatives	53
2.4.1 Integrating Project Management, Initiatives and Implementation	53
2.4.2 Strategic Project Management, Initiatives and Progress	66
2.4.3 Summary	76
2.5 The Role of Middle Management in Implementing Strategic Initiatives through Strategic Project Management	77
2.5.1 Middle Management Role in Implementing Strategic Initiatives	77
2.5.2 Middle Management Role in Project Management	81
2.5.3 Summary	85
2.6 Creating and Improving Capabilities and Strategic Renewal	86
2.6.1 Creating Capabilities in Strategic Initiatives Implementation	86
2.6.2 Improving Capabilities in Strategic Initiatives Implementation and Strategic Project Management	91
2.6.3 New and/or Improved Capabilities and Strategic Renewal	96
2.7 Organizational Learning Theory and Activity Theory Perspectives	102
2.7.1 Introduction	102
2.7.2 Organizational Learning Theory Perspective	104
2.7.3 Activity Theory Perspective	112
2.7.4 Summary	125
2.8 Summary and Gaps Identified	126

Chapter 3: Research Methodology and Design	133
3.1 Introduction.....	133
3.2 Research Aim	133
3.3 Research Philosophy	135
3.3.1 Interpretive Paradigm	135
3.3.2 Research Strategy	138
3.4 Research Design.....	143
3.4.1 Country, Industry, Firms and Unit	144
3.4.2 Case Study Design	146
3.5 Data Analysis.....	167
3.5.1 Approach	167
3.5.2 Data Analysis Procedures	168
3.5.3 Data Reduction and Display	170
3.6 Ethics, Quality Control, Challenges.....	185
3.6.1 Ethics	185
3.6.2 Quality Control and Related Challenges	186
3.7 Conceptual Framework, Summary and Need for Further Research.....	187
3.7.1 Conceptual Framework	187
3.7.2 Summary and Need for Further Research	191
Chapter 4: Data Collection - Findings on Initiatives Context	193
4.1 Introduction.....	193
4.2 Firms' and Initiatives' Environment and Shared Context.....	193
4.2.1 Barbados Context and Market	193
4.2.2 Industry and Manufacturing	194
4.2.3 Competition and Performance	198
4.2.4 Sub-Sector and Firms in Strategic Initiatives Implementation	201
Chapter 5: Analysis of Data and Findings From Case Studies	205
5.1 Introduction	205
5.2 Analytic Themes Applied to Data on Strategic Initiatives Implementation	205
5.3 Cases of Strategic Initiatives Implementation - A, B, C: First Firm	208
5.3.0 Approach to Analysis of Case Data, Strategic Initiatives A, B and C.	209
5.3.1 Strategy Execution - Orientations, Strategic Initiatives Complexities, Fit	210
5.3.2 Strategic Initiatives Complexities including Activities, Culture, Dependencies	217
5.3.3 Strategic Project Management Influences in Implementing Strategic Initiatives	228
5.3.4 Middle Management Influences in Strategic Initiatives Implementation ...	238
5.3.5 Capabilities and Effectiveness Linkages	246
5.3.6 Improvements in Strategic Initiatives Implementation	257
5.3.7 Strategic Renewal as Outcome from Strategic Initiatives Implementation	262
5.3.8 Consequences and Value Added Outcomes in Implementing Initiatives ...	268
5.3.9 Summary	273

5.4 Cases of Strategic Initiatives Implementation – D, E, F: Second Firm	276
5.4.0 Approach to Analysis of Case Data - Strategic Initiatives D, E and F	276
5.4.1 Strategy Execution: - Orientation, Strategic Initiatives Complexity, Fit ...	276
5.4.2 Strategic Initiatives Complexities including	
Activities, Culture, Dependencies	281
5.4.3 Strategic Project Management Influences in	
Implementing Strategic Initiatives	295
5.4.4 Middle Management Influences in Strategic Initiatives Implementation ..	298
5.4.5 Capabilities and Effectiveness Linkages	300
5.4.6 Improvements in Strategic Initiatives Implementation	304
5.4.7 Strategic Renewal as Outcome from Strategic Initiatives Implementation	309
5.4.8 Consequences and Value Added Outcomes in	
Implementing Strategic Initiatives	314
5.4.9 Summary	318
Chapter 6: Further Analysis, Interpretation and Discussion	321
6.1 Introduction	321
6.2 Analysis across Initiatives A, B, C, D, E, F Linked to Strategy Execution ...	322
6.2.1 Orientations - Strategic and Project - Impacting Strategic Initiatives	322
6.2.2 Complexities such as Culture, Activities and Dependencies	
Impacting Initiatives.....	324
6.3 Management and Other Factors in Initiatives Implementation.....	328
6.3.1 Middle Management and Strategic Project Management	
- Roles, Connections	328
6.3.2 Effectiveness - Capabilities, Resources, Learning, Improvements	331
6.3.3 Outcomes of Strategic Initiatives Implementation	336
6.4 Interactions between Major Themes in Data on Strategic Initiatives	340
6.4.1 Impact of Strategy Execution on Influences, Effectiveness and Outcomes	341
6.4.2 Influences Impacting Effectiveness and Outcomes	344
6.4.3 Impact of Effectiveness on Influences and Outcomes	349
6.4.4 Impact of Outcomes on Influences, Effectiveness, Future Strategy	352
6.5 Further Discussion, Confirmations, Modifications and New Results	353
6.5.1 Gaps in the Literature and Areas for Modification	354
6.5.2 Confirmation of existing results	356
6.5.3 Challenges, New Results and related Implications Manifest	359
6.6 Summary.....	364
Chapter 7: Conclusions and Recommendations	368
7.1 Reaffirming Research Aim and Research Question.....	369
7.2 Contributions and Implications.....	371
7.2.1 Methodological Contribution	372
7.2.2 Theoretical Contribution	376
7.2.3 Managerial and Practical Contribution	386
7.3 Limitations and Directions for Future Research.....	392
7.4 Final Suggestions and Benefits to Researcher.....	399
References	403

Appendices	460
Appendix A 1: Cognitive Consensus Continuum	461
Appendix A 2: Capabilities - Maturity Levels in Strategic Project Management	462
Appendix B 1: Paradigm Choice to support SI, PM, SR	464
Appendix B 2: The Interpretive Paradigm	465
Appendix B 3: Summary of Methodological Implications of Positivism and and Social Constructionism	465
Appendix B 4: How 'world view' of Interpretivism and the Research Philosophy Influences study of Strategic Initiatives in Barbados Context	466
Appendix B 5: Case Study and Replication Applied	467
Appendix B 6: Data and Methods Analysis.....	468
Appendix B 7: Data Collection Activities	469
Appendix B 8: Description of Groups of Interviewees	470
Appendix C: Types of Interview Questions to be used, and Procedure.....	471
Appendix C 1 Interview Questions	472
Appendix C 2 Observation Questions	474
Appendix D 1: Interview Questions Analysis	475
Appendix D 2: Recording the Interview: Advantages and Disadvantages	482
Appendix D 3: Observation Guide	483
Appendix E: Sources of Data for Study on Strategic Initiatives	484
Appendix E 1 Summary of Sources of Data for Cases	484
Appendix E 2 List of Interviewees	485
Appendix E 3 List of Observation Events	486
Appendix F: Approaches to Analysis of Empirical Data	487
Appendix F 1 Data Analysis Approach: Coding, Content, Thematic Analysis	488
Appendix F 1a Themes Ascertained from Theory and Empirical Research ...	489
Appendix F 1b Data Analysis Categories, Codes, Associated Questions	497
Appendix F 2a Coding System Structure - Tree Node	498
Appendix F 2b Themes, Levels, Indicators Relationship First Firm	499
Appendix F 2c Themes, Levels, Indicators Relationship Second Firm	501
Appendix F 3 Approach or Tactics to Uphold Design and Analysis	503
Appendix G: Applying Codes to Data and Summarising Data	504
Appendix G 1 Applying the Code to Data from the Case Study	504
Appendix G 2 Summarising Data from Interviews ..	504
Appendix G 3 Coding all three Data Sources	505
Appendix G 4 Collaborating and Legitimising Coded Themes	505
Appendix H: Thematic Analysis	506
Appendix H 1 Thematic Analysis, First Stage, First Case A	506
Appendix H 2 Thematic Analysis, First Stage, Fourth Case D.....	507
Appendix H 3 Thematic Analysis, Third Stage, First Case A.....	508
Appendix H 4 Thematic Analysis, Third Stage, Fourth Case D	509
Appendix H 5 Examples: Coding and Analyzing	510
Appendix H 5a Example: Coding and Analyzing Interview Case A	511
Appendix H 5b Example: Coding, Analyzing Observation Case A	512
Appendix H 5c Example: Coding and Analyzing Interview Case D.....	513
Appendix H 5d Example: Coding, Analyzing Observation Case D.....	514

Appendix I 1a: The World's Leading Manufacturers: Some Contributions	515
Appendix I 1b: The World's Industrial Production: Selected Countries	515
Appendix I 1c: The Barbados Manufacturing Sector: Some Major Indicators	516
Appendix I 2: Environment of the Strategic Initiatives in Case Studies	517
Appendix I 3: Strategic Initiatives Environment and Shared Context - Additional Elements	518
Appendix J 1a: The First Firm Organization Structure	520
Appendix J 1b: The First Firm Performance 2006-2010	521
Appendix J 2a: Projecting Performance	522
Appendix J 2b: Second Firm's Parent Company Organization Structure	523
Appendix J 2c: Second Firm's Organization Structure	524
Appendix J 3: Major Objectives of the Firms Involved in Case Study	525
Appendix K: Strategic Initiatives Studied - Some Characteristics	526
Appendix K 1: Cases Used in the Research - First Firm	528
Appendix K 2: Cases Used in the Research - Second Firm	529
Appendix K 3: Developing the Six Strategic Initiatives at the Two Firms	508
Appendix K 4: Strategic Initiatives Decisionmaking and Measurement	530
Appendix L: Matrix of Objectives and Project Linkages: Initiatives A, B, C	531
Appendix M: Strategic Initiatives A, B, C Activities Consequences and Inferences ...	532
Appendix N: Activities in Implementing Strategic Initiative E, Second Firm	533
Appendix O: Matrix of Objectives and Project Linkages: Initiatives D, E, F	535
Appendix P: Strategic Initiatives D, E, F Activities Consequences and Inferences	536
Appendix Q: Comparing Capabilities, Linked Levels of Maturity and Outcomes	537
Appendix R: Estimated Timeline for PhD Research	539

List of Tables and Figures

List of tables

	Page
Table 1 Research on Strategic Initiatives Implementation and their Role in Enabling or Constraining Strategic Renewal	49
Table 2 Summary of Research Question with sub-areas and Justification	129
Table 3 Justifying the Choice of Type of Interview	153
Table 4 Summary of Content, Processes, Activities and Expected Outcome(s) for each Strategic Initiative A, B, C	213
Table 5 Interactions of Strategic Initiative A with Strategic Initiative B and Strategic Initiative C	248
Table 6 Summary of Suggestions to Enhance Capabilities and Effectiveness for Strategic Initiatives A, B and C	255
Table 7 Some Effects or Consequences of Learning Characteristics and Capabilities in First Firm's Strategic Initiatives A, B, C	261
Table 8 Results for Strategic Initiatives A, B, C - Summative Effects or Consequences	271
Table 9 Summary of Content, Processes, Activities and Expected Outcome(s) for each Strategic Initiative D, E, F	280
Table 10 Interactions of Strategic Initiative D with Strategic Initiative E and Strategic Initiative F	301
Table 11 Summary of Suggestions to Enhance Capabilities and Effectiveness for Strategic Initiatives D, E and F	303
Table 12 Some Effects or Consequences of Learning Characteristics and Capabilities in First Firm's Strategic Initiatives D, E, F	307
Table 13 Results for Strategic Initiatives D, E, F - Summative Effects or Consequences	315
Table 14 Summary of Findings from this Research and Study	320
Table 15 Views on Culture Impacting Strategic Initiatives Implementation	324
Table 16 Indications of Inconsistencies in Implementing Strategic Initiatives	348
Table 17 Consideration of Impacts - Direct and Indirect on Strategic Initiatives Implementation	350
Table 18 Summary Contributions of this Thesis	392

List of figures

Figure 1	Hierarchy of Objectives and Strategic Initiatives	25
Figure 2	Middle Management Roles Related to Strategic Initiatives	31
Figure 3	Hierarchy of Strategic Decision-making in Implementing Initiatives	71
Figure 4	The Activity System of Strategic Initiatives Implementation	116
Figure 5	Areas Where This Research Will Contribute	130
Figure 5a	Areas of Contribution Integrated and Depicted in Hierarchy	132
Figure 6	Components of Data Analysis	168
Figure 7	Conceptual Framework: Study of means to improve Strategic Initiatives Implementation, Capabilities, Strategic Renewal	188
Figure 8	The Strategic Initiative as Unit of Analysis	191
Figure 9	General Structure, Culture, Context of Strategic Initiatives	207
Figure 10	First Firm Initiatives Case Studies Main Supporting Linkages, Activities	211
Figure 11	The Activity System Strategic Initiatives Implementation: First Firm	222
Figure 12	Impacts and Influences on Strategic Initiatives A, B and C	229
Figure 13	First Firm Strategic Initiatives likely share of the resources ‘pie’	232
Figure 14	Middle Management Roles Related to Strategic Initiatives, First Firm	241
Figure 15	Strategic Project Management Approach: Improve Capabilities/Flexibility	253
Figure 16	Focus on Strategic Renewal in the First Firm: Utilizing Strategic Project Management in Strategic Initiatives Implementation	263
Figure 17	An Organic Representation of Strategic Initiatives A, B and C, Implementation	266
Figure 18	Major Factors in the Firm's System Strategic Initiatives Implementation	275
Figure 19	Second Firm Initiatives Case Studies Main Supporting Linkages, Activities	278
Figure 20	The Activity System Strategic Initiatives Implementation: Second Firm	283
Figure 21	The Second Firm Quality Circle	285
Figure 22	Organization Chart Operations Section - Strategic Initiative E	288
Figure 23	Impacts and Influences on Strategic Initiatives D, E and F	296
Figure 24	Second Firm’s Strategic Initiatives likely share of the resources ‘pie’ ..	297
Figure 25	Interactions - Middle Management Linkages with Initiatives, Firm and Context	299
Figure 26	Matching Capabilities Targeted with Required, to enhance Initiative E's Outcomes	305
Figure 27	An Organic Representation of Strategic Initiatives D, E and F, Implementation	310
Figure 28	Focus on Strategic Renewal in the Second Firm: Utilizing Strategic Project Management in Strategic Initiatives Implementation	313
Figure 29	Some Complexities Impacting Strategic Initiatives	327
Figure 30	Comparison of Middle Management Roles Related to Strategic Initiatives A, B, C, D, E, F	330
Figure 31	Strategic Project Management as a Nucleus in Implementation	331
Figure 32	Critical Success Factors For Strategic Initiatives Implementation	335
Figure 33	Some Main Elements of Strategic Renewal at the Firms	337
Figure 34	Firms’ Consideration of Consequences and Outcomes	339
Figure 35	4I Framework of Organizational Learning	345

DECLARATION OF AUTHORSHIP

I, JULIETTE PATRICIA BRATHWAITE -----

declare that this thesis and the work presented in it are my own and has been generated by me as the result of my own original research.

HOW STRATEGIC PROJECT MANAGEMENT AND MIDDLE MANAGEMENT -----

INFLUENCE IMPLEMENTING STRATEGIC INITIATIVES -----

I confirm that:

1. This work was done wholly or mainly while in candidature for a research degree at this University;
2. Where any part of this thesis has previously been submitted for a degree or any other qualification at this University or any other institution, this has been clearly stated;
3. Where I have consulted the published work of others, this is always clearly attributed;
4. Where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work;
5. I have acknowledged all main sources of help;
6. Where the thesis is based on work done by myself jointly with others, I have made clear exactly what was done by others and what I have contributed myself;
7. None of this work has been published before submission.

Signed:.....

Date:.....

Acknowledgements

I give thanks unto God, who is my hope and strength always and has sustained me throughout this research endeavour.

Thanks to my Supervisors, especially those who have stayed with me and encouraged and guided me, particularly when the realities of data collection appeared rather harsh in these dynamic and recessionary times. I also thank the University of Southampton Department of Management Team and students with whom I came into contact, as the social interaction at times proved uplifting.

Although Mirela Schwartz initially started the supervision, ultimately, it is Professor Terry Williams and Dr Franz Huber who have stayed the course of academic supervision, and more importantly, motivation. Motivation is a critical element for any doctoral study student as severe constraints faced can prove daunting at times. Their support and critical professional insights will not be forgotten.

Sincere thanks to any Family and Friends who encouraged me and were there for me during the constraints and illnesses that occurred along the way. The human body can prove indeed frail if without sustenance and incentive, or if overburdened.

Finally, thanks to the Firms and their personnel who allowed access and participated in the study. The valuable insights and realities of activities, processes and practices, have served to enhance the professional development of the researcher, and the realization is that without their input, the work could not be brought to a conclusion.

Abbreviations

BDS	Barbados
CBB	Central Bank of Barbados
BCC	Barbados Community College
BIDC	Barbados Industrial Development Corporation
BIMAP	Barbados Institute of Management and Productivity
BMA	Barbados Manufacturers' Association
BMFEA	Barbados Ministry of Finance and Economic Affairs
BMHLE	Barbados Ministry of Housing, Lands and the Environment
BPSTT	Barbados Private Sector Trade Team
BSS	Barbados Statistical Service
CARICOM	Caribbean Common Market
CARIFORUM	Caribbean
CCP	Critical Control Point
CET	Common External Tariff
CSF	Critical Success Factors
EEZ	Exclusive Economic Zone
EPZ	Export Promotion Zone
GATT	General Agreement on Tariffs and Trade
GDP	Gross Domestic Product
HACCP	Hazard Analysis and Critical Control Point
KPIs	Key Performance Indicators
KVA	Kilo Volt Ampere
KW	Kilo Watts
MM	Middle Management
MOA	Ministry of Agriculture
NIS	National Insurance Service
OGC	Office of Government and Commerce
PM	Project Management
PMI	Project Management Institute
ROI	Return on Investment
SMS	Small and Medium-Sized
SMSE	Small and Medium-Sized Enterprises
SPM	Strategic Project Management
SR	Strategic Renewal
SI(s)	Strategic Initiative(s)
SII	Strategic Initiatives Implementation
SJPP	Samuel Jackman Prescod Polytechnic
TVET	Technical and Vocational Education and Training
UK	United Kingdom
USA	United States of America
UWI	University of the West Indies
VAT	Value-added Tax
WTO	World Trade Organization

Chapter 1: Introduction

1.1 Introduction

It is advocated in the literature that strategic initiatives influence strategy outcomes (Lechner and Kreutzer, 2010a). They are undertakings managed to improve capabilities and attain the firm's survival and renewal (Campbell, 1965; Burgelman, 1991; Lechner and Floyd, 2007). Heeding a dynamic environment (Brown and Eisenhardt, 1995), strategic initiatives especially include cutting cost, developing new products and focus on customers. They arise out of strategic options (Kylaheiko and Sandstrom, 2007), and effect the firm's plans to substantiate its survival (Lovas and Ghoshal, 2000), innovate and add value. Strategic initiatives therefore serve as linking pins or mediators between the firm's internal events, and changes or advances in its external market (Ghoshal and Bartlett, 1994), to strengthen and maintain position. However, Lechner and Kreutzer, (2010b), find that they impose high demands on the capabilities of firms.

Both exploitative and exploratory activities are the core of improving capabilities (Benner and Tushman, 2003). Capabilities link to the firm's limiting internal key factors of strengths and weaknesses, which involve assets and skills. In addition to financial, technological, and brand identification skills, capabilities also incorporate personal values of firms' leaders (Porter, 1980). These can motivate key executives and personnel to accomplish strategic initiatives activities needed for implementation and renewal. Capabilities can be supported by project-based activities, organized through programmes, to build and exploit capacities involving approaches, actions, and structural arrangements (Pellegrinelli, 1997). By so enhancing learning and maturity levels (Gareis, 2004), firms can better explore ideas or alternatives to better compete.

Current research on strategic initiatives implementation concentrates mainly on how they are evolved and organized (Birkenshaw, 1997; Lovas and Ghoshal, 2000), rather than the roles and influences of strategic project management and middle management in facilitating strategic initiatives developing new and/or improved capabilities enabling strategic renewal. The relationship between strategic initiatives and renewal (Zahra et al, 1999), has been established. Renewal can result from change forces within the firm

(Wielemaker et al, 2000; Pye and Pettigrew, 2007). Firms can seek to pursue 'an ideal renewal journey' (Volberda et al, 2001), through adapting, shaping and innovating (Leibold et al, 2007), to enhance market fit or first-mover advantages. Research exists exploring middle management's role in initiating and implementing strategic change (Kanter, 1982; Schilit, 1987; Westley, 1990; Gioia and Chittipeddi, 1991; Eisenhardt and Zbaracki, 1992; Dutton and Ashford, 1993; Weick, 1995). Research also exists on strategic renewal processes that can facilitate initiatives implementation (Floyd and Wooldridge, 2000; Williams, 2001; Huy, 2004; Wooldridge et al, 2008; Shi et al, 2009). Important elements of these involve levels of managerial behaviour and interrelationships, balance of exploitation and exploration, and sharing knowledge and learning within and between strategic initiatives and firms (Volberda et al, 2001). However some dissimilarities or diversity (Wooldridge et al, 2008) in arguments and findings over time, prompt the need for this research to better contribute to understanding how middle managers impact strategic initiatives and alter strategic renewal processes and practices.

Middle management's influence on strategic decisions and activities (Mantere, 2008; Kwee et al, 2011), is juxtaposed in literature on strategic renewal (Agarwal and Helfat, 2009; Kwee et al, 2011). Such influences are especially highlighted lately in strategy process (Floyd and Lane, 2000; Currie and Proctor, 2005) and more recently in strategy-as-practice (Whittington, 2003; Jarzabkowski, 2005; Johnson et al., 2007a; Jarzabkowski and Spee, 2009). Further related studies incorporate their sensemaking (Maitlis and Sonenshein, 2010; Rouleau and Balogun, 2011). Nevertheless, research on middle management day-to-day activities in implementing strategic initiatives (Balogun, 2003; Balogun and Johnson, 2004; Rouleau, 2005) needs further contribution especially to analyse influences, management, learning or interactions. Addressing such gaps - including the need to better integrate processes and practices for renewal, analyze influences of strategic project management and middle management, to enrich studies and improve understanding of management - has important implications pertaining to implementing initiatives, improving capabilities, strategic renewal and advantages for the firm. The processual approach (Pettigrew, 1990; Van de Ven, 1992) allows assesment of elements, relationships to processes and their interconnections, as strategy is formulated and implemented in strategic change (Chakravarthy and Doz, 1992). As practice aids

capabilities (Jarzabkowski, 2004; Cuel and Manfredi, 2006; Argote and Miron-Spektor, 2011), this is also related to interdependencies and interactions in activities, as persons heed the environment and mobilize configurations to attain desired outcomes (Pettigrew, 1985). Research on strategic initiatives implementation through strategic project management (Minarro-Viseras et al, 2005; Brown and Blackmon, 2005), is sparse but necessary to alleviating deficiencies in process or practice to facilitate renewal.

This research examines how implementation of strategic initiatives through strategic project management, can contribute to new and/or improved capabilities and renewal. In examining such, the research will also incorporate study of the influences that middle management has on successful employment of strategic project management and strategic initiatives implementation. The lens of organizational learning theory and activity theory are utilized to better blend and balance processes and practices with a view to more effectively supporting strategic goals. In the literature on strategic renewal, the examination of strategic initiatives implementation is limited. Research on the influence of strategic project management and middle management in activities in strategic initiatives implementation is sparse. Prior research in both process and practice approaches to strategy supporting the importance of linking these areas and their key developments for renewal, is limited. Empirical study on implementing strategic initiatives in Barbados is virtually non-existent.

This research will contribute by filling gaps identified, validating responses to research questions and conceptual framework in strategic initiatives implementation, to develop capabilities and strategic renewal. To help alleviate gaps, it utilizes framework developed through strategy process and strategic initiatives, strategic renewal and project management theory. This research also utilizes empirical study of related influence of strategic project management and middle management and their linkage through strategic process and practice approaches. Studies on organizational learning and activity theories (Nonaka, 1994; Blackler et al, 2000) exist, including their means for attaining renewal (Levinthal and March, 1993; Crossan et al, 1999). However, the research gaps also suggest the necessity for combination of organizational learning theory and activity theory incorporated in this research, to bring more avid perspective to strategic initiatives

implementation and capability development. Qualitative data collection and analysis assists with assessing these elements. The introductory chapter outlines the significance of the research, briefly addresses research questions and methodology, and the research structure.

1.2 Significance of the Research

This research is significant, for it will assist in the successful deployment and management of initiatives for renewal and better realization of strategy in Barbados firms. It will also assist both domestic and international firms intending to thrive in the business context of smaller nations. There is crucial need to improve and better position capabilities, especially in firms such as in manufacturing, and industries more directly affected by business environment dynamism and globalization. For firms, influences on strategic initiatives implementation that result in successfully realizing strategic renewal are critical. Middle management influence, as they coordinate day-to-day activities, interacting with multiple levels of management (Bower, 1970; Balogan, 2003) and strategic project management, to effectively create linkages between excellent project management and business management practices (Heerkens, 2007). They also link capabilities that help build the firm's unique strength (Hamel and Prahalad, 1994). Firms also perceive the necessity of focusing more on increasing knowledge and learning (Nelson and Winter, 1982; Yeo, 2008; Agarwal and Helfat, 2009; Aydin and Ceylan, 2009). This can better inform activities and practices in firms (Blackler et al, 2000; Pettigrew et al, 2001; Jarzabkowski, 2004), for enhanced effectiveness and advantages.

Studies exist such as Floyd and Wooldridge (2000), Balogun (2003), Wooldridge et al (2008), Shi et al (2009), Minarro-Viseras et al. (2005), and Dietrich and Lehtonen, (2005), to link strategic initiatives, renewal and related process and practices. However, how strategic project management and middle management activities create capabilities and value in the firm's inner context (Nonaka, 1994; Aydin and Ceylan, 2009) through implementing strategic initiatives, is still under-researched. Strategic project management can potentially contribute to enhanced integration of key processes (Gann and Salter, 2000), and provide greater opportunities to improve access to resources and learning (Davenport et al, 2004) and multiple strategies (Jarzabkowski, 2005). Studies linking

project and portfolio of projects (Gann and Salter, 2000) with implementing strategic initiatives are sparse, and those concentrating more on firm-level analysis, inter-project learning (Nobeoka, 1995) and coordination of multiple simultaneous projects (Cucumano and Nobeoka, 1998), few.

The researcher finds it important to study both processes and practices in examining strategic initiatives implementation, for this can allow more indepth analysis of conduct, interconnections and interdependencies in strategic renewal context. In suggesting projects as means for implementing strategic initiatives, their forms in implementation both as unique configuration of standardized processes, and one-of-a-kind endeavour (Engwall, 2003) will be considered (Figure 1). It is crucial also that the need to incorporate the roles of learning and activities be integrated in this research concerning strategic initiatives implementation. Learning and activities are fundamental constituents of strategy and will serve to better provide insights into strategic renewal (Floyd and Lane, 2000; Mische, 2001; Volberda et al, 2001; Kurtz and Snowden, 2003; Chakravarthy and Lorange, 2007), particularly to better understand the expertise of personnel in activities facilitating the process. This integration of organisational learning and activity theories is essential to reduce shortcomings of research in strategic initiatives implementation and strategic renewal. Crossan and Berdrow (2003), argue the need to 'recognize and manage the tension between renewal processes of exploration and exploitation, and apply organizational learning theory to renewal'.

Firms that desire more successful changes can perceive project management as a means to performance attainment (Tréhorel, 2007). In order to better understand strategic project management contribution to middle management implementing strategic initiatives for strategic renewal, the empirical work in this research focuses more on firms that themselves conduct strategic projects whose elements and activities are visible. It concentrates on firms that implement strategic initiatives as part of their strategy to improve capabilities and strategic renewal so to compete more advantageously. An aim is to better build theory on improving strategic initiatives implementation performance while informing practices of management.

“Managers can benefit from a model of implementation that lays out the process, steps or decisions involved, and a logical approach to making strategy work. Such a model can inform and guide subsequent implementation actions.” (Hrebiniak, 2006)

Acknowledging the above, to more proactively and effectively implement strategic renewal in Barbados firms, which elements, such as culture, may differ from those of other emerging and developed nations, this research heeds that there may be necessity to recognise techniques more directly applicable to firms in developing nations, underexplored regions. Research indicates that a great deal is known about management in Europe, North America and Japan, but not a lot known about management elsewhere in the world (Punnett et al, 2006). To remove this remaining intellectual gap (Thomas et al, 1994), greater understanding of management reality in countries with different cultures is required. Exploring implementation of strategic initiatives in the context of developing countries such as Barbados will help fill such a gap, clarify strategic initiatives implementation practices in firms, and reveal the validity of theories formulated in particular contexts. It allows the researcher to extend theory, promote enhanced appreciation of unique environment and integrate more contextualized deliberations.

Theoretical implications are expected to have wide implications, but it is acknowledged that data collected in specific context of Barbados may limit generalizability. Nevertheless, just as emerging economies allow increase in understanding (Bruton et al, 2008), developing countries offer the ability to obtain fresh insights and expand theory. Moreover, establishing the applicability of a theory in different settings can make it more powerful and Barbados or the Caribbean are areas still underresearched. Implications are discussed in the concluding chapter to this research, and they are considered important even in meeting the need to analyze the extent of influence of factors on aims, behaviour, intentions and outcomes. Competitive businesses and the societal expectations in the dynamic environment of the firm affect managers’ decisions and practices, highlighting the opportunities and threats to be faced, and the further limiting impacts on internal processes and operations in strategic initiatives implementation.

Strategic initiatives and renewal are means of the firm’s survival, and how strategic initiatives meaningfully develop in structures of manufacturing strategy processes

(Kiridena et al, 2009), are influenced by both internal and external factors. Globalization, constraining forces and recessionary impacts may either slow or accelerate the pace of strategic renewal for firms. To be more adaptive to change, firms in countries in the Caribbean and worldwide, need to improve more the manufacturing and other related sectors, where tangible products produced through manufacturing strategy and projects target successful strategic initiatives (Brown and Blackmon, 2005). Projects are the means for implementing new endeavour and enhancing aspects of operation in both service and manufacturing industries (Engwall, 2003), and especially in manufacturing, they facilitate research and development (R&D) and new product development activities. By using strategic project management therefore, firms can more proactively deal with strategic change and increase competitiveness.

In summary, the vital influences that strategic project management and middle management have on strategic initiatives implementation in firms from the point of view of organisational learning perspective that enable persons in such firms to know why, how and when to perform activities and create or improve products, services and processes, are still largely underexplored. This research and study seek to improve such capabilities for firms. It also seeks to contribute to theory on strategic renewal process and practice. It is vitally necessary to attain greater understanding of strategic initiatives implementation through strategic project management and middle management activities that significantly impact strategy, and related knowledge and practices; to mitigate conflicts or hindrances to learning, renewal and advantages.

1.3 Research Questions and Research Methodology

The first steps in this research process involve identifying a problem so as to develop a research question to be answered and also guide the design (Creswell, 2007; 2009), subsequently refined. The aim of this current research is to investigate how strategic initiatives implemented in firms are influenced by middle management engaging in strategic project management, contributing to new and/or improved capabilities and renewal. The research focuses directly on strategy implementation and more specifically on strategic initiatives and the related two sub-areas of strategic project management and middle management processes and practices. It concentrates on evidence that the two

sub-areas significantly influence strategic initiatives implementation to improve capabilities, renewal and advantages. As the contribution that middle management and strategic project management make to implementation of strategic initiatives, has not been fully exploited in studies of strategic renewal process and practice, findings from this research are expected to answer the main research question that arises:

How can the implementation of strategic initiatives through strategic project management, contribute to new and/or improved capabilities?

Answering the research question will involve queries in the following two sub-areas

- 1 *How do strategic project management processes and practices support the implementation of strategic initiatives improving capabilities?*
- 2 *What influence does the middle manager have in strategic project management and implementation of strategic initiatives to improve capabilities?*

The main research question focuses on the crucial role middle management actions, learning and sensemaking play in improving effective strategic initiatives implementation, contextual factors in the firm's environment conducive to improving capabilities.

Learning and activities facilitate the main linkages between strategic initiatives, projects, capabilities and renewal. The two sub-areas support these key elements. They focus the research further on the blending of processes and practices. This is required, given particular structural and cultural forces, for managers must sense, monitor and evaluate changes and information to manage risks and resources and balance objectives and constraints to attain success. As the system of strategic initiatives implementation is usually complex, the sub-areas concentrate on initiatives being realistically executed by middle managers using enabling processes and practices of strategic project management, which can incorporate the necessary directing or incentives to alleviate constraints, improve capabilities and attain objectives.

In the first sub-area for example, it is acknowledged that in some firms project management functions can be distinct from infrastructure for strategy implementation (Minarro-Viseras et al, 2005; Saunders et al, 2008); but identification and selection of projects, flow from decisions made during strategic initiatives implementation. Even if just discrete components are supported, how and what different types of initiatives and

projects are executed heeding elements of risk, schedule, flow, continuity and integration, must be considered. In the second sub-area for example, as the strategic initiative is implemented, managers as enablers will learn from the problems and decisions made and more appropriately respond, modify and enhance, for available options and resources to improve subsequent or other initiatives and projects. In this way middle management can ensure that they understand why and what initiatives and strategic projects are being implemented and communicate the rationale, issues and practices, or revise and encourage to improve capabilities, for positive outcomes and advantages. While capabilities and renewal are included in the linkages, limitations preclude exhaustive investigation of these two aspects.

As shown in Table 1 (Section 2.3.2), there is no study fully investigating the phenomena of strategic initiatives implementation from a combined learning and activity perspective. The qualitative approach and case study method is applicable to strategy process research, and are utilized to permit outcomes not anticipated by the researcher to be discovered, letting what, why and how questions be answered to supply description as well as theory (Yin, 2003). This also allows case study findings to be compared (Eisenhardt, 1989a) and other triangulation followed. More evidence about middle management and project management input to strategic initiatives implementation and strategic renewal will be generated, to facilitate greater understanding of the phenomenon. A summary of research questions and their justification is provided in Table 2 (Section 2.8). The firm will seek to improve new business processes, products or services, infrastructure assets and markets. It therefore needs to implement initiatives and undertake associated activities and efforts designed to improve its capabilities and ability to accomplish its purpose, strategy and performance, to survive and flourish in its dynamic environment.

The consideration of managerial strategies that can improve capabilities provides great potential for contribution to strategy and strategic renewal. This research incorporates elements of learning connected with improving capabilities and developing new ones (Wernerfelt, 1984). For the firm, this is made possible through proactive and reactive adaptation to external and internal change (Cowan-Sahadath, 2010), balancing with core competencies and knowledge (Levinthal and March, 1993). As temporary collaboration

with projects can undercut the firm's coherence, integrity (Grabher, 2004), and learning consistency, communities of practice from these collaborations (Bourdieu, 1977), to promote formal structures and incentives (Ekstedt et al., 1999), are considered. Learning occurs through such communities (Amin and Cohendet, 2004), assisting individual and groups interaction, influenced by ongoing relations within, from other firms and non-firm organizations (Huber, 2012; 2013), enhancing practices, innovativeness and commercial success (Enkel et al, 2009).

Key to increasing results and success, is improving linkages of management control systems, capabilities, learning (Henri, 2006), and orientation, to promote efficiency, responsiveness and flexibility (Miller and Roth, 1994). This is crucial in manufacturing, which fuels productivity growth (Applebaum et al, 2000; Liao et al, 2003), and technology shift (Lundquist and Olander, 2010). Blended with strategic orientation, the firm's strategic guide in creating the proper behavior so as to achieve superior performance (Zhou et al, 2005), strategic initiatives implementation also supports the ability to compete globally. Recent declining trends in manufacturing especially, demonstrates the need for better responses to dynamic environments, and strategic initiatives in strategic renewal to sustain advantage gains.

The flexibility and benefits afforded the firm through technology and strategic investment yields, (MacDougall and Pike, 2003), need to be better translated to time-to-market, quality and cost (Milosevic, 2003), that contribute to adding value in adaptation and strategic renewal. Greater focus on these can enhance capabilities and support processes, practices and outcomes of value, from strategic initiatives implementation. Although new knowledge and experience facilitate change for the firm, there are relationships and contradictions between and within individuals and groups (Vygotsky, 1978; Paye, 1997; Daniels et al, 2010), so it is important to study how effectively management employs strategic project management and related capabilities in activities to properly manage, integrate and coordinate strategic initiatives.

The literature guides the theoretical lens needed to elaborate concepts and support frameworks, to lead to more realistic evidence to enhance understanding and best

contribute to strategic initiatives improving capabilities and strategic renewal. This will allow the addition of value and enhance theory and practice. However, while literature exists perceiving a project as a distinct and manageable activity system (Bloomquist and Packendorff, 1988), permanent ties and organizations in and through which projects operate (Gann and Salter, 2000), are overlooked. The day-to-day work or routines of the manager in strategic activity is also under-researched (Whittington, 2001a), and these manage strategic initiatives and strategic projects. Research on strategic project management impact on these is sparse, so activities organized through projects may also lack formal structures and incentives for cross-project learning (Ekstedt et al., 1999). Organizational learning is suggested to assist these, so the linkage of individuals, group and firm levels (Easterby-Smith et al, 2000; Crossan and Berdrow, 2003), help facilitate and improve actions, capabilities, strategic renewal and performance outcomes.

To remedy the significant gaps, this research builds on theory but seeks to expand it through analysis of data collected. This is especially to improve the limited knowledge constraining the literature on strategic initiatives implementation, to unlock avenues for attaining renewal especially for firms in varied and multicultural contexts. The study conducted in a developing country can serve to motivate organizations to open new markets or inform their ways of serving established markets or enhancing core competencies. Other contributions include integrating process and practice theories of renewal through examining the extent of fluid interactions in strategic initiatives activities, related projects and other strategic processes and practices.

This research contributes by analyzing strategic project management and middle management influences in implementing strategic initiatives through linking the strategizing activities of middle managers and the extensiveness of project management usage during implementation. It also enhances understanding and improving strategic capabilities, especially organization learning in firms. By enlarging and integrating strategy processes and practices in strategic initiatives implementation for strategic renewal, contemporary firms will be more informed to attain capability improvement, innovate, and gain or increase advantages in now dynamic context. The interpretive paradigm (Burrell and Morgan, 1979), incorporating inductive approach, qualitative

research (Symon and Cassell, 1998; Bryman and Bell, 2003), a process approach, multiple case study (Eisenhardt, 1989a) incorporating interviews and observation (Mintzberg, 1973; Mintzberg and McHugh, 1985; Jankowicz, 2005) and document analysis, is deemed best for the study. These are supported with literature review and theory, and findings analyzed using Miles and Huberman (1994) methods, complement them. Qualitative research is found to be most appropriate to strategy process research and phenomena of strategic initiatives implementation to improve capabilities and renewal. Multiple case studies allow comparison within and between initiatives and across firms in sector, identifying and explaining patterns.

1.4 Structure of the Thesis

This research comprises seven chapters. After the Introduction, the Literature is comprehensively reviewed, and gives rise to the research questions, so that investigation and data collection is directed from sound theory and frameworks to result in critical data analysis. The appropriate research methodology and design, including the unit of analysis is specified in Chapter 3, and presentation of empirical data collection overview of findings follows in Chapter 4. In Chapters 5 there is analysis of findings from empirical data collection, and in Chapter 6, further interpretation and discussions. Conclusions and recommendations are provided in Chapter 7. Through these, ultimate clarification of new contribution to theory and practice and future research possibilities, are realized. Abstract, table of contents, and tables, figures and appendices contribute to keen insight.

Chapter 2: Literature Review

2.1 Introduction

This section presents the literature on strategic initiatives, strategic project management and middle management, creating and improving capabilities, with the theoretical lens of learning and activity theories utilized to elaborate the concepts, since learning and activities are fundamental to strategy and projects. Firstly, these elements are defined, then relevant literature for each factor discussed, and linkages explained focussing on the research questions. Literature pertaining to the above-mentioned concepts need to be reviewed to improve understanding of their processes and practices to assist the upgrading of strategic initiatives implementation so that the firm can better conform to requirements. Especially in now more 'complex and dynamic business environment' (Eisenhardt, 2002; Csiszar, 2008), the firm faces high competition, and needs to better realize strategic outcomes. Moreover, the review of literature will allow better understanding of data from the field research as such literature is the source for information to incorporate theory and findings. It intends to provide an understanding of the theory and fields on which the conceptual framework is based, and to identify gaps or limitations to satisfactory answers to current issues. Five main theoretical fields are discussed and interconnected – strategy process and strategic initiatives, strategic project management, middle management, improving capabilities and strategic renewal. These guide to appropriate lens of activity theory and organizational learning theory, which help to also blend process and practice. In this way, new paths are provided to incorporate more findings from empirical data.

The literature on strategic initiatives is critically elaborated as this is the main unit of analysis. Strategic initiatives implementation is viewed mainly from a strategy process viewpoint focusing more on the actions of management, activities and practices in the firm and research context, including middle management and strategic project management roles and capabilities linkages. This helps initially to find research gaps. To help alleviate these, examination of ways to create and improve capabilities are complemented, targeting strategic renewal. The 'individual and collective learning processes involved in strategic change' (Casey, 2005), and the 'streams of activity involving at various times the differential attention of individuals and groups' (Pettigrew,

1985), require some examination. Such processes support the subsequent exploration and explanation of the function, input and influence of strategic project management and middle management, in strategic initiatives implementation. These linkages are crucial to implementation, as they incorporate means for new configurations and interactions for development. After examining these interlinkages, literature streams and theoretical lens, a summary of the section is provided.

The theoretical framework developed through research on strategy process and strategic initiatives, utilizes combined learning and activity theory perspectives to sustain findings from a dynamic sector and environment. In such context, the firm's structure and culture impact managerial level, behaviour, capabilities and contributions in strategic initiatives implementation. Activity theory assists with a 'framework and micro view involving interacting components of the firm's collective structures, primary actors and activities, and strategic practices for interaction' (Jarzabkowski, 2003). These facilitate strategy emerging and strategic initiatives implementation. In contrast, 'major shifts in the direction of strategy through smaller shifts taken together over time' (Mintzberg, 2001), is the focus of the learning perspective. From this organizational learning processes and results are particularly considered in this study. This research, in combining of learning and activity theories in explaining phenomena in strategic initiatives implementation, seeks to enhance contributions. It therefore examines relationships and linkages between the firm's strategy and strategic project management, and how improving these capabilities impacts on and contribute to attaining objectives and advantages. These linkages allow better understanding and help contribute to ameliorating or overcoming problems including project failures and ineffective strategic initiatives outcomes.

2.2 Definitions

This research involves issues related to strategic initiatives including strategic project management, middle management, creating and improving capabilities, and ultimately strategic implementation from the perspective of organizational learning theory and activity theory. There may be no widespread accord on their meanings, but these elements must be defined and their interrelatedness shown, in order for the study, its design and research questions to be effectively addressed. Related structures, processes,

activities and professionals will also be referred to. Such interconnectedness is important to this research on strategic initiatives implementation.

2.2.1 Strategic Initiatives

Strategic initiatives consist of portfolios of programs and projects that become 'vehicles of strategy implementation' (Pennypacker and Ritchie, 2005). Supported by many activities selected for performance excellence (Kaplan and Norton, 2008), as a basis for realizing strategy, they are 'deliberate efforts by a firm' to be viable in its market financially and otherwise (Lovas and Ghoshal, 2000). The firm in effect comprises a 'system of strategic initiatives that come into being in particular ways, competing for limited resources' (Burgelman, 1991). They encompass a 'broad range of strategic plans and targets, including new product development, corporate ventures, acquisitions, and strategic renewal efforts' (Nag et al, 2007; Mazolla and Kellermanns, 2010). They may be of types 'growth, cost-cutting, synergy or customer focus' (Lechner and Kreutzer, 2010a; 2010b). The firm uses strategic initiatives as 'plans and ways to substantiate its survival' (Lovas and Ghoshal, 2000). As 'undertakings planned and managed to develop or improve capabilities' (Lechner and Floyd, 2007), they are 'means' for attaining success, 'survival and renewal' (Brown and Eisenhardt, 1995). The above-mentioned definitions of Burgelman (1991), Lovas and Ghoshal (2000), and Pennypacker and Ritchie (2005), of strategic initiatives (Figure 1, Section 2.3.1.1), will be used in this research to focus more on process and practice and how strategic initiatives are selected, varied or retained with a view to gaining and maintaining acceptable rates of return on the firm's investment.

2.2.2 Strategic Project Management

Strategic project management expands traditional project management mindset (Patanakul and Shenhar, 2011), and involves successfully aligning project efforts with business strategy (Shenhar et al, 2007), as strategic initiatives are implemented. Strategic projects, the 'building blocks of organization strategy' (Boddy, 2002), are considered to represent nucleus for the firm growing, changing and prospering (Asrilhant et al, 2007). Project management, 'a systematic approach to planning, executing and controlling activities' (Meredith and Mantel, 2006), is utilized by firms to attain strategic objectives (Jung et al,

2008). The planned objectives are being achieved through advantageous use of resources (Abbasi and Al-Mharmah, 2000), and 'doing the project right' (Morris and Jamieson, 2004). Projects and programs allow change to be organized (Gareis, 2010), and strategic change managed. This study supports the view that projects, especially as portfolios, help add value during strategic initiatives development (Pennypacker and Ritchie, 2005; Aritua et al, 2009). They result in new or changed products, services, environments, processes and organizations (Kerzner, 2005). Strategic project management is to enable the project to better fit with both external and internal strategic advances, and strategic vision (Grundy, 2000; Stanleigh, 2006). Its supporting processes, practices and techniques, enable the firm to generate activities and interactions which effective linkages support 'excellence in practices' (Heerkens, 2007), to improve capabilities and maximize value. The views of Shenhar et al (2007), Grundy (2000) and Pennypacker and Ritchie (2005), are chosen as most complementary to this research.

2.2.3 Middle Management

Floyd and Wooldridge (1992a), define middle management as the 'coordination of an organizational unit's day-to-day activities with the activities of vertically related groups'. Their 'functional designation includes general line managers, functional line managers, and team- or project-based executives who lead strategic initiatives' (Wooldridge et al, 2008). They are portrayed as "linking pins" (Likert, 1961) who "knit together" (Hage, 1974), and 'mediators who facilitate' (Rouleau, 2005), organizational activities. They can adopt roles to exploit social capital (Adler and Kwon, 2002; Jones, 2005), generated through interrelationships. Middle management are chosen as main managerial focus in this study as they interact with multiple levels of management (Bower, 1970) including the chief executive officer (CEO) and lower-level managers. By mediating, negotiating and interpreting (Floyd and Wooldridge, 1997), they connect strategic and operational levels, influencing strategic initiatives implementation. They both give and receive direction (Stoker, 2006). In influencing strategy they can negatively impact performance, but there is some evidence that they positively impact outcomes (Wooldridge et al, 2008).

2.2.4 Organizational Capabilities

An organization's capabilities are its 'skills and abilities to perform and manage work activities needed, utilizing its resources, to achieve results targeted' (Helfat and Peteraf, 2003; Morris and Jamieson, 2004; Robbins and Coulter, 2007; Sullivan and Beach, 2009). These 'intangible assets' (Kaplan and Norton, 2004; Isik et al, 2009), financial, managerial, functional and organizational, allow it to achieve superior efficiency, quality, innovation, or customer responsiveness, thereby 'creating value' (Morris and Jamieson, 2004). They help the firm to 'form its unique strength' (Hamel and Prahalad, 1994). There are 'certain capabilities crucial to successful implementation of most strategies' (Beer, 2002). 'By improving and developing capabilities, organizational learning may be increased and enhanced' (Dibella et al, 1996). Capabilities are 'core if they differentiate a firm strategically' (Leonard-Barton, 1992), 'dynamic in facilitating increased integration, building and reconfiguring of competencies' (Teece et al, 1997), and 'competitive as a set of organizing processes and principles used to deploy resources to achieve strategic objectives' (Grant, 2002). Capabilities can also be 'contesting and cumulative' (Halgren et al, 2011), and can increase innovativeness when new technological combinations are created or existing combinations recombined.

In this research capabilities support organization strategic and management processes supporting activities performed in strategic initiatives implementation. Project management capabilities assist 'blending explicit and tacit knowledge' (Jugdev et al, 2007), supporting innovation (Lenfle, 2008), contributing to core renewal processes. It supports the firm changing its offers to the marketplace, and the way it creates and delivers them, to avoid jeopardizing its survival and 'growth prospects' (Bessant et al, 2005). Leadership characteristics and management, research and development capabilities are also a focus, as these involve creation or improvement of products and processes to gain greater value and renew.

2.2.5 Strategic Renewal

Strategic renewal can be broadly defined as 'a critical executive function' (Hurst et al, 1989), involving 'activities embarked on by a firm to adjust its current choices' (Volberda

et al, 2001). It includes the 'process, content, and outcomes' (Agarwal and Helfat, 2009), of refreshing elements of the firm likely to significantly affect its long-term prospects and survival. According to Worch et al (2012), it may involve change in the firm's business model, technology, organization structure, customer base and product market strategy. This research perceives strategic renewal as 'associated with promoting, accommodating, and utilizing new knowledge and innovative behavior' (Floyd and Lane, 2000), to result in change in the core competencies of the firm, and/or in the area of market for its product, enhancing its competitiveness. It involves strategic renewal elements (Volberda et al, 2001), such as how managers at different levels of the firm behave and respond to each other, view current versus long-term investment in effect exploitation-exploration, and how they share knowledge within and across strategic initiatives. Such efforts at development and integration, allows linkage of initiatives, management and projects, with learning and activity processes. It is not easy for a firm to make its present operations better and efficient, while altering its essential features or routines (Worch et al, 2012). Recognized is the need for advantageous strategic renewal to be driven by competencies and capabilities.

2.2.6 Strategic Implementation

This research sees strategic implementation as an 'iterative' process (Rajagopalan and Spreitzer, 1997), which elements can vary or be constant, involving 'effective management of required changes' (Van der Merwe, 2002), and getting personnel and other resources to take action. It involves the firm acquiring new resources or technology or penetrating new market(s). It should heed its 'history, restructuring, redeveloping administrative form or levels of professional management, and fitting the internal structure to the market structure' (Chandler, 1962; Tidd and Bessant, 2009), for outcomes of strategy realisation. Inherent are processes or activities executing strategy to add value.

2.2.7 Organizational Learning Theory

The firm's 'ability to learn faster than its competitors' can sustain its advantages and competitiveness (Crossan et al., 1995). Such organizational learning of relevance to this research, is a 'principal means of attaining renewal of an enterprise' (Crossan et al, 1999).

Organizational learning can incorporate 'information processing' (Huber, 1991), and product innovation (Nonaka and Takeuchi, 1995). Processes (Huber, 1991) knowledge (Kogurt and Zander, 1992; Nonaka, 1994; Leonard-Barton, 1995) and experiences (Argote and Miron-Spektor, 2011), are created and changed as the firm and its actors learn, respond and adapt, aiming to succeed in short and long term. The literature in management and organization regards learning as an attempt to 'retain and improve competitiveness, productivity, and innovativeness in uncertain technological market circumstances' (Krogh et al, 2000). To renew, firms are required to concurrently explore and learn novel ways, and exploit those already learned, and this involves 'tension between processes of exploration and exploitation' (March, 1991), as firms try to balance the necessity to attain current advantages with the desire for future success. This entails competition for resources at the three levels of individual, group and firm, linked by 'processes of intuiting, interpreting, integrating and institutionalizing' (4I's) (Crossan et al, 1999). Learning is affected by managerial capabilities (March and Olsen, 1975), as they engage in implementing strategic initiatives to renew.

2.2.8 Activity Theory

An activity system is comprised of 'elements and their vibrant linkages' (Bloomquist and Packendorff, 1998; Afuah, 2004). Ideally, the firm is a 'series of interdependent activities' which design elements and themes (Zott and Amit, 2010), are its source of value creation to generate revenue. Value creation, which has both 'customer and technological focus' (Chesbrough and Rosenbloom, 2002; Johnson et al, 2008), is incorporated in the 'interdisciplinary framework of activity theory' (Yamagata-Lynch and Smaldino, 2007), that support this research perspective and analysis. Firms need to 'initiate processes and routines to acquire, assimilate, transform and utilize knowledge' (Zahra and George, 2002). In the firm, managers interact in a collective structure, performing practical strategic activities, which when integrated in a project structure, assist directing, resource allocation, monitoring and control, as 'social capital is created and exploited' (Lovas and Ghoshal, 2000), through benevolence in interrelationships. They facilitate strategic initiatives selection, variation and development, and by changing configuration, change capabilities.

As managers shape and design the firm's activities and their linkages, they are able to delineate activities as top- middle- and low-level for example, and to influence which initiatives are performed, how, when, and by whom. This research views such an activity system as transcending the strategic initiative but spanning its boundaries, incorporating stakeholders in the creation and appropriation of value, while heeding stress and inertia forces influencing culture, structure, learning and outcomes. Considering these interconnections and influences is necessary as 'resistance to change or inertia' (Hannan and Freeman, 1984; Rumelt, 1995), can occur when a firm is 'predisposed to recurrent patterns of action' (Cohen et al, 1996) that can result from its 'distinctive social structure or core rigidities' (Leonard-Barton, 1992). Moreover, where the performing resources and outcomes linked to the activities add value, they can improve capabilities and renew. The next section elaborates strategic initiatives, the unit of analysis for the research and study.

2.3 *Strategic Initiatives*

This section discusses the literature on strategic initiatives focusing on strategy implementation, middle management and strategic project management. Such focus also supports the view of strategic initiatives as strategic plans in which a 'change in a carefully chosen area has a major and sometimes dramatic impact on the existing structures, and especially on a firm's existing resource configurations and capabilities' (McGrath, 2001). It commences with the research premise in strategy process and practice and an organic view, incorporating capability development and strategic renewal. It then proceeds to explore how strategic initiatives are initiated, selected and developed. Moreover, it then elaborates on strategic initiatives implementation and evaluation, incorporating the influences of middle management and strategic project management, which linkages are elaborated further in later sections. A summary is provided incorporating the role of strategic initiatives in enabling or constraining renewal.

2.3.1 Strategic Initiatives Initiation, Selection and Development

2.3.1.1 Impacts of Strategic Initiatives Complexities

Strategic initiatives are the 'central building blocks of strategic management theory and practice' (Nag et al, 2007), which involves assessing the firm's external environment and internal capabilities. This allows management to 'set corporate objectives realistically aimed at exploiting external opportunities, minimizing the impact of potential threats, and building on internal capabilities' (Garland et al, 1990). Strategic initiatives link back to the firm's strategy and strategic orientation, focal to strategic management related functions and performance (Sabherwal and Chan, 2001; Noble et al, 2002; Morgan and Strong, 2003). Keeness in choice of strategic orientation (Venkatraman, 1989; Meskendahl, 2010), is necessary, for this can form the goal or purpose for strategic initiatives and their implementation through strategic project management. By so doing, it can better focus on 'complementarities in the related aspects of customers, competitors, innovation and learning' (Menguc and Auh, 2006; Grinstein, 2008). Such dedication allows the firm to best utilize strategy to change and/or adapt aspects to be more

'favourably proactive or reactively align' (Manu and Sriram, 1996), through enhancing its 'capabilities and project management maturity' (Gareis, 2004).

From the base of strategic orientation (Venkatraman, 1989), the firm can expect its offers to be 'unique, valuable and defensible' (Porter, 1996), to result in advantageous returns. Certain firms oriented to both strategy and projects, achieve 'sustainable competitive advantage' by continually 'adapting and reconfiguring resources and processes' (Teece et al, 1997; Eisenhardt and Martin, 2000; Helfat et al, 2007; Wang and Ahmed, 2007). By 'combining dimensions of strategic orientation' (Grinstein, 2008) - learning, innovation and market - the firm is 'strategically guided, to achieve superior performance' (Pearson, 1993; Zhou et al, 2005), focussing on 'effective resource base and usage, competencies, coordination, and capabilities' (Huang et al, 2011). Such effectiveness in 'implementation within its strategic orientation' (Berthon et al, 1999; Olson et al, 2005), and corresponding level of performance, can be guided by the firm's complementarities, being informed by the 'most dominant frameworks' (Caerteling et al, 2009) on business strategy, by Miles and Snow (1978) and Porter (1980). These respective 'prospector orientation and differentiation focus, are both driven by innovation' (O'Regan and Ghobadian, 2005). Strategic initiatives regarded as innovations - 'ideas, practices, or objects perceived as new by individual or other unit of adoption' (Rogers, 2003), allow improvement in learning, capabilities and proactiveness.

If a firm merely reacts, this can indicate poorly aligned strategic orientation and structure, compromising possibility of advantage. When the firm selects and implements strategic initiatives, it can focus on 'low cost, products and innovation, customers and competitors, human resources and managerial competence, social networking and learning, and local institutional support' (Voss and Voss, 2000; Antonio et al, 2005; Huemann, 2010; Altindag et al, 2011; Lau and Bruton, 2011; Osegowitsch, 2011). Technology, marketing and investment strategy (Rocelis, 2005), selectively or in combination(s), support these goals.

Firms can pursue efficiency, operational excellence, and the development of process capabilities (Olson et al, 2005), but must focus on a wider scope of activities for variation

in standard practices and procedures. They can therefore be more receptive to customer needs and preferences, market expectation and competitive environment, as well as internal capabilities and developments (Evans, 2008). While doing so they can openly and proactively pursue new ideas and develop radically new products for first-mover advantages (Morgan and Strong, 2003). Level of success with the firm's strategic pursuits can be measured in terms of process performance through conditions of 'meeting budget, quality and development time objectives', as well as significant benefits to customers, solving their problems (Shenhar et al, 2001), while supporting competence, safety and sustainability.

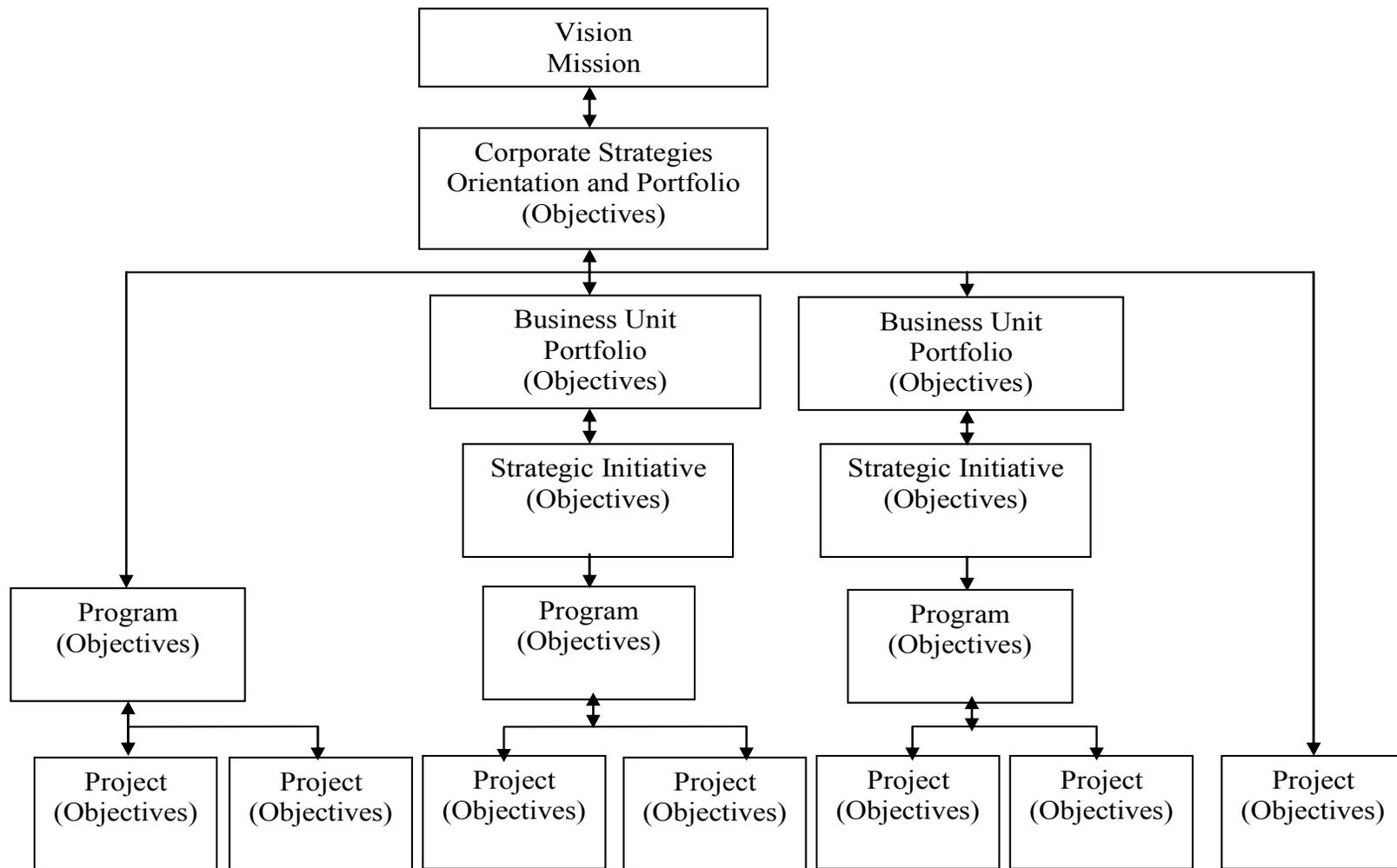
Firms' focus on orientation to market (Narver and Slater, 1990; Reijonena and Komppulab, 2010), concentrating on what the strategy or initiative should account for, and 'understanding and utilizing knowledge to enhance processes and internal function coordination to create value'. Existing market share can be defended by 'internal cost orientation' (Walker and Ruekert, 1987). Innovation orientation is the firm's 'inclination to introduce or utilize new technologies, products or innovation' (Hult et al, 2004). This reflects 'openness to new ideas' as well as the 'active seeking of them' (Olson et al, 2005), and an 'overarching, organization-wide knowledge structure' (Siguaw et al, 2006), for the firm's long-term survival. Learning orientation (Calantone et al, 2000), involves 'commitment to learning, shared vision, open mindedness, and intra-organizational knowledge sharing'. Firms with variables of market, learning and innovation orientation effectively improve performance (Julian, 2010; Nazdrol et al, 2011; Eris and Ozmen, 2012). As orientations correlate with each other in various contexts (Liu et al, 2003; Zhou et al, 2005), 'learning orientation mediates the relationship between other orientations and performance' (Calantone et al, 2000). Orientations market, innovation and learning, positively affect innovativeness and outcomes of initiatives, projects and the firm.

Firms able to embark on strategic initiatives, 'vehicles of strategy implementation' (Pennypacker and Ritchie, 2005), possess 'valuable, rare and hard to imitate capabilities' that may differentiate them from those unable to do so (Barney, 1991). Such strategic activities are 'induced by the firm's current corporate strategy, or emerge autonomously,

such autonomous strategic behaviour being the major source of strategic renewal' (Burgelman, 1983a). Strategy can be set using 'top-down approach traditionally under top management command and control', or from creativity and initiative of other employee or impetus, and can be incremental (Simons, 1994; Hitt et al, 2010), market-driven leading to continuous innovation. In this research, strategy is seen as a change process requiring 'divergent ideas' (Floyd and Wooldridge, 1992a), 'an integrated pattern in a stream of actions' (Mintzberg and McHugh, 1985), developing out of 'continuous, interactive learning process' (Mintzberg, 1990) to gain advantage (Hitt et al, 2010), as the firm meets performance requirements.

This research concentrates on strategy process and explores strategic initiatives implementation from 'approaches learning and action-based' (Farrell, 2000; Johnson et al, 2003; Jarzabkowski, 2005; Kekale and Kola-Nystrom, 2007). It focusses on how they are initiated, developed and institutionalized, and what enables or constrains them in contributing to the firm's future development. New strategic initiatives are typically 'considered and approved at senior management or board level, with further decisions required at business and operational level to implement the initiatives' (Saunders et al, 2009). However, research now recognizes that the 'firm's strategic development is not exclusively the role of top management' (Burgelman, 1983a) and such research suggests that multiple layers of management are involved in strategic initiatives improving capabilities for strategic renewal. There is therefore leeway to further examine 'individual and group decision making, actions, related flow of work and communication' over time (van de Ven, 1992), in sequence and stages of strategic initiatives development. Figure 1, illustrates a hierarchy of objectives and strategic initiatives. It shows critical interlinkages of mission and orientation, strategies and objectives, portfolio, strategic initiatives and associated projects. Strategic initiatives consists of portfolios of programs and projects - means for strategy execution (Pennypacker and Ritchie, 2005). As teams develop objectives to align with that of unit or corporate strategy, business environment events impact and projects can change. Sharing of knowledge and information facilitates learning and the amendment of objectives.

Figure 1: Hierarchy of Objectives and Strategic Initiatives



Adapted from Pennypacker and Ritchie (2005)

Figure 1, shows the flow of learning moving both top-down and bottom-up, as indicated by arrows. Strategic project management assists such flow and development of strategic initiatives. Strategic initiatives are supported by many activities selected for performance excellence (Kaplan and Norton, 2008), which are the basis for realizing strategy.

Strategic project management is to crucially support these interlinkages in creating new and/or improved capabilities.

It is vital for firms to discover their real competencies and capabilities, to assist them to appropriately initiate and select strategic initiatives and projects to effectively renew and compete in the context of evolving global economic and social development. However, while constant improvement in operational effectiveness is necessary, it is not usually sufficient to achieve superior profitability (Porter, 2008). When the firm's activities promote the exploration, investment in and discovery of new ideas, it can reduce the 'inertia' (Hannan and Freeman, 1984; Leonard-Barton, 1992; Rumelt, 1995; Cohen et al, 1996; Tripsas and Gavetti, 2000), or exploitation of old ideas, and uncertainty that can hinder successful strategic initiatives implementation and renewal. From the perspective of manufacturing, Kiridena et al (2009), find that 'deeper structures in the strategy processes of this industry represent linear and parallel, divergent and convergent, sequential and iterative progression of strategic initiatives across four broad phases, initiation, consolidation, commitment and realization'. Internal and external contextual factors influence these.

Firms can better utilize prospects afforded through improving and realizing more innovative manufacturing strategy and linkages, recognizing the shift in manufacturing bases globally over recent times. For opportunities available to be leveraged, there is a necessity for firms to better reduce any heavy dependency on exploiting certainties in particular sectors and seek to more aggressively explore and advantageously improve offerings and markets both domestic and international. Firms need to balance resources allocated to these, otherwise 'adaptive processes refining exploitation more rapidly than exploration can promote effectiveness in the short-run but self-destruction in the long-run' (March, 1991).

New ideas link to learning, outcomes of which can include individual development (Garvin, 1993), quantitative improvement in activities, the promotion of comparative innovation efficiency (Hamel, 1991), and sustainable, comparative competitive efficiency (Dodgson, 1993). Learning is the various means by which the firms 'build, complement and organize knowledge and routines around their activities and within their cultures, and adapt and develop organizational efficiency by improving the use of employees' skills' (Dasgupta and Gupta, 2009). It can assist the improvement of strategic orientation and decision making, vital to the firm's strategic initiatives focus on fitting activities and outcomes in strategy execution, and its advantageous performance in its industry. To do so, the firm must be able to apply its capabilities in the form of 'knowledge resources' to perform important activities (Teece et al, 1997).

Strategic management research has 'focused more on strategy development' (Acur and Englyst, 2006), with some current research on implementation reflecting more a 'construct perspective' (Barney, 2002), and process approach to implementing strategic initiatives. However, there is need for better clarification and incorporation of linkages of orientation to strategy and projects, and strategic initiatives, for 'frameworks fail to fully identify implementation determinants' (Dawson, 1994; O'Regan and Ghobadian, 2005). Even though 'project orientation is an expanding field' (Rungi, 2014), strategic project management capabilities and influence on implementation of strategic initiatives is not investigated enough. This research on strategic initiatives implementation, in seeking to address these gaps, views strategic management as guided evolution (Lovas and Ghoshal, 2000). It recognizes Miles and Snow (1978) and Chandler (1962) ideas of matching strategy and structure for more appropriate internal organization, co-alignment with environment, and formulation-implementation linkages to boost performance. Consequently, these findings and those of Bossidy and Charan (2002) and Kaplan and Norton (2008) that strategy, people and portfolio management should be combined more in implementation, support the suggestion that strategic project management and middle management influences can favourably impact strategic initiatives implementation.

Zahra et al (1999), find that a 'relationship between initiatives and strategic renewal' generally exists. Other studies in strategy process research and strategic initiatives

specifically (McGrath et al, 1995; Floyd and Wooldridge, 1999; Kanzanjian and Rao, 1999), focus more on their occurrence and facilitation. To better facilitate investigation of 'implementation' (Van der Merwe, 2002; Hannagan, 2002), environment-focussed (Selznick, 1957), process themes are utilized. They allow improvement in analysis and investigations in strategic renewal, which focus more on a 'micro-view', and 'administrative actions and processes involved in initiating, developing and institutionalizing strategy-related changes' (Farjoun, 2002). Processes for implementing strategy recently examined (Ketokivi and Schroeder, 2004; Brown and Blackmon, 2005), also involve a single management perspective such as project management (Minarro-Viseras et al, 2005), focusing on single projects or initiatives. However, 'firms in dynamic business environments implement multiple initiatives' (Dawson, 2003; Pettigrew et al, 2003). Farjoun (2002), organic model of strategic management as Organization-Environment-Strategy-Performance (OESP) therefore also guides this research on strategic initiatives implementation improving capabilities.

Research on capabilities mostly concentrate on those generated from sources internal to the firm (Chandler, 1992; Helfat, 2000) as firms learn from their own experiences. Selznick (1957), juxtaposed 'distinctive competencies and inadequacies' while Penrose (1959), points out that 'when managerial talent is deficient it can temporarily inhibit the firm's objectives'. Arend (2008), find important 'strategic liabilities', 'firm- and context-specific processes and holdings that can create competitive advantages'. A positive relationship is found between 'capability strengths and performance' (Carmeli and Tishler, 2004), but capabilities can be viewed as both strengths and weaknesses relative to rivals. Impacted by firms' 'specific and environmental factors' (Simon et al, 2010), they can change significantly over time in markets with more intense competition, undermining durability of strategic initiatives effectiveness and advantages.

Capabilities that are 'derived from external sources through interorganizational ties, network resources or social capital, help in discovery of new opportunities, augmentation of innovative capabilities' (Gulati, 1999; Ahuja, 2000), and developing 'absorptive capacity' (Zahra and George, 2002; Zaheer and Bell, 2005). These elements can 'promote learning and knowledge transfer and the firm's transformation' (Kaplan et al, 2003). Kock

and Guillén (2001), find that when faced with rivalry from competitors, businesses continuously upgrade capabilities to pursue competitive advantage, combining local markets with foreign capital and technologies, executing projects in multiple industries and developing indigenous technologies and brands'.

In selecting and developing strategic initiatives, capabilities are crucial. They surround how the firm 'uses internal processes and deploys and evolves them as changes occur in the market and business environment' (Teece et al, 1997). Management need 'dynamic capabilities' (Zhara et al, 2006; Ambrosini et al, 2009), 'inimitable combinations of resources that cut across all functions, promoting organizational learning' (Lawson and Samson, 2001). They link to 'resources' (Barney, 1991; Porter, 1980). Combined with 'tangible and intangible assets' (Isik et al, 2009), and core competencies, they represent the firm's capacity to implement and sustain the changes required to be flexible and innovative. Management decisionmaking in selecting and developing strategic initiatives, must be well oriented to their 'forms of capital' (Bourdieu, 1986), capabilities and related competencies relative to competitors'. They must find business opportunities by examining both internal and external elements, best timing entry of new product or processes for their market survival, and using learning and more related diversification to improve existing capabilities (Teece et al, 1994).

Organic ideas in strategy emphasize interaction and integration – 'coordination of activities or the management of dependencies between them' (Glouberman and Mintzberg, 2001). Such elements involve improvement of capabilities to develop levels of competencies and value, and engender and cope with renewal. To proactively respond and create value, the firm needs to explore how its 'innovative and competitive capabilities' can be 'redefined, renewed, or replaced' while ensuring that the 'resulting changes in policies, priorities and procedures will be widely accepted throughout the organization' (Miles et al, 1978; Dess et al, 2003). This will enable it more flexibility, to 'deliver greater value to customers and create comparable value at a lower cost' (Porter, 2008). The associated innovativeness also links to a firm's 'propensity to engage in research and development activities' (Lumpkin and Dess, 1996). The firm's 'risk taking propensity' is also of relevance and can be inferred from its 'willingness to change, and to

commit resources to generated new ideas and business' (Miller, 1983). Such 'internal capabilities' (Lee et al, 2001) can be linked to orientation entrepreneurial and technological.

Firms, given now 'dynamic change context' (Csiszar, 2008), can more effectively renew through 'adapting, shaping and innovating' (March, 1991; Liebold et al, 2007; Kiridena et al, 2009; Saunders et al, 2009), incorporating learning, globalization and required networking. Novel approaches, resource and capability combinations, incorporated with 'strategic flexibility' (Sanchez, 1995), can enhance fit and first-mover advantages, heeding the need to avoid jeopardizing profitability and existence. Studies (Burgelman 1984; 1991, 1994; Lovas and Ghoshal, 2000; Johnson et al, 2007b), incorporate elements in the firm's internal and external environment, contextual to implementation of strategic initiatives and projects, crucial to attaining strategic targets and renewal.

2.3.1.2 Middle Management in Strategic Initiatives Selection and Development

Middle management roles are critical to 'absorption of policy and strategic activities into the firm's structure, processes and practices' (Chandler, 1962; Selznick, 1957), so as to engender change in core competencies and facilitate renewal. Research shows their influence in strategic decisions and activities (Mantere, 2008; Kwee et al, 2011). Their role in 'projects, programme and portfolio management' has been identified by Bloomquist and Müller (2006). They can make a strategic contribution, as they fulfil a 'complex change intermediary' position, but they need to engage in a range of activities to aid their interpretation' (Balogun, 2003). Once they accept the new initiative(s) their responsibility for altering activities and routines ensue.

Figure 2, shows middle management 'upward and downward influence' combined with their 'integrative and divergent thinking', to support four major roles of 'synthesizing information, implementing deliberate strategy, championing alternatives, and facilitating adaptability' (Floyd and Wooldridge, 1992a), so as to refresh the firm's attributes and renew strategy. Middle management focal role includes 'implementing strategic initiatives' (Burgelman, 1991), 'coordinated undertakings to develop or improve capabilities' (Lechner and Floyd, 2007), initiated mainly by changing 'stress-inertia

interaction' (Huff et al, 1992), that influence strategy outcomes (Campbell, 1965; Burgelman, 1991). The 'linking-pins' or 'mediating' function of middle management enables them to influence capabilities, integration and improvements. However, implementing strategic initiatives has been considered to be the 'graveyard of strategy' (Grundy, 1998). Middle management role in this area therefore needs to be developed further and the firm's renewal processes must be improved, especially through better information synthesis. If inappropriate strategies are implemented by the firm, this will cause 'strategic decline and diminished capacity to compete' (Mische, 2001).

Figure 2: Middle Management Roles Related to Strategic Initiatives

		Behavioural Activity	
		Upward Influence	Downward Influence
Cognitive Influence	Divergent	Championing Strategic Initiatives	Facilitating Adaptability
	Integrative	Synthesizing Information	Implementing Deliberate Strategy

Source: Floyd and Wooldridge, 1992a

In the decade past, researchers have attempted to reduce some research gaps in the literature on middle management role in strategy, with Currie and Procter (2005) perceiving them to be 'key strategic actors'. Kwee et al (2011) also recognize their influence in strategic decision making and change, yet still acknowledge the 'heavy influence of top management' on governance issues in the firm, strategy and renewal. Their role in 'sensemaking' (Maitlis and Sonenshein, 2010) is particularly recognized. It is through their 'sensegiving' (Gioia and Chittipeddi, 1991) and 'sensemaking' (Maitlis, 2005) especially, that they contribute to facilitating formation and maintenance of the firm's social structure, within which interactive relationships facilitate developing of strategic initiatives, improving of capabilities and balancing of renewal processes.

Middle managers are part of the social and human capital representing the resources that define 'how the firm plans to justify its existence' (Lovas and Ghoshal, 2000) through strategic initiatives. How these managerial actors perform the work of strategy, both through their 'social interactions with other actors' and with 'recourse to the specific practices present within their context' (Hendry, 2000; Whittington, 2001b; Jarzabkowski, 2003), to improve capabilities, effect renewal and advantages, needs more attention especially in empirical work. Middle management can 'access resources through their social relationships' (Granovetter, 1992). They employ this 'asset of social capital' (Moran, 2005), enabling 'durable interconnected relationships' (Bourdieu, 1986; Coleman 1990; Daniels et al., 2010). By facilitating sharing and learning to improve capabilities in strategic initiatives implementation, such 'effective maintenance of social capital can sustain advantages' (Kogut, 2000; Adler and Kwon, 2002). Middle management's impact on and maintenance of, performance of both individual and firm (Podolny and Baron 1997; Rowley et al, 2000), can be considered even more valuable depending on type and quality of relationship, degree of influence, and method and level of impact (Moran, 2005) especially in a firm structured with closed networks and widespread acquaintanceship.

The impact of middle management decision making and actions on strategic processes and outcomes is highlighted even more recently in 'strategy-as-practice' (Whittington, 2003; Jarzabkowski, 2005; Johnson et al, 2007b, Jarzabkowski and Spee, 2009). However, there still 'needs to be more focus on their day-to-day activities' (Balogun, 2003; Balogun and Johnson, 2004; Rouleau, 2005), including their behavior and best practices in systems, approaches and techniques of implementing strategic initiatives. The structure of the 'network and configuration of interactions and interpersonal relationships' (Granovetter, 1985), within which middle management and other personnel engage in day-to-day activities in strategic initiatives implementation, can more influence exploration processes and practices, whereas the quality of relationships (Moran, 2005) can more influence exploitation (Burt, 1992; Lubatkin et al, 2006). These renewal processes can be complemented through any existing 'structural holes' where absence of connections can generate timely new knowledge, information and resources (Podolny and Baron, 1997). For example, persons in professional or network relationships with other

groups in the firm or outside such community, can profitably engage in exchange of ideas and information that can be used to broker or control interactions of information and projects. Such entrepreneurial opportunities for overcoming any 'discontinuities between exchange relations' (Burt, 1997), serve to promote appropriate learning to better facilitate the improvement of capabilities and securing of advantages.

Middle management must ensure that organizational capabilities themselves be improved continuously through strategic initiatives, so as to create superior value and advantages for the firm. Value creation can be viewed from perspectives 'financial, fiduciary, customer, internal, learning and growth' (Kaplan and Norton, 2004), depending on the type of firm or sector. When a firm chooses a strategic initiative from among available strategic alternatives, making the decision to follow a specific path, middle management in implementing the initiative assists the firm in using the position afforded it by its endowed assets, resources and core competencies (plant, equipment, knowledge and techniques, reputation and finance, persons and relations, structure, boundaries and market position). By so doing, significant impacts to the firm's costs, development, quality and competitiveness can be positive. They can champion those initiatives that support cutting-edge processes and products, synthesizing information from both external and internal environment, and on best approaches to attain objectives.

To compete advantageously in its industry, it is crucial for a firm to be able to effectively apply its capabilities in the form of 'knowledge resources to perform important activities' (Hass and Hansen, 2005). Moreover, to continue to survive and compete, the firm must ensure its ability to adapt to 'shifting knowledge environments' (Eisenhardt and Martin, 2000), and to possess sufficient absorptive capacity so as to 'recognize, value, assimilate and apply new external knowledge to successfully transform' (Helfat, 1997; Hoang and Rothaermel, 2010). A firm's ability to respond effectively to the necessary changes in the business environment can be facilitated by managers' knowledge, reasoning, discernment, and decision making, which influence the 'improvement of capabilities and inertia' (Trispas and Gavetti, 2000). Middle managers especially, must seek to improve capabilities, so as to avoid inertia or resistance to change in strategic project management and strategic initiatives implementation. Employees sharing of knowledge across sub-

units can be problematic and risky however, with difficulties of 'searching for relevant knowledge, transferring complex knowledge, integrating it in groups, acting on that acquired, offering a unique value proposition by its reuse, or protecting it from imitation by competitors' (Hass and Hansen, 2005).

The knowledge, reasoning and decision making skills that help improve the capabilities of managers are also influenced by the top management team and differ across hierarchical levels, and there are structural reasons underlying differences in such cognitive adaptability' (Trispas and Gavetti, 2000). Collective learning processes of 'anchoring on shared goals, risk taking and experimentation, and knowledge sharing', can be complicated and stifled by 'social hierarchy elements of power and status' (Bunderson and Reagans, 2011), that impact decisionmaking, goals, objectives and strategic initiatives. Moreover, capabilities can differ across units, projects, initiatives and firms, impacted by 'cultural and other elements' (Orton and Weick, 1990; Kogut and Zander, 1992; Van den Bosch et al, 1999), as teams and firms can be protective in cases of capabilities they contributed to being transferred (Wheatley, 1992; Easterby-Smith and Lyles, 2008). Greater steps can be taken to facilitate executives, middle managers and others in being more flexible and self-regulating, increasing interactions, to reduce obstacles, resistance to change or hindrances to performance, and improve capabilities in strategic initiatives implementation to renew for continued survival of the firm.

2.3.1.3 Strategic Initiatives and Manufacturing Capabilities Interactions

When managers improve strategic capabilities, they can also influence the closely related 'strategic resources, competencies and priorities', which determine for example 'manufacturing's contribution to the firm's success' (Grobler and Grubner, 2006). Manufacturing is a 'key component of technology shift' (Lundquist and Olander, 2010), and productivity changes. If the firm, especially in manufacturing, improves its 'scientific and technological capabilities', then it can 'sustain the ability to constantly generate new products' (Deeds et al, 2000). Manufacturing firms, particularly, can 'invest appropriately in product and process capabilities that fit market requirements both current and known, and future and unpredictable' (Brown and Blackmon, 2005). Their capabilities and responsiveness, impacted by 'environment dynamism and strategic orientation' (Liao et al,

2003), will benefit more from improvement that allows them 'strategic flexibility' (Sanchez, 1995; Hitt et al, 1998), and best blend of exploitation and exploration, to better anticipate, renew and survive.

To strategically renew and compete better, firms can facilitate 'managerial innovations, flexible exploration through technological innovations' (Sanchez, 1995), 'advanced manufacturing technology' (Ettlie and Reifeis, 1987), and 'information exchange and planning' (Kotha and Swamidass, 2000). This can serve to increase responsiveness and performance improvements which are important in 'building system and product competitiveness, and delivering quality' (Zhang et al, 2006). Manufacturing policies, necessary ingredients of business strategies (Miller and Rogers, 1956), are highlighted as firms 'formulate strategies to develop their capabilities and increase their competitiveness' (Minarro-Viseras et al, 2005). Units in firms must also have critical capabilities including 'efficiency, responsiveness and flexibility', to support strategic choices concerning 'structural facilities and capacity as well as manufacturing infrastructure of quality management and systems' (Hayes and Wheelwright, 1984; Miller and Roth 1994). Examining such firm-specific elements is critical to understanding and appreciating contextual challenges which are important in consideration of replication of knowledge and practices in developing strategic initiatives for firms and industries.

In manufacturing, competitive capability compares a firm's 'ability to meet customer expectation to its competitor's ability to do the same' (Bendoly et al, 2007). To best meet expectations, a firm needs to achieve the most advantageous blend of exploration-exploitation processes especially supporting strategic renewal. Manufacturing firms have four principal decision or business areas of 'infrastructure, product range, customers and suppliers', and may favour exploitative learning, for key to their strategic decision making is 'which activities they should conduct externally and which are to remain internal' (Baines et al, 2006). To increase successes, manufacturing firms can improve capabilities to enhance best practices and better respond and align to markets. They can compete more effectively through their 'manufacturing capabilities' (Voss, 1995), and more specifically by appropriately 'integrating contesting capabilities or trade-offs, and

cumulative capabilities – ordering manufacturing quality, delivery, cost efficiency and flexibility' (Halgren et al, 2011).

Manufacturing firms need a wide range of capabilities in order to compete, as they constantly face global competition. Four strategic manufacturing capabilities include the ability to 'produce with low cost, in high quality, with reliable and fast delivery and with flexibility concerning mix and volume of products' (Wheelwright, 1984; Grobler and Grubner, 2006). These are included when considering implementation of strategic initiatives in manufacturing firms. Capabilities in manufacturing firms are developed based on resources and best practices, as 'flexible production processes are developed through flexible systems combined with highly skilled workers, allowing transfer of resources into profitable products and services' (Warren, 2002).

DaSilveria and Sousa (2010) distinguished between 'best practice adoption and capability learning', while Ketokwi and Schroeder (2004), combined best practices and capability learning as 'practices'. Swink et al (2005) assessed capabilities from a manufacturing performance view finding that 'both capabilities and best practices may be positively associated with performance improvements'. With regard to 'best practices such as total quality management (TQM), new product design/development and advanced manufacturing technologies' (Narasimhan et al, 2005) manufacturing plants can improve performance by adopting programs identified through 'benchmarking and learning from other plants' (Voss et al, 1997), to enhance strategic renewal.

The manufacturing sector worldwide currently shows declining trends, but some firms will still perform well and such firms find it crucial to retain key persons and processes. Improvement in learning is key to this. In reconfiguring and transforming through strategic initiatives, managers need to better keep abreast of market happenings and incorporate relevant new technology and best practices in more timely fashion. Middle management can use their downward influence, with their peers, to ensure that resources for which they are responsible are developed and deployed appropriately in heeding policies and building a learning, responsive culture, executing activities to meet desired targets, to renew and better gain advantages.

Given the explicit nature of the manufacturing sector, advantage gains can differ across firms and industries, so improving managerial knowledge and learning to inform project management, initiatives implementation, and other relevant capabilities, needs to be further explored. 'In the service industry, project managers are more customer focussed' (Tukel and Rom, 2001), mainly dealing with tasks of an advisory nature and business process redesign linked to intangible outcomes. Competitive advantages of service industries are based on 'soft technology', while competitive advantages of manufacturing sectors are often based on 'proprietary products', so these sectors differ in how they manage and transfer knowledge (Grosse, 1996), and improve capabilities. Moreover, in the manufacturing industry, 'product development projects are more common' (Belassi and Tukel, 1996; Belassi et al, 2007), and outcomes more tangible. Additionally, key success factors in project management of implementation of strategic manufacturing initiatives (Minarro-Viseras et al, 2005) involve the 'human' element, such as project managers' capabilities and understanding of strategic direction, resources focus, shared understanding and use of project management systems and objectives. There are few studies contributing to theory and proposing a generalized framework for strategic initiatives implementation to improve capabilities in firms. Furthermore, there is a more crucial role that manufacturing firms can perform in implementing strategic initiatives, improving learning and capabilities for the firm and industry and for other firms with which they link or interact.

Manufacturing firms' concentration can be on production/product oriented activities and involve tangible elements to meet goals of cost minimization leading to increase in supply to meet demand or sales to attain a profit maximization goal. However, although such firms can 'avidly search for value-creating problems that involve a reduction in manufacturing costs' (Nikerson et al, 2007), they can also focus on service factors that involve intangible elements so that the understanding of requirements and meeting of standards are attained. Value can therefore be created through initiatives and related activities that involve inputs such as finance, labour, materials and mechanical resources, for scale/scope economies and upgrading process technologies.

Value can also be derived through leadership, learning, research and development and techniques, that are linked to product innovation, project management, functional coordination and technology development. Firms that emphasize improving understanding of requirements and meeting standards, that incorporate conformance and specification, focus on quality, so as to prevent the creation and development of unwanted products and services. Implications are that such firms, with 'improved management configurations' (Hart, 1992), can heed the need for greater integration of enabling structures and resources to optimize production and meet customer and employee needs. This also indicates that such firms can engage strategic initiatives that enable the creation and application of valuable learning and activities so that the capabilities improved give the firm leverage to be more competitive and beneficial to stakeholders.

In highly competitive markets, such as manufacturing, 'learning is considered a core capability for effectiveness and key element of renewal strategy' (Spicer and Sadler-Smith, 2006). The survival of a firm and the sustainability of its products and services are also linked to its 'rate of learning and rate of building difficult-to-imitate softer infrastructure areas that deal with building human capital' (Hatch and Dyer, 2004) and capabilities for knowledge creation (Linderman et al, 2004). Organizational learning is the process of 'improving actions through better knowledge and understanding' (Fiol and Lyles, 1985). Middle management must utilize this process to 'better identify, secure and provide relevant new knowledge to employees' (Gareis, 2010), and facilitate monitoring, database, sharing of experiences and unlearning. This is to allow the assurance of continuous quality improvement, reflection, and promotion of innovation through strategic initiatives.

Organizational learning is also the 'capacity or processes within an organization to maintain or improve performance based on experience' (Nevis et al, 1995). It 'cannot be speeded up' by the firm, for the 'learning processes are both enabled and constrained by its history and currently available resources' (Teece et al, 1997), and cannot be set in motion until the strategic initiatives are introduced. Through such initiatives, by 'building plant and new products, or new ownership and markets' (Gareis, 2010), to increase advantages, a firm can 'move from current state to desired future state that characterizes the strategic dimension of change' (Hill and Jones, 2001). Middle management must therefore better

synthesize information and use integrating elements of their role, to improve initiatives initiation, selection and development. By so doing, informed choices can facilitate better implementation and improvement of capabilities in manufacturing, services and other sectors where renewal is advantageous, duly incorporating strategic change objectives.

2.3.1.4 Strategic Initiatives Development, Strategic Change and Renewal

'External events or internal processes force change' (Hayes, 2007). Moreover firms have different change types that can move them from 'learning to radical repositioning' (Gareis, 2010). In any industry, the 'progressive, radical, intermediating or creative trajectories of change critically influence appropriateness of the firm's strategic choice' (McGahan, 2004). However, the 'sensing and adjustment pathways' of the firm (Pettigrew et al, 2001) may be too slow relative to sector regrouping if its learning or knowledge processes and mechanisms are deficient. If this is the case, there are dire implications for efficiency and effectiveness of strategic initiatives implementation, strategic renewal and firm competitiveness. Strategic initiatives can be 'initiated, selected or developed to challenge or oppose the firm's established context, following first-order, second-order or third-order type of change' (Cowan-Sahadath, 2010). Still, 'lack of internal processes and synergies, and a breakdown in implementation strategies can frequently cause failure' (Wang and Ahmed, 2005), of strategic initiatives and strategic renewal.

Organizations undergo 'first-order change' that improves the fit and consistency with its competitive and institutional contexts, radical, difficult, risky and transformational 'second-order change' (Newman, 2000) or 'third-order' learning organization change. First-order change focuses on the premise that the 'individual, group and organization will continuously learn at a system level and that the organization learning will enable the firm and its members to continuously adapt to external and internal change' (Cowan-Sahadath, 2010). Strategic initiatives help implement the change and strategic projects help respond effectively to the change either in a proactive way or reacting or adapting. While 'larger more powerful organizations may adapt to survive, the selection perspective may better explain survival rates of smaller firms' (Levinthal, 1991) who effectively select strategic initiatives to proactively renew. Nowadays, change may be initiated top-down or bottom-up. It is now vital to appropriately balance exploration and exploitation initiatives and

managerial roles when implementing changes to renew, so that novel techniques can be explored and current knowledge exploited (Levinthal and March, 1993).

The firm will implement initiatives in keeping with its focus on 'state-maintaining' renewal efforts or more dramatic, 'state-shifting' efforts (Huff et al, 1992), but more managers must access and utilize the experience base (Miller et al, 2004) to better improve learning, capabilities, sharing, choices and implementation. The existence of different strategies for renewal is also clearly possible. These include 'total quality management, downsizing, business process re-engineering, reorganization, process innovation, learning organization, revitalization/transformation, time-pacing, event-pacing, patching and co-evolving' (Ferguson-Amores et al, 2005).

Further to improving learning and experiences, more relevant models are needed in strategy theory and practice such as those incorporating 'group sensemaking and discourse' (Kurtz and Snowden, 2003; Hernes and Maitlis, 2010). Such improvements are to support 'competitive attributes of business strategies such as time-to-market, quality and cost' (Milosevic, 2003), especially critical to industries in dynamic context. Firms must maintain their efficiency in such context, and are obliged to go beyond this to additionally seek flexibility, creativity, innovation, customer satisfaction and the exploitation of new technologies of information. In this way, they can 'combine their orientation towards the long-term mission of the firm with rapid responses to ever more complex changes' (Ferguson-Amores et al, 2005). This research also supports such views, and that quality, as a capability (Hill, 2000), can connect middle management and strategic project management 'linking' or 'mediating' standards when implementing initiatives, developing new and/or improved capabilities, to enhance success.

The evolutionary process model (Weick, 1979; Nelson and Winter, 1982) shows that individuals 'make sense of decisions by enacting, selecting, varying and retaining' (especially in strategic initiatives implementation), but are 'hindered by inertia in action and routines, hampering adaptation and change'. Rapid change requires strategies that are 'flexible and creative' (Grant, 2003). Child (1972) focused on 'strategic adaptation', and the role of top management 'in 'organizations that alter at will' and frequently change

strategy. By contrast, Hannan and Freeman (1989) and Baum (1996), who delimited the role of managers in firm alteration, viewed change as harmful to the firm jeopardizing its profitability and existence.

Frequent change in strategy can be both advantageous and disadvantageous to firms. Burgelman (1991, 1994), emphasizes a more comprehensive perspective, including both 'internal and competitive' environment, both 'induced and autonomous' behavior, but concentrated on an 'external or macro' view where 'forces outside the firm more impact inertial, selection, variation and retention forces'. Using a more 'micro-view, emphasizing the role of top management and how decision-making and administrative systems interrelate', Lovas and Ghoshal (2000) perceive strategy as guided evolution where in an environment of formal structures and routines, anyone who works on an initiative can recommend that the initiative be changed or retained, but persons with relevant knowledge are variation sources. This research supports a more micro-view with middle management influence and strategic project management intervention. Consequently, it also considers how 'managers' activities in strategic initiatives implementation are influenced by and influence the firm's context' (Johnson et al, 2007b) or internal and external requirements. Collectively their 'actions, interactions and negotiations portray organizational practices' (Jarzabkowski et al, 2007) on a day-to-day basis. Yet day-to-day work or routines of the middle manager in strategic activity is under-researched (Balogun, 2003; Whittington, 2001a). An aim of this research is to remove this gap so to help firms improve capabilities and better facilitate renewal.

Firms seeking to pursue an 'ideal renewal journey' (Volberda et al, 2001), can be hampered by imbalance in stress and inertia, but strategic initiatives still help attain renewal (Brown and Eisenhardt, 1995), as they 'serve as linking pins between internal organizational events and external market developments' (Ghoshal and Bartlett, 1994). They arise out of 'strategic options' (Kylaheiko and Sandstrom (2007), and 'emerge from the firm in patterned ways, competing for limited resources' (Burgelman, 1991). Managerial interpretations and related stress influence 'strategic change initiation' (Chakravarthy and Doz, 1992) through these initiatives. Moreover, 'competition and adaptation pressures result in natural selection processes' in firms (Alvarez and Merino,

2003), determining which initiatives and what types. In the firm's internal processes, competition arises between initiatives when managers must decide to which initiative resources will be deployed. Furthermore, 'middle management will influence the strategic context' where through sensemaking (Gephart et al, 2010), they inform functional strategies for new and/or improved product(s), service(s) or process(es) generated through strategic initiatives.

Through the 'subjective interpretations of persons perceiving, comprehending, learning and remembering' within strategic context (Pettigrew, 1990), knowledge is built that supports strategic initiatives variation. The most supported ideas are implemented, for when persons with relevant knowledge suggest an initiative, variation occurs, while those actually started are effectively selected. The 'most value-creating' (Hitt et al, 2010) strategic initiatives can be implemented. 'Beliefs or actual knowledge about performance influences initiative retention', and they can be 'cancelled from lack of managerial support or customer interest' (Lovas and Ghoshal, 2000). The characteristics of strategic initiatives impose 'high demands' on the capabilities of organizations (Lechner and Kreutzer, 2010b), for initiated, selected and retained initiatives must allow the firm to ultimately achieve both 'fit' and 'fitness' (Beer et al, 2005).

'Strategic fit among activities' (Porter, 2008) that effect strategic initiatives implementation is desirable, so managers can seek to ensure that activities consistently reinforce each other to optimize efforts when executing strategy. As 'signals of long-term changes' in an organization (Saunders et al, 2008), strategic initiatives 'influence strategy outcomes' (Campbell, 1965; Burgelman, 1991). Moreover, middle management who implement them channel information to and from work groups and so critically impact knowledge, learning, sharing and power; influencing initiation, selection and retention of initiatives. Top managers therefore need to improve relationships with and among middle managers so as to garner crucial support and daily impetus for the initiative and the portfolio of projects; otherwise their inertia may result in failure to properly implement and realize planned strategy.

2.3.2 How Strategic Initiatives are Implemented and Evaluated

2.3.2.1 Influences in Execution and Further Strategic Initiatives Development

Implementing strategic initiatives and projects, including systems of decisions, routines, activities and interrelations, is crucial to attaining strategic targets and renewal. Studies (Burgelman, 1991; 1994; Lovas and Ghoshal, 2000; Johnson et al, 2007a), also incorporate the firm's dynamic environment characteristics contextual to such implementation. The interaction between strategy process, context and content (Mintzberg and Quinn, 1996; Hannagan, 2002; Mintzberg et al, 2003; Miller et al, 2004), evolutionary impacts (Nelson and Winter, 1982; Hannan and Freeman, 1989; Barnett and Burgelman, 1996), and activities coordination (Glouberman and Mintzberg, 2001; Barki and Pinsonneault, 2005), are relevant in strategy implementation where a firm will 'establish annual objectives, devise policies, motivate employees, and allocate resources to execute formulated strategies' (David, 2009). The series of crucial administrative activities involved, include 'design of organizational structure and processes' (Chandler, 1962), and 'absorbing policy into the organization's social structure' (Selznick, 1957), for uncompetitive structures can hinder implementation, creativity and renewal. Strategy implementation is concerned with 'planning how choice of strategy can be put into effect and management of the changes required' (Farjoun, 2002; Van der Merwe, 2002).

The organization uses strategic initiatives to directly intervene in its natural evolutionary processes, and these initiatives can 'significantly alter its developmental processes even though small, timely interventions' (Lovas and Ghoshal, 2000) are used to renew. The implementation of strategic initiatives can 'lead to strategic renewal' (Burgelman, 1983a; Kanter, 1989). Moreover, strategic initiatives are implemented by firms to survive, and managers are among the resources employed to execute them from the basis of strategic management, to realize or renew strategies. However, researchers indicate that firms 'fail to implement 70% of their strategic initiatives' (Beer and Nohira, 2000; Miller, 2002), and adopting and executing correct practices are essential to attaining "world-class" performance (Brown et al, 2007; Laugen et al, 2005). Middle management 'connection to top management' (Floyd and Wooldridge, 1992b), and therefore their linkage in sharing, learning, perspective shaping, and decision-making and problem-solving processes in

firms, means that they can influence the context or formal structures and routines within which strategic initiatives are implemented.

If the firm's 'implementation infrastructure is lacking, the strategic initiative can fail', so roles and responsibilities must be effectively assigned, and 'the CEO can assist by delegating authority for implementation decisions' (Bourgeois and Eisenhardt, 1988) to the middle manager, supporting stronger culture. With such devolution, the middle manager, 'as change agent, can coordinate and further delegate implementation aspects' (Dawson, 2003), utilizing teams if a 'participative, incremental approach' is required (Robbins and Barnwell, 2002). Middle management has to 'change attitudes to management and to acquire new skills' (McClland, 1994). This too has implications for the use of strategic project management as the means for implementing strategic initiatives and other elements mediating practices, culture and community, to 'secure critical success factors' (Kansal, 2007). Both initiatives and projects are critical to success in industries and firms constantly impacted by change and complexity. The firm's management must account for different types and requirements of strategic initiatives and projects, and the need to 'share resources, components and platforms across them during implementation' (Martinsuo and Lehtonen, 2007).

This research concentrates more on internal sources of strategic change including creative and innovative capabilities to promote competitiveness. It considers incremental strategic change but goes further for strategic analysis to be situational or firm-specific. It is suggested that for external change to create competitive advantage, the change must have 'differential effects on firms given their differential resources and capabilities or strategic positioning' (Grant, 2010). Manufacturing firms need to anticipate change and quickly respond to it, so they are therefore chosen to help achieve the objectives of this research. 'There are numerous firms still facing major difficulties during implementation of strategic decisions derived from formulation of business, marketing and manufacturing strategies' (Al-Ghamdi, 1998). It is hoped to help reduce failure rate for firms and industry.

This research also considers strategic initiatives of new process technologies, new products and human resources, the 'success of which is influenced by manufacturing

strategy' (Schroder et al, 2002; Brown and Blackmon, 2005), competencies developed by a firm around its operational purpose. As certain properties of the manufacturing function can be used to achieve competitive advantages (Skinner, 1969), such consistent patterns in decisionmaking can be linked to business strategy (Hayes and Wheelwright, 1984). Manufacturing strategy is a 'pattern of decisions, both structural and infrastructural, which determine the capability of a manufacturing system and specify how it will operate, in order to meet a set of manufacturing objectives which are consistent with the overall business objectives' (Leong et al, 1990; Platts et al, 1998; Dangayach and Deshmukh, 2001). These are related to the management of policy areas (Hallgren and Olhager, 2006). Competitive priorities define the set of manufacturing objectives, representing the link to market requirements (Slack and Lewis, 2002; Greasley, 2006) and involving 'dimensions of cost, quality, flexibility and delivery' (Hill, 2000). Examining the influence of strategic project management in initiatives linked to both product and process improvement can therefore be included in this study. Sparse research exists in this area.

Manufacturing firms need new approaches to doing business, and such 'strategic innovation can involve creating value for customers from novel products, experiences and modes of product delivery, as well as redesigned processes and new organizational designs' (Grant, 2010). In surveying practitioners internationally to identify key success factors in the project management of the implementation of strategic manufacturing initiatives, Minarro-Viseras et al (2005), find that the 'human' element such as project manager's capabilities and understanding of strategic direction, resources-focus, shared understanding, and use of project management systems and objectives, brings critical success with initiatives implementation and improving capabilities.

Organizational capabilities are embedded in the daily routines of operation (Nelson and Winter, 1982) and such capabilities help managers to effectively and efficiently implement and evaluate strategic initiatives. Strategic initiatives are therefore continually evaluated and adapted during implementation. Feedback enables 'learning processes and opportunities to revise ineffective strategies, so new initiatives and implementation practices can be fostered' (Moncrieff, 1999). As monitoring and evaluation also facilitate learning, these activities can be utilized to 'adapt strategic initiatives and their

implementation' (Mintzberg, 1994; Balogun, 2006), and can be supported with critical success factors, key performance indicators, formal measurement systems, and feedforward information systems linked to strategy and initiatives implementation.

Without the necessary skills, competencies and resources, 'hindrances to implementation and successes occur' (Al-Ghamdi, 1998). This is especially so where the firm 'lacks capability to support the initiative and internal capacity is deficient' (Mintzberg, 1994). These hindrances can be alleviated by enhancing positive influences of middle management and strategic project management. Downsizing and reengineering in firms have reduced the number of middle managers, but they still fulfill a 'change intermediary' position during implementation, and are needed to 'engage in a range of activities to aid their interpretation of the change intent' (Balogun, 2003).

Middle managers, as implementers of strategic initiatives, must 'understand the business drivers of change' (Balogun, 2006; Floyd and Wooldridge, 1997), that influence the activities performed by the firm, for they must effectively communicate them to participants as reasons for implementing the initiatives. Moreover, 'competitive positioning or inertia influences strategic change implementation' (Chakravarthy and Doz, 1992), but 'stress and inertia forces internally may be stronger than external factors' (Huff et al, 1992), so it is critical for the middle manager to differentiate for example, whether internal reward practices is a pressure greater than customer responsiveness. Nevertheless, as the strategic intentions of managers are difficult to realize, and internal change tends to be interactive, it is important to implement 'realistic, people-centred strategic initiatives' (Ansoff, 1990; Farjoun, 2002). This can be achieved by managers 'changing behaviour, assumptions and routines' (Miller et al, 2004) and 'managing conflicts' (Balogun, 2006), to attain set goals.

Middle managers, by improving their capabilities including skills in strategic project management, can by coordinating strategic initiatives using an intervention method facilitated by projects, better implement strategic renewal (McElroy, 1996) and better manage change. From their study of strategic initiatives, Saunders et al (2008), find that in all cases of initiatives implementation, projects are the vehicle used to execute discrete components. In large, complex companies, responsibility for one or more strategic

initiative is placed with 'self-managing teams', 'project groups' or 'profit centres' created to organize them (Lovas and Ghoshal, 2000). This too is support to proposals for strategic project management to be used as means for strategic initiatives implementation.

2.3.2.2 Management Influences on Initiatives' Effects and Improvements

Strategic initiatives can be seen as 'linking pins' between strategy consideration and implementation action, and projects as means of executing them. Bryde (2003) finds that strategic initiatives differ from projects, as they are 'strategy-focussed, evolving and emerging over time', projects are 'task-oriented and time-bound', but initiatives and projects are integrally linked. If management decides to implement initiatives through projects, and a series of projects are to be used, it is 'important to identify the potential projects, and schedule their flow to make sure of continuity' (Lycett et al, 2004), effective linkages and termination criteria. Project management techniques incorporating risk management, and managerial experience (Miller et al, 2004), are advantageous to such decision making. 'When project management is effective, the firm can lower costs, increase flexibility, spur innovation and speed up product development' (Larson and Gray, 2011). This can lead to improving and further adding value for customers. Whether or not the firm is implementing initiatives in manufacturing, service or other industry, strategic project management can afford it techniques to help shield from risk. This can enable a more vibrant proactive stance towards initiatives implementation and renewal.

A strategic initiative (Figure 1), can be 'organized as an independent project with its own profit and loss responsibility' (Lovas and Ghoshal, 2000), to secure effective implementation. Moreover, the combination of capabilities in elements of project, programme and portfolio management (Cooper et al, 2000; Killen et al, 2008), help determine the firm's maturity level (Gareis, 2004) and the influence that management has on strategic initiatives implementation and outcomes. Furthermore, a firm should implement initiatives that fit with its strategic content and context, and utilize effective processes and practices so that implementation efforts bring fitness and desired renewal. Fit suggests 'alignment of environment with capabilities, capabilities with strategy, design and culture with capabilities, and leadership behavior with design to attain success in strategic implementation' (Beer et al, 2005).

Managers can utilize strategic project management to integrate processes and practices in initiatives and projects to assure fit. 'Organizational structure, culture, people, communication, control and outcome' (Okumus, 2003) have been factors in strategy implementation models and frameworks, but few exist that deal specifically with strategic initiatives implementation and strategic project management as intervention method. This can mean that the best integration of these elements for excellent performance is being eluded. In addressing the implementation of strategic initiatives in an organizational excellence framework, Saunders et al (2008), used certain firms and three constructs – 'communicating the initiative, achieving buy-in and aligning implementation'; finding that 'in implementing new initiatives, firms are challenged to successfully manage changes during deployment'. Strategic project management can assist with successful management of strategic change through strategic initiatives implementation.

Although 'change roles and their relationship with project roles are not commonly understood' (Stummer and Zuchi, 2010), it has been found that top management central role is to define vision, analyze the firm's situation, personnel and attitudes, organize for communication, approve plan (Beckhard and Prithcard, 1992), assign change manager, define success criteria, make strategic decisions, control for alignment, provide rewards, record progress and approve projects. However, the 'change manager or leader plays a central integration role, establishing the team and combination of persons in implementation' (Kotter, 1996), managing processes, controlling schedule, and updating project management plans (Lee and Krayner, 2003), to realize objectives. 'Even if an outside consultant is employed as manager of the strategic initiative, that person's function should be combined with an internal staff member' (Newton, 2007), effectively the middle manager. As 'linking pin' or mediator, the middle manager can perform the most significant managerial practices of project manager – 'leading, planning/organizing, networking and informing' (Hyväri, 2006b).

Table 1 provides, in chronological order, a synthesis of literature, in effect, research on strategic initiatives' implementation and their role in enabling or constraining strategic renewal.

Table 1: Research on Strategic Initiatives Implementation and their Role in Enabling or Constraining Strategic Renewal

Research on Implementing Strategic Initiatives	Influences on Strategic Initiatives Implementation	Factors Influencing Initiatives in Strategic Renewal	Needs, Weakness or Research Gap	Perspective or Lens
Child (1972)	Context, planning, frequent change forces impact performance	Adaptation elements	Implementation and learning focus needed	Evolutionary
Weick (1979)	Routines hamper	Inertial forces impact variation	To include knowledge and learning; SPM	Evolutionary
Hannan and Freeman (1989)	External environmental factors Strict routines and Inertial forces	Rigid administrative structure	To focus more on inner context/influence; SPM	Evolutionary
Hurst et al (1989)	Harmonization	Radical Ideas, Innovative behaviour	Strategic and project learning; SPM	Integration
Burgelman (1991; 1983a,b)	Processes to fit with environment, top management, induced and external influences	Firm size (large) and outcomes to attain success	To focus more on other levels of management and smaller firms	Evolutionary Adaptation
Gioia and Chittipeddi (1991)	Initiation processes involving cognition and action	Maintenance	Fails to fully address knowledge diffusion	Learning
March (1991)	Exploiting novel activities	Improving fit	Learning; SPM	Innovation
Chakravarthy and Doz, 1992	Capabilities	Administrative systems	Middle management; proactive mechanisms	Evolutionary
Floyd and Wooldridge (1992a,b)	Cognition and Action to improve implementation, Processes	Middle managers behaviour in implementing innovation	Systematically integrate knowledge/experience?	Interactive Learning
Huff et al (1992)	Inertia and stress interaction – Inertia reduces new product improvement	Stress increases initiation and adoption	Fails to show how one can accomplish capture of learning	Renewal Learning
Brown and Eisenhardt (1995)	Drive to succeed	Need for survival	Intra-project learning; SPM	Renewal
Partington (1996)	Overcoming resource constraint and implementation issues	Strategic projects as implementation vehicles	Learning; Middle management (MM)	Project Management
Pellegrinelli (1997)	Flexibility, Practice of themes	Fit with breakthroughs	Strategic Initiatives link with portfolios	Strategic Project
Birkinshaw (1997)	Responsiveness	Knowledge aids variation	Experience capture	Learning
Lorange (1998)	Complexity hinders	Retention	Learning; SPM	Adaptation

Table 1 Continued: Research on Strategic Initiatives Implementation and their Role in Enabling or Constraining Strategic Renewal

Research on Implementing Strategic Initiatives	Influences on Strategic Initiatives Implementation	Factors Influencing Initiatives in Strategic Renewal	Needs, Weakness or Research Gap	Perspective or Lens
Crossan et al (1999)	Exploration-Exploitation tensions	Feedforward, feedback	Integrate Experiences?	Learning
Floyd and Lane (2000)	Core competencies	Innovative behaviour	SPM	S. Renewal
Grundy (2000)	Capability development	Interaction, Innovation	Middle management	S. Project
Lovas and Ghoshal (2000)	Capabilities. How developed, evaluated, Control forces, internal	Agents of selection, Structure, Control systems, Tensions	Middle management focus, multiple case needed	Learning Evolutionary
Mische (2001)	Processes and Practices	Exploitation-Exploration	MM; SPM	Renewal
Volberda et al, (2001)	Resource scarcity. Company standards existing	Exploitation-Exploration link Knowledge integration	SPM; Strategic Project Management (SPM)	Renewal
Van der Merwe (2002)	Effectiveness in process	Objective attainment	SPM; Learning	Integration
Balogun (2003)	Impact through middle manager implementing strategic initiatives	Role of linking, making and giving sense for learning	SPM, Strategic Renewal (SR)	Sensemaking Practice
Kurtz & Snowden (2003)	Change in frame of reference	Innovative behaviour	SPM	S Renewal
Geffen and Judd (2004)	Context and effectiveness of Mgmt.	Changes in deployment	SPM; Learning	Public sector
Longman & Mullins (2004)	Enhancement of existing capabilities	New development opportunities	MM daily strategy activity	P.Management
Miller et al (2004)	Timing of initiatives implementation	Managers' skill in context	SPM; Learning	Micro-level
Pettigrew (2005)	Learning processes	Speed and adaptation	More exploration focus	Learning
Beer et al (2005)	Improving capabilities; Adaptation	Focusing on strategic fitness	SPM, Implementation	Capabilities
Minarro-Viseras et al (2005)	Critical Success Factors	Effectiveness	Projects as action means	Capabilities
Dietrich & Lehtonen, (2005)	Managing S. Intentions by projects	State of information, Linkages	Initiatives focus	SPM, Integration
Saunders et al (2009)	Timing, Routines, Projects	Mode of deployment	SPM; MM	Practice, Evolution
Lechner and Floyd (2007)	Mode of implementation	Coordination challenges	SPM	Evolutionary
Martinsuo & Letonen (2007)	Efficiency, Project Portfolio Mgmt	Product type; Internal aspects	More strategic approach	PManagement
Wooldridge et al (2008)	Good leadership; performance boost	Middle-management linking	SPM; Learning	Integration
Killen et al, (2008)	Change, Learning, Capabilities	Project Portfolio Management	Initiatives action	Capabilities
Agarwal and Helfat (2009)	Incremental approach; strategic attributes	Selection competencies; refreshing, reconfiguring	SPM; MM day-to-day activities in SII	Renewal Evolutionary
Aritua et al (2009)	Coordination; Fit	Effectiveness and Efficiency	MM; proactive learning	MultiProject
Lechner and Kreutzer (2010a; 2010b)	Aids development and evaluation	Helps with organization and in coping with challenges	SPM; MM	Interaction Coordination

Initial evidence is supplied by elements in these studies that strategic initiatives implementation, strategic project management and middle management can be better linked. As many different elements are involved, it is difficult to categorize similarities among the findings and where research paradigms differ, it can be problematic.

Researchers using the lens of evolutionary theory (Child, 1972; Weick, 1979; Hannan and Freeman, 1989; Burgelman, 1991; Chakravarthy and Doz, 1992; Geffen and Judd, 2004; Miller et al, 2004; Lechner and Floyd, 2007; Saunders et al, 2008; Aritua et al, 2009), focus more on adaptation and fit with the external environment, but also emphasize the role of top management and firm structure, highlighting strategic content and context, and the impacts of stress and inertia. These however serve to accentuate the challenges of complexity and coordination (Partington, 1996; Pellegrinelli, 1997; Lorange, 1998; Van der Merwe, 2002) even with projects. There is the need for better integration, interaction and innovation (Hurst et al, 1989; March, 1991; Grundy, 2000; Wooldridge et al, 2008).

These elements including adaptation, fit, top- and middle-management proactive action and interaction, culture and structure, and conflicts with stress and inertia, are all considerations in implementation of strategic initiatives, improving capabilities, and learning processes and practices (Gioia and Chittipeddi, 1991; Floyd and Wooldridge, 1992a; Huff et al, 1992; Birkinshaw, 1997; Crossan et al, 1999; Lovas and Ghoshal, 2000; Balogun, 2003; Longman and Mullins, 2004). They lead to advancing outcomes and renewal (Brown and Eisenhardt, 1995; Floyd and Lane, 2000; Mische, 2001; Volberda et al, 2001; Kurtz and Snowden, 2003; Agarwal and Helfat, 2009).

As 'effective strategic renewal supports high performance' (Mische, 2001), it is imperative that middle management implementing strategic initiatives through strategic project management, improve these elements. If properly managed and implemented, strategic initiatives that better generate organizational learning and renewal can help the firm better balance exploitation and exploration elements, to maintain long-term sustainable competitiveness. Although research deals with how 'industry structure' (Porter, 1980) and 'resource factors' can be exploited (Wernerfelt, 1984), little research considers how middle management day-to-day activities, including learning and shaping knowledge, in strategic initiatives implementation, develop processes and actions to improve capabilities and

strategic renewal. In dynamic environments especially, middle management 'interactions between levels in the firm' (Burgelman, 1983a) promotes learning during initiatives implementation. Despite 'exploitation-exploration tensions' (March, 1991), such interactions can also improve related strategy, structure and culture. The managerial and project management capabilities of middle managers need to be improved, especially to more effectively diffuse learning and knowledge for better practices and more advantageous outcomes in strategic initiatives implementation for renewal. Research linking these areas is limited.

This section elaborated the literature on strategic initiatives and associated strategic change, management including middle management and strategic project management, capabilities and strategic renewal. Table 1, also highlights the research gaps to be mainly: the need to focus more on strategic processes and practices in strategic implementation and renewal; the necessity to investigate more the role and practices of strategic project management and middle management or other change agents other than top management, implementing initiatives; the requirement to examine more the inner context and induced influences of firms and the diffusion and integration of knowledge, learning and experiences; and how essential it is to attain the most advantageous blend of exploitation and exploration in strategy implementation and renewal. The next section examines further linkages of initiatives with strategic project management.

2.4 Strategic Project Management and Strategic Initiatives

This section discusses the literature on strategic project management centering on strategy execution and strategic initiatives implementation to effect learning, capability development and renewal. It starts with examination of strategic project management as a managerial capability that facilitates strategic initiatives implementation. It then elaborates on how use of strategic project management as a vehicle for strategic initiatives implementation influences organization, coordination and fit. It links projects and portfolios as tools to facilitate expertise in activities and generate learning so vital to creating and improving capabilities and realizing strategic renewal. These are all elements involved in addressing and answering the research questions.

2.4.1 Integrating Strategic Project Management and Initiatives Implementation

2.4.1.1 Managerial Capabilities and Project Management

Strategic project management (Jugdev, 2003; Shenhar, 2004; Davies and Hobday, 2005; Williams, 2005), is an emerging new approach to managing projects, to better achieve the firm's objectives. It expands traditional project management mindset (Patanakul and Shenhar, 2011), to facilitate project teams' better learning and understanding to plan and execute projects to meet goals, create customer satisfaction and attain business results in modern-day organizations. It supports strategic initiatives, elements shown in Figure 1.

This research perceives the firm's ability to manage projects as a strategic capability, and that it is also important for executives to understand project management. This is so that the firm is justified in adapting its structure and processes to further improve 'project performance' (Verzuh, 2003). The 'multidisciplinary area of project management draws on theories from various disciplines' (Kwak and Anbari, 2009). This is highlighted in the finding that 'project-related capabilities are singly more significant to performance than business capabilities' (Rungi, 2014), and they impact outcomes. Moreover, the 'management of projects' (Morris, 1994), is to incorporate traditional elements such as scheduling, cost control, work breakdown structures and team building, as well as newer factors such as strategy, technology, finance, politics and environment considerations. Successfully aligning project efforts with business strategy better contributes to the firm's

long-term goals, and such alignment should consider dimensions of strategic focus, operational efficiency and team leadership, that in turn determine levels of strategic maturity (Shenhar et al, 2007). Strategic project management involves selecting and managing projects crucial to the firm attaining advantages, utilizing its capabilities to satisfy its customers, adding value through creating new processes, products or services utilizing unique competencies integrated across functions and levels.

In research and practice, the 'measuring of the strategic impact of project outcomes' (Jugdev and Thomas, 2002; Dinsmore and Cooke-Davies, 2006) is currently being promoted, while with such focus on strategic aspects of project management, relationships between project portfolio management and strategy is increasing in importance. Moreover, recognizing that 'profitability often runs through the area of strategic project management' (Pinto, 2007), acknowledges links between strategy, project management and project portfolio management and the need to develop proactiveness with these to help align plans and profit objectives. The more unique projects are, the more difficult they are to manage, particularly at the extreme end of the scale where 'research projects attempt to manage discovery' (Verzuh, 2003). Especially in the 'implementation process for public sector projects' (Geffen and Judd, 2004; Klakegg and Haavaldsen, 2011), it is also best to give proper care to acceptance and anchoring of a project governance system in the organisation.

Project management activities include 'initiating, planning, executing, controlling, and closing, and firms can have a standardized method for managing single projects' (Kerzner, 2006), and follow traditional project management processes. However, as the system of projects become complex, and they evolve to managing multiple projects, they can group by themes, division or strategic goals, forming a program. A program consists of 'multiple projects which all correlate to add or deliver value' (Archibald, 2003). Extensive reviews within the structure of the program allows 'strategic initiatives to be constantly aligned with strategic goals' (Papazoglou and Ribbers, 2006). The firm may by this stage set up a 'central project management office' (Pemsel and Wiewiora, 2012), or provide other means for managing the 'complex activities' or improving 'project management capabilities', and as complexity increases, 'form and manage a portfolio of programs with projects, to better coordinate resources and link with strategy' (Shenhar et al, 2001; 2007).

A project portfolio is a firm's 'collection of projects and programs', and with project portfolio management, 'processes of evaluating and deciding on the right projects allow a balanced portfolio' (Morris and Jamieson, 2005), the focus being on stakeholders, governance, plan, monitoring and performance, as it helps facilitate development of strategic initiatives. The 'sharing of such project management capabilities across the firm is regarded as the degree of maturity' (Gareis, 2004). A company using project portfolio management should always 'create its own models to ensure the right balance of projects for itself' (Artto et al, 2001), to maintain excellence completing activities, focus on strategic outcomes and effective leadership in developing strategic initiatives.

Research has focused on the strategic role of projects, but is sparse on their potency as platforms for organizational learning, sharing and change. Literature in project management perceives 'changes to be managed within projects more so than projects as means to manage change' (OGC, 2007). Yet, within current business environments, 'high-velocity change requires an increasing number of projects that need to be executed faster with fewer resources' (Wessels, 2007). Moreover they are means to bring about change 'faster than would happen otherwise' (Nokes and Kelly, 2007). Specific 'chains of processes' in different 'change types' can be 'performed by applying projects' (Gareis, 2010).

To make change happen, a change team and a 'network of change agents' across the firm should be established to deal with 'communication and resistance' (Ford et al, 2008), and impacts from stress and inertia forces. In addition, it appears that firms need to 'identify and cultivate their intangible project management assets to make this capability rare and inimitable and therefore a source of competitive advantage' (Jugdev et al, 2007).

Executives and managers need to better see project management and its areas of expertise as 'strategic tools' (Callahan and Brooks, 2004) for implementation success. The implementation can be structured as a chain of projects so that, in addition to role definition and staffing, the crucial timeframe that the change as strategic initiatives is set up to last is more effectively managed.

Projects are set to achieve certain objectives under constraints of 'time, budget, scope and quality', conceiving of 'goals, structures, processes and resources' (Shenhar, 1999). Firms

are turning to project management to help 'create business value and supplant disadvantages to their competitiveness' (Jugdev and Muller, 2005). The objectives and constraints in project management are interlinked. Moreover, 'strategic planning for project management improves high likelihood of achieving project objectives and the firm's success' (Kerzner, 2000), despite the limiting constraints. Project management attempts to achieve planned objectives within specific time and cost limits through 'optimum use of resources using an integrated planning and control system' (Abassi and Al-Mharmah, 2000). Strategic initiatives, projects, portfolio, programme, and their management are therefore linked. When a firm's systems and processes provide a high probability that each project will be a success, it can be deemed 'mature in project management, its maturity process preceding excellence' (Kerzner, 2000). Work is expected to be accomplished with minimal scope changes and processes designed for minimal disturbance to ongoing business. Maturity models (PMI, 2003), illustrate project management evolution from standardized methodology for a single project progressing by complexity through multiple projects, programme and portfolio, which help bring increased benefits to the firm, as capabilities are effected.

Programme management emerged from project management, so projects are components of programmes and they complement each other. However, there are qualitative differences, with programme characteristics allowing 'more flexibility, accommodation and staged benefits realisation' (Pellegrinelli, 2010; Pellegrinelli et al, 2010). An 'exceptionally large, long-range objective broken down into a series of projects' is referred to as a program (Meredith and Mantel, 2006), of products, platforms, brands, or multiple projects (Wheelwright and Clark, 1992). A program is used to coordinate projects that have a 'shared business goal' (Kerzner, 2000). Programme management therefore involves 'coordination and balancing of projects' diverse interests and priorities, effective resources deployment, and development of new capabilities and infrastructure incrementally towards achievement of strategic goals' (Pellegrinelli, 2010).

Projects and programmes link with portfolios. A portfolio is the 'totality of an organization's investment in the changes required to achieve its strategic objectives' (OGC, 2008). This research views a portfolio as a 'collection of projects or other work that is

grouped together to facilitate effective management of that work to meet strategic business objectives' (PMI, 2006). Portfolio management involves central collection of strategic initiatives information, including programme and projects, and 'aligning their delivery with strategic objectives, business requirements and the organization's capability, capacity and maturity' (OGC, 2008). During change, firms 'investing in tacit experience accumulation, as well as explicit knowledge articulation and codification learning mechanisms, to develop their project portfolio management capability' (Killen et al, 2008), can improve and sustain advantages. The effectiveness of such endeavours can be linked to attainment levels of objectives, and to expectations of their achievement, accounting for relative importance.

Project portfolio management (Martinuso and Lehtonen, 2007), has been linked as strategic project management, which main objective is the 'successful implementation of intended changes' (Fielder, 2010). This in turn facilitates the 'effective meeting of strategic business objectives' (PMI, 2006). Moreover, the portfolio of projects (Wheelwright and Clark, 1992; Meredith and Mantel, 2006; Lampel et al, 2008), can provide some of the 'flexibility required by project-based initiatives' (Pellegrinelli, 1997), in realizing strategic renewal endeavours. The 'drivers of project portfolio management' (Wessels, 2007) embrace increasing shareholder value, improvement projects for efficiency and effectiveness, targeting problems that require a project for correction and the need for initiatives to manage change and prepare persons and firm to move in the right direction. These elements are crucial for implementing strategic project management, which links with strategic capabilities, the management of tacit knowledge, and the drive to attain competitive advantage. Such advantage can allow the firm benefits that can sustain it (Srivannaboon, 2006), when attracting customers and defending against competitive forces.

When projects are used as vehicles for implementing strategic initiatives, and managers involved are deciding if the projects and program(me)s selected for execution align with the organization's strategies, they are conducting 'strategic portfolio management' (Garfein, 2007). This allows selecting the right projects and integrally links with strategic project management, where such projects are correctly executed in strategic initiatives implementation. However, 'highly dynamic environment necessitate more projects,

effectiveness and efficiency' (Wessels, 2007), so there is high demand for strategic project management which enhances 'linking pins' or mediating roles for strategy and initiatives implementation. Moreover, firms can obtain huge benefits from associated 'innovative strategic projects' (Keizer and Halman, 2007), although they are risky.

'Four major features of advanced level practices in project management', examined by Heerkens (2007), include strategic alignment of projects, project portfolio management, programme management, and the business results of projects. Such 'strategic project management' helps to maintain vibrancy in market(s), return maximum value for shareholders (Wessels, 2007), align key business processes, well manage a portfolio of investments, and combines these with best practices in management. As it links strategic planning and project execution, it involves 'procedures, processes and activities that include communicating the strategy and using initiatives to align' and realize it (Jamieson and Morris, 2004). It also includes analyzing potential value linked to goals and objectives (Garfein, 2007). Strategic project management, 'incorporates the firm's levels in implementation to reflect strategic vision' (Brache, 2002), and heeding context, 'integrates competencies and capabilities' (Jamieson and Morris, 2004).

The body of project management knowledge and expertise is 'maturing' (Cicmil and Hodgson, 2006), but there is disjoint between this and how effectively it is applied, given the increasing project management failures. Project managers therefore need to be concerned with 'factors beyond the single-project level' (Martinuso and Lehtonen, 2007), for although these contribute at programme and portfolio levels, strategic project management can more effectively contribute to clearer specification of goals, information availability, systematic decisionmaking, efficiency and relevant outcomes. Hoffman (1997) finds that for decades project management has been a disciplined approach with demonstrable tools and techniques for improving performance. Despite this, professionals and organizations still need to first establish a strong strategic foundation that can support a robust and comprehensive project management capability. Moreover, project managers, to be recognized as 'professional', need to 'demonstrate cognisance of the relevant body of knowledge and be able to articulate well, the terminology enforced to reinforce project management ontology' (Hodgson, 2002). Yet within the tools and techniques, there is

heavy reliance on the assumption of control, and uncertainty is still underestimated. Projects have 'implementation process challenges, including issues of types cultural, policy, structural, resources and skill' (Williams et al, 2010; Klakegg and Haavaldsen, 2011), and there is need to improve linkage of policies to projects, to 'better support their governance and implementation' (Shiferaw and Klakegg, 2012).

2.4.1.2 Strategic Project Management Facilitating Initiatives/Projects Interaction

To improve ability to pursue more innovative strategic initiatives and to 'move more into the centre of managerial relevance', the project management discipline must be able to 'develop new strategic opportunities', and 'permit solutions to integration problems' (Lenfle, 2008), especially in new product development and innovation. Project management maturity models (Appendix A2), with 'five linear stages assessing codified competencies at the project and program levels', (Kujala and Artto, 2000), focus on incremental improvements, knowledge capture and transfer. However, more is needed for value creation including 'better combination of tangible and intangible assets' (Jugdev and Muller, 2005; Jugdev et al, 2007). Allowing more flexibility, strategic project management involves the 'use of appropriate project management knowledge, skills, tools and techniques in the context of the firm's goals and objectives so that project deliverables will contribute to the firm's value in a way that can be measured' (Callahan and Brooks, 2004). Using strategic project management will therefore enable managers to deliver strategic initiatives consistently right. Strategic project management coordinates the collection of strategic processes and decisions to effectively balance strategic change and activities to maintain day-to-day operations.

Project management techniques such as Projects In Controlled Environments 2002 (PRINCE2) and Managing Successful Programs (OGC, 2007), and the project management body of knowledge (PMI, 2004), contribute to managers' knowledge, learning and decision making. Harpham (2005) finds that 'managing by project and use of program management to introduce, manage and embed change has become increasingly widespread'. Moreover, Cicmil and Hodgson (2006) find, to the contrary, that 'formal orthodox project management methodology exists in parallel with project management failure'. According to Lenfle (2008), the 'great uncertainty added to the process of

exploration and developing of new knowledge, inherent with projects that for example, make use of technical innovation, new practice, and new business model, needs to be better dealt with'.

Project success is therefore 'not guaranteed by traditional project management approaches and techniques' (Morris, 1994). Existing approaches and tools simply 'do not deliver the necessary improvements, as there is a lack of understanding of business requirements from a strategic point of view' (Wessells, 2007). Effectively therefore, managers can benefit from more training and experience to allow them to enhance interactions. They can improve the competencies that 'enables their development of learning mechanisms for organizational and project management capabilities to be established and evolve' (Killen et al, 2008), to enhance the firm's ability to achieve and maintain advantages. This is 'vital for firms implementing strategic initiatives both locally and internationally' (Birkinshaw, 1997), to capitalize on improving learning and capabilities; strategic project management providing a framework for rational decisionmaking.

In achieving strategic goals, project portfolio management activities align resource demand with resource availability and project efforts with corporate strategy (Morris and Jamieson, 2004; Deguire and Thiry, 2007) to maximize the value of the firm's projects. Centralized portfolio management further involves 'selecting, prioritizing, assessing and managing projects and other related work based upon their alignment with and contribution to the organization's strategies and objectives' (Wessells, 2007). Portfolios encompass 'managers' responsibilities for approving or turning down requests that a specific project should receive funds and/or other resources' (Cooke-Davies, 2009). Portfolio management (Morris and Jamieson, 2004), effectively facilitates strategic project management, which when utilized, can result in better identification, selection, and management of projects implementing or developing strategic initiatives to increase levels of value to the firm.

2.4.1.3 Improving Strategy, Initiatives and Projects Interrelations

Project management facilitates the aligning of projects and initiatives with strategy. Strategic project management goes further, aiming to 'advance the overall strategic objectives of the organization' (Heerkens, 2007), facilitating the aligning of strategic intent

with project management goals. However, for projects to 'be aligned with the organization strategy – and stay aligned – it is important to recognize the turbulence of the environment and at the outset, build in the capability to cope' with such (Williams, 2009). Rather than 'just plunge into project execution' (Morris and Jamieson, 2004), potential project(s) can be appraised to establish the value, alignment or integration possibilities, and associated risks. This rational base of strategic project management augurs well for effective strategic initiatives implementation, especially linked to new products and/or processes.

Given that a firm's strategy will 'comprise new products, services or processes', there are few firms that do not have new product development projects in progress (Hides et al, 2000) and these may be partial outcomes of strategic initiatives implementation to improve capabilities. New and/or improved products and/or processes are therefore concentrated on in this research that focuses on strategic project management enhancing management activities and learning linkage in implementation, to improve capabilities and renewal. Linking strategy, initiatives and projects can enhance skill in aligning and in being proactive when doing so. However, studies linking strategic initiatives implementation and strategic project management are sparse, although some research link strategy and projects. This gap must be alleviated to improve coordination capability in firms.

Hebert (2002), finds the project manager involved in understanding strategy, dynamic environment, management and technical applications, but 'the extent and balance of the role of both project manager and middle management' needs to be further examined, to enhance successes. Moreover, as 'project success is multidimensional' (Shenhar et al, 2001), choosing, defining and executing projects in 'the right way to secure optimal blend of efficiency and effectiveness' (Shenhar, 1999), is essential to secure advantages from implementing strategic initiatives. Elements of strategy, structure, conduct and performance are inherent in strategy-project-implementation linkages, but research in linking these needs further development. Bossidy and Charan (2002), find that 'processes incorporating people, strategy and operations in the firm, are fundamental to strategy implementation', yet their results fail to clarify the implementation processes to realize strategic success. Kaplan and Norton (2008) link strategy and operations in their proposal for 'a multistage system to develop effective strategy, plan its execution, put it into action,

and test it'. They propose implementation through a portfolio of strategic initiatives, but focused more on financial results whereas more qualitative measures are also necessary.

More specifically, in a study contingent on yet not restricted to business strategy type, Srivannaboon and Milosevic (2006) find a 'two-way influence between business strategy and project management'. However, although these notable findings and this influence of business level strategy on that at functional level, recognize the utility of projects at all levels (corporate, business and functional), there is still failure to fully link these three levels of strategy and to integrate project management therein. Nevertheless, 'projects can be implemented at various levels of the firm to reflect the strategic vision' (Brache, 2002) and can 'integrate managerial capabilities' (Morris and Jamieson, 2004). Longman and Mullins (2004), find that 'for projects with strategic implementation objectives, a compelling business case should be made for them to be platforms for learning and growth'. This is to facilitate their building and improving capabilities, promoting new development opportunities essential for success. This research supports these findings, and goes further to address gaps and the benefits of improving strategic initiatives implementation and capabilities to spur learning, renewal and advantages.

The capability of project management can assist firms to 'accomplish creation or enhancement of unique outcomes with limited resources under critical time constraints' (Meredith and Mantel, 2006). This also involves new methods of restructuring, and special techniques to better manage, control and use resources. It can support 'futuraity' (Venkatraman, 1989), agility and versatility connected to strategic orientation and initiatives. Its mechanisms can assist with correct choices, reducing constraints, and managing resources, to improve flexibility and value added when activities connect to the realization of strategy, benefits and outcomes. Isik et al (2009) find that it can be used as a 'tool to maximize the success of projects and ultimately the firm'. Still there is need for a 'more holistic, project-centred approach with relevant knowledge, incorporated with improvements in management processes, enabling transparency across all projects, portfolios and organizational units' (Artto et al, 2001).

Anderson and Merna (2003), find that 'requirements, process, team, involvement, procurement, change, finance and schedule, knowledge, uncertainty, design and crisis management are necessary areas of process and practice in successfully managing projects'. To support these ideas on developing projects, strategy and firm, Longman and Mullins (2004), also advocate project management as a 'key tool for implementing strategy, and find that internal and external factors need to be in place and fully aligned within an integrated project management framework'. Nowadays, firms appear to stand on 'four new pillars: strategy, structure, processes and projects, which influence and depend on one another' (Van der Merwe, 2002). As strategic initiatives are means to realize the firm's strategy, in effectively implementing them middle management must incorporate in their strategic project management, elements of these four pillars, heeding the need for them in activities and learning to improve capabilities and attain success.

There is an even greater role for middle management to link processes and practices especially at business and functional levels of strategy. This is to increase integration of capabilities and competencies, for renewal through strategic initiatives implementation to be more effectively realized, and critical success achieved. Middle managers' 'role and management style' (Mintzberg and Quinn, 1996), impact the 'selection of activities and configurations' to maintain projects and strategic initiatives, and their 'contribution to successful strategy execution' (Floyd and Wooldridge, 1992b). Their capabilities can support 'integration in strategic project management elements' (Tidd et al, 2004).

2.4.1.4 Strategic Projects Outcomes and Strategic Initiatives Effectiveness

Critical success factors are 'the key areas of activity in which favourable results are absolutely necessary' for managers and participants in initiatives and projects to have maximum chances to achieve goals, and 'for the work of the individuals, firm and industry to succeed' (Rockart, 1982; Turner, 2002). 'If even one of a firm's critical success factors is not executed successfully, the business' competitive position will be threatened' (Kerzner, 2000). Critical success factors are subject to the characteristics of the strategic initiative and associated project(s), and literature shows no framework universal to initiatives or projects. The concept of 'project success' is also 'rarely agreed upon' (Pinto and Slevin, 1988), and may be appraised internally or externally. However, 'process,

product, project and project management success' (Baccarini, 1999) can be linked to strategic initiative and the firm's success. This research more considers critical success factors that contribute to effectiveness in the firm's strategic initiatives implementation. Its focus incorporates related processes and practices with initiatives and projects, more so than the effect of level of success of end results of product, service or processes on the firm. While there is some focus on the firm's market therefore, the study does not concentrate on customer satisfaction. However, 'efficiency and effectiveness' (Belout, 1998), will both support the success criteria chosen so an integrated system can be maintained in strategic initiatives implementation to maximize positive impacts and outcomes, while aiding management in monitoring and evaluation of indicators.

The project 'contributes to the firm's strategic mission' (Cleland, 1986; 1999), so projects strategically linked as portfolio are perceived as the vehicle or intervention to more effectively implement strategic initiatives to attain ROI. Yet the 'actual efficiency of the dynamic decision process of project portfolio management has so far been a rare topic of study' (Martinsuo and Lehtonen, 2007), and has only recently been linked as strategic project management. This gap needs to be addressed in the linkage of strategic project management and strategic initiatives implementation improving capabilities. Decision makers also need to consider the 'psychosocial key performance indicators of project managers' (Bryde, 2005), otherwise the firm will fail to manage the necessity to increase capabilities and so hinder long-term goals and sustainable advantages. Moreover, 'relying on traditional or iron triangle' (Atkinson, 1999) objectives of 'scope, time, cost and performance' is not enough (Shenhar and Levy, 1997). The success the project brings for the initiative and firm, and the 'potential future gains or perceived value' (Pinto and Mantel, 1990; Dvir et al, 1998; Shenhar et al, 2001), should also be encompassed. 'Performance and excellence elements of superior profitability' (Porter, 2008), can be measured through appropriately agreed criteria, involving time, cost, resources, scope, quality and actions. Success criteria should be 'agreed on with stakeholders while involving collaboration, flexibility and an interest in performance' (Turner, 2004). Project management is no longer in 'embryonic state' (Kerzner, 2006). It can be considered at 'strategic level' of complexity and management (Morris, 1994), to better contribute to effectiveness and outcomes.

The firm's 'structure, delegated authority, project size, technical competency and leadership ability, influence effectiveness and success levels' linked to value added (Might and Fisher, 1985; Gray et al, 1990; Dvir et al, 1998; Hyväri, 2006a). Andersen et al (2006) use both hard and soft issues to 'incorporate scope, planning, organization, execution and control when considering critical success factors', finding them prerequisites for project management to achieve superior success. Bryde (2005), finds that factors of 'top-level policies, organization-wide training, integration with existing management processes, and building into project management system', facilitate the meeting of key performance indicators. Failure to meet these can result in decreasing project management capabilities. Critical success factors or key performance indicators can be incorporated with criteria to maintain best practices. Best practices are applied across projects using elements of 'structure, system and culture', and 'project success is positively and significantly impacted by project management process, tools and leadership' (Shenhar et al, 2002; Milosevic and Patanakul, 2005). However, leaders and managers must also encourage learning. This facilitates the enhancing of capabilities, the promoting of projects and initiatives success so crucial for fit and fitness, and the realization of strategy and renewal to meet environment and market requirements.

Initiatives and related projects should be executed successfully, to attain strategic objectives. However, 'project management tools and techniques of themselves will not deliver successful projects if they run counter to cultural and work values' (Ahsan and Gunawan, 2010). 'Tacitly embedded cultural constraints' (Glisby and Holden, 2003) may hinder networking and learning, so these can be heeded to avoid means for improving strategic initiatives being inadequate. Such inadequacy will lead to 'short term solutions being applied to the problems that occur during implementation' (Carton et al, 2007). By heeding relevant cultural elements and repeating project management processes, 'learning can occur to promote reduction in mistakes, delays, snags and cost, and inefficiencies in time usage' (Milosevic and Patanakul, 2005). Consequently, 'individuals must interact and create tacit knowledge through sharing experiences' (Nonaka and Takeuchi, 1995), critical to strategic project and initiatives implementation. Middle management must successfully coordinate such resources and processes to achieve critical success factors.

This research focuses more on internal effectiveness, incorporating the influence and value of strategic project management in strategic initiatives implementation process and practice, to improve capabilities, renewal and advantages. It examines the effectiveness of the system and means for managing strategic initiatives implementation, and the associated objectives and activities. It incorporates structure and competencies, culture and learning; respective elements of processes, practices and experiences of firms' individuals and groups. These are among the elements considered when interpreting findings from empirical data and logically combining them with theory. Strategic project management, in addressing the 'fit of the project with strategic vision' (Grundy, 2000), can utilize portfolios effectively to help improve initiatives effectiveness. In so utilizing them, middle managers must ensure that 'organizational resources are allocated to strategic initiatives and related project portfolios in line with strategy' (Martinsuo and Lehtonen, 2007), heeding the need to meet requirements and to share during implementation. This research also suggests that strategy and project management be more integrally linked and strategic project management employed to better implement initiatives and improve capabilities. Strategic project management is chosen for examination in this study to determine the extent of its influences on strategic initiatives implementation to improve capabilities and successful renewal. The next section deals with strategic project management activities and configurations supporting learning and improvements in strategic initiatives.

2.4.2 Strategic Project Management, Initiatives and Progress

2.4.2.1 Factors Supporting Activities and Outcomes

Project management from a strategy process viewpoint, is seen as means to 'finding an appropriate path to the desired outcome' (Bredillet, 2008), solving problems in and through implementing initiatives to execute strategy and attain goals. Strategic project management involves the provision of means to management to enable them to 'provide guidance for more than one project at a time in a way that the firm's strategic intent is met' (Grundy and Brown, 2002; Callahan and Brooks, 2004), as its activities and project management maturity develop. It provides firms with 'aptitude in business needed for timely identification and termination of projects of low priority not linked to strategy' (Stanleigh, 2006), so that wastages can be reduced and customers retained. Projects are

'undertakings unique and temporary', requiring resources allocation, but the firm also 'sustains a range of ongoing and repetitive business processes instrumental in organising individual projects and managing a portfolio of projects' (Gann and Salter, 2000). After diversifying these, and mixing associated 'strategic, tactical, growth and cost-driven initiatives', the firm can use 'prioritization criteria' (Brache and Bradley-Scott, 2006), focussing on both customers and employees. This will be according to benefits and risks, how projects further strategy (Arto et al, 2001), increase sales, establish competitive advantage, increase satisfaction, reduce cost, and ensure regulatory compliance.

There are firms that have project portfolio management and strategic project management not sufficiently developed, but prioritisation and guidance with execution of strategic initiatives, assist with the management of related activities. In focusing on strategy process therefore, this research also incorporates the perspective of strategy as 'the configuration of interrelated and interlocking activities' (Rivkin, 2000; Siggelkow, 2001), enabling strategic initiatives to be realistically executed and evaluated, while incorporating practices of 'strategic project management' (Bloomquist and Packendorff, 1998). Learning and new ideas occur as a result of individuals interacting and cooperating in collective activities that improve capabilities. Strategic project management can help facilitate such learning, interaction and improvement as implementing strategic initiatives better develops the firm's competitiveness. Cicmil (2006), uses an interpretive research perspective to show that project managers and other organizational members engage in 'cooperative activity'. This provides insights into how projects are accomplished through collective practices. This research includes management involvement in defining, selecting and giving precedence to projects as strategic project management influences strategic initiatives implementation.

The system of strategic initiatives implementation in firms is usually complex, involving constraints in deployment of both initiatives and projects. However, if it is dependent on strategic project management as a core feature, better creation and sharing of new and innovative knowledge and practices can foster improved skills, outcomes and value. Rather than a single project, a series of projects can be involved, and if project objectives are strategically important, the use of strategic project management can incorporate the necessary directing and incentives. Research has been invigorated recently by the

perspective of strategic project management, but the role this plays in enabling the firm to improve capabilities is underdeveloped, especially that focusing on strategic initiatives as unit of analysis. Strategic initiatives implemented through strategic project management can contribute to improving capabilities and advantages. This research explains how strategic project management can be so used to secure targets and attain renewal.

Strategic project management allows all projects to be viewed together as components of a portfolio to support the firm's strategic choices, thereby 'reducing any decision-making or problem-solving burdens for top management' (Wessels, 2007). Moreover, it focuses on the 'best utilization and alignment of resources to meet vision and goals', key aspects being feedback and best practices from previously executed projects to enable 'effective testing, education and analysis' (Tolk et al, 2009). It also focuses on 'choosing the right project' (Morris and Jamieson, 2004), 'fitting the project(s) with strategic vision' (Grundy, 2000), and with both external and internal strategic advances. Dietrich and Lehtonen (2005), survey of multiple sectors, firms and project types, finds that related factors involve issues concerning 'availability and quality of project information, and managing the linkage between strategy process and projects'. Strategic project management can therefore result in long run high returns, such as 'high degree of strategy and projects alignment, a good balance of project types, and availability of adequate resources for projects' (Killen et al, 2008). It is therefore advantageous as a means for implementing strategic initiatives attaining strategic renewal and fitness for the firm.

2.4.2.2 Frameworks and Configurations in Strategic Initiatives and Projects

Strategy implementation is an 'iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment' (Harrington, 2006). It is difficult to implement strategy throughout the organization. (Hrebiniak, 2008). There is no agreed-upon and dominant framework in strategy implementation, although implementation factors can be grouped into 'strategic content, context, process and outcomes' (Okumus, 2003; Saunders et al, 2008). 'How an organization is organized' also affects its ability to strategize (Whittington et al, 2006). Project management is included in 'core strategic practices' (Rivkin and Sigglekow, 2006). 'Projects can be used to implement strategic

initiatives and attain ambitious strategic objectives' (Jamieson and Morris, 2004; Aubry et al, 2007), using appropriate structures to best facilitate success with dynamic processes and activities enhancing projects and initiatives outcomes.

Research to support a framework on strategic initiatives implementation in firms with project management structures and policies (Saunders et al, 2008), found important elements of 'communication, buy-in, aligning, learning, creating infrastructure, understanding business drivers and identifying deployment options'. Concerning implementation of strategic manufacturing initiatives, Minarro-Viseras et al (2005), also identified key success factors, and suggest that 'the project manager assume a high responsibility for the overall success, reinforced by senior management commitment and clear communication of evaluation measures'. Strategy attainment is 'in jeopardy' if such factors are overlooked, and 'strategies particularly fail if they lack proper project management during implementation' (Van Der Merwe, 2002).

A framework that differentiates among competitive priorities, mass programs and initiatives, manufacturing competencies and competitive capabilities is provided by Koufteros et al (2002) and Bendoly et al, (2007), and shows that effective implementation contributes to strengthening externally oriented capabilities and performance outcomes. Schroder et al (2002) model of manufacturing capabilities and performance strongly emphasize knowledge acquisition and characterize manufacturing resources and capabilities with 'internal learning' and 'external learning' antecedent to 'proprietary processes and equipment'. This complements the 'knowledge-based' view of the firm (Nonaka et al, 2000), which highlights learning as 'core capability' (Tavani et al, 2013), with individual input of the knowledge they create or acquire. Such knowledge, obtained from 'sources either internal or external' (Muller and Penin, 2006), has a 'positive relationship with performance' (Landaeta, 2008).

Project management methods, techniques, tools, training and certification have advanced. However, overall, 'projects still perform poorly' (Pourdehnad, 2007) and even projects deemed a success sometimes 'fail to meet their targets' (The Economist, 2005).

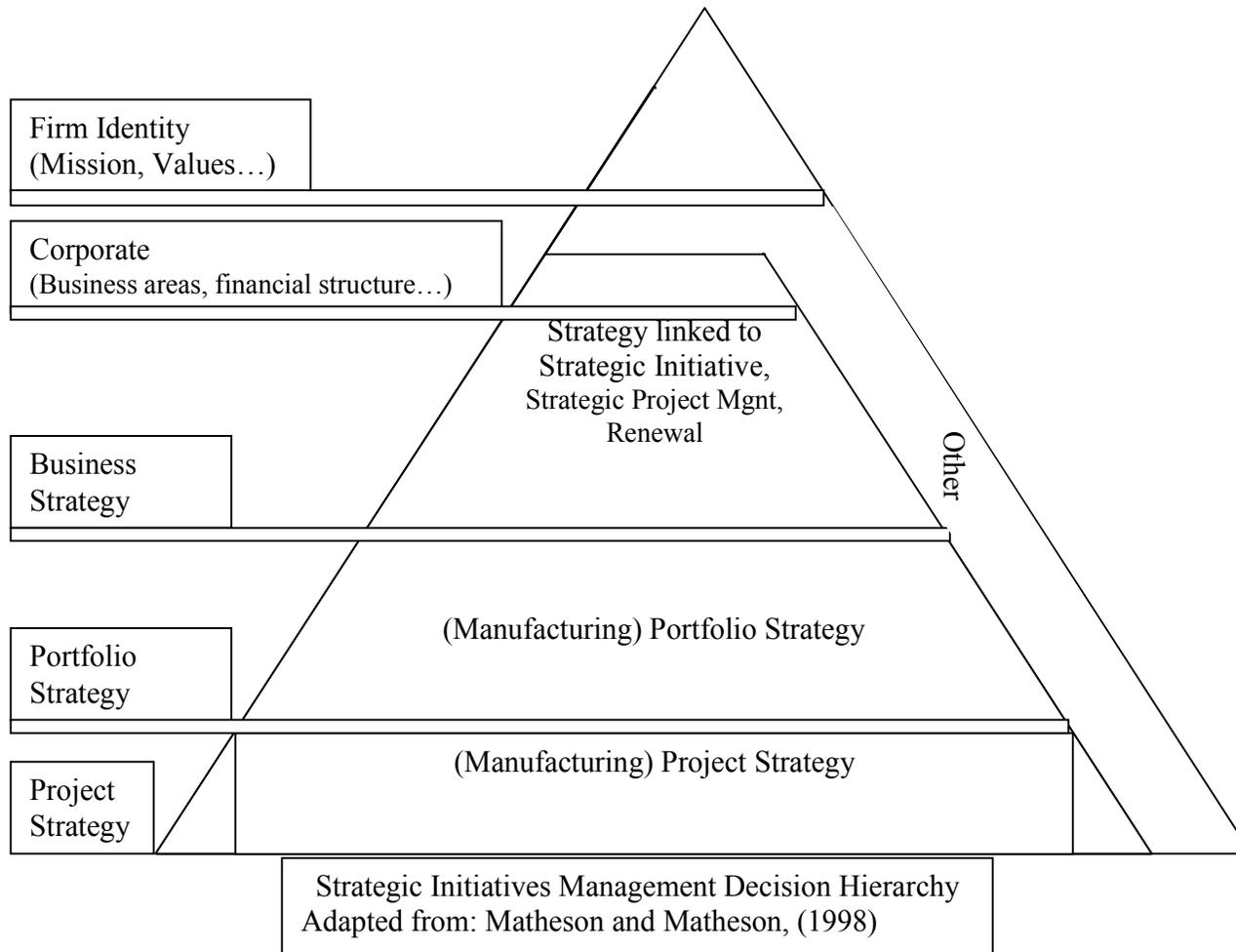
Organizations still need to ensure that only projects aligned with strategic vision be

undertaken. According to Stanleigh (2006), to help retain control and attain 'strategic fit', firms should: 'ensure that all projects are strategically aligned, create a project management focused culture, implement strategic project management best practices, and create a strategic project measurement system'. However, it is 'not just the best technology and methods, but collaboration of minds and proper leadership' (Pourdehnad, 2007), incorporating learning and experience and integrating practice.

In firms that are project-based, learning can be incorporated as a vital activity to enhance capabilities to learn faster than competitors. Such learning can be 'integrative to unify individual, team and company levels of analysis' (Koskinen, 2012). However, appropriate activities are also necessary to sustain any framework used to support projects and initiatives. Activities relate to the 'micro-organizational processes and practices of key personnel' (Johnson et al, 2003). Middle management engaging in 'divergent strategic activities and relationships' (Pappas and Wooldridge, 2007), can generate new ideas, develop initiatives and 'reintegrate' strategy (Floyd and Wooldridge, 2000), so as to improve capabilities and renew. They can use such 'technical and psychological tools' to engage with environment, coordinate and manage material resources, 'generating meaning from and imposing meaning upon their strategic context to achieve success' (Jarzabkowski, 2004).

The 'uniqueness' of projects makes each 'rich in opportunities for both personal and organizational learning' (Keegan and Turner, 2001). Learning and experience in firms implementing projects, can result in behavioural change (Koskinen, 2012), the main affecting processes involving 'sensemaking and negotiation of meaning, interaction and recursiveness of knowledge, and planning'. Individuals must be fundamentally 'willing to share and exchange knowledge' (Glisby and Holden, 2003), when employing tools such as strategic project management, to improve effectiveness implementing strategic initiatives. They can do so by, for example, 'participating in network activities to enhance their learning and increase their stock of knowledge' (Echeverri-Carroll, 1999), to improve capabilities. The firm must also ensure improvement in 'levels of managerial capability' that will be 'manifest in abilities to utilize resources to perform tasks and activities' (Hafeez et al, 2002; Wielemaker et al, 2003).

Figure 3: Hierarchy of Strategic Decisionmaking in Strategic Initiatives Implementation



Projects facilitate 'knowledge mobilization, creation and integration' (Lampel et al, 2008). Therefore, project management capabilities (Morris and Jamieson, 2004), especially in dynamic change situations, can improve effectiveness. They allow activities to result in 'new or changed products, services, environments, processes and organization' (Kerzner, 2005, 2006), to realize strategic renewal.

Figure 3 shows that in implementing strategic initiatives, a portfolio of projects can be used to facilitate improvement and renewal of the firm's capabilities. It shows policies linked in hierarchy of decisionmaking implementing strategic initiatives. This hierarchy links with strategic project management as means to attain strategic intent from project to portfolio and initiatives. Interactions between top, middle and supervisory management in strategic initiatives implementation facilitates better integration. Linking Figure 3, with McElroy (1995) hierarchical model of aims-strategy-programmes-projects suggests that project management needs to be given a much higher profile especially in terms of application to support implementing strategic initiatives. Incorporating manufacturing essentials is a hope to alleviate the existence of 'few elements in strategic manufacturing literature regarding project management as vehicle for implementation' (Minarro-Viseras et al, 2005). Interplay between projects and initiatives can also facilitate increased coordination and learning for better improving capabilities and renewal. In manufacturing for example, functional activities can be coordinated with other goals and activities, to create value for customers, owners and other stakeholders (Matheson and Matheson, 1998).

As the firm's activities are interdependent, it is crucial that their function in strategic renewal also be examined to enhance understanding of the influences on strategic initiatives implementation to improve capabilities and the firm's advantages. Capabilities that operate to 'extend, modify or create ordinary capabilities' are 'dynamic' (Winter, 2003). A firm with such a capability has a 'learned and stable pattern of collective activity through which it systematically generates and modifies its operating routines in pursuit of improved effectiveness' (Zollo and Winter, 2002). Such capabilities, essentially change-oriented, assist the firm in 'redeploying and reconfiguring its resource base to meet evolving customer demands and competitor strategies' (Zahra and George, 2002). Through strategic project management, there is greater leeway for allowing flexibility and

collaboration as the strategic plan is devolved so interaction among levels and elements facilitates learning and improvements in implementation. Management of projects and groups of projects such as portfolios and programs can therefore be included as part of the strategy process for the organization to be able to implement its strategies successfully (Dietrich and Lehtonen, 2005), benefiting from improving maturity. Project management can be considered part of the 'resources and capabilities that are a firm's strength', used to 'conceive of and implement its strategies' (Teece et al, 1997; Isik et al, 2009).

Outcomes from the areas of this research seek also to reveal levels of participation in activities, learning, sharing and renewal. Decisionmakers and implementers in strategic renewal, initiatives implementation and related project management must better understand how these elements interrelate, so even success criteria and indicators of achievements can also facilitate learning and improving capabilities. Projects are now viewed more as 'long-term strategic interventions which must enhance the well-being of various stakeholders' to be deemed acceptable (Turner, 2002). Organizational learning theory therefore is utilized in this research to facilitate the exploration of the firm's capabilities to implement strategic initiatives, and the strategic project management and middle management influences on its effectiveness in doing so.

In manufacturing, service and other areas, while providing value, firms face cost pressures and the need to meet quality requirements, and if in crisis they need to reposition radically and renew. Organizational renewal hinges on learning – 'amending mental models' (Fiol and Lyles, 1985; Huber, 1991), so new understandings of context and capabilities can be improved. Research has not fully shown the effects of strategic initiatives implementation on improving capabilities and the firm's renewal, however, nor the influence of strategic project management on these. This major gap will be addressed in this research mainly using perspective of organizational learning theory.

Knowledge generated by learning from projects can lead to far-reaching changes in strategic focus. Learning occurs 'within and across projects developing new process(es)' (Pisano, 2000). Such 'exploratory, project-to-project, and especially project-to-organization learning', facilitates 'feedback and transition from exploration to exploitation' (Brady and

Davies, 2004; Williams, 2007). In so doing, tensions between pursuing new ideas and enhancing existing competencies, allow better balance, to sustain renewal. Strategic project management therefore aligns key business processes and projects with firm's goals, so conflicts and constrained resources can be more effectively and efficiently managed at all strategy and project levels, to result in higher ROI. As this managerial capability will allow resources of strategic initiatives to be coordinated and put to productive use, it will enhance learning and effective deployment, and balance search and stability.

The firm must innovate or engage in exploration processes for strategic renewal and survival, so greater elements of their strategy must be to develop new products, services and processes. These capabilities are linked to 'combining competencies and resources', and to 'developing, deploying and protecting them' (Teece et al, 1997). Firms can 'through internal exploration experience, accumulate firm-specific knowledge that enables it to monitor, screen, evaluate and leverage externally generated knowledge' (Helfat, 1997; Hoang and Rothaermel, 2010). March (1991), proposed an exploration-exploitation framework of organizational learning which highlights tensions in different knowledge types. Exploration motivation is to 'discover new and advance capabilities involving tacit knowledge', while exploitation involves 'leveraging existing capabilities' (Pisano, 2000), for example adapting to technology using experience and incremental improvements. Such focus on experience, learning and specialization, supports timely, effective project completion. Argote and Miron-Spektor (2011), provide a framework for analyzing organizational learning, where 'learning occurs in the context of the firm and environment in which it is embedded', and an ongoing cycle affects future experience. These elements help justify the choice and implementation of initiatives and projects with objectives including efficiency and innovation.

New frameworks in strategy implementation must reflect 'more complex, dynamic nature of change initiatives, and identify and give more details of the role and impact of the most important operational factors' (Saunders et al, 2008). It is essential to link projects to organizational strategy, but 'existing models in project management still need processes with complementary solid empirical validation' (Aubry et al, 2007). This research therefore seeks to meet the need for further understanding of structure and dynamics

through which strategic project management contributes to middle management implementing strategic initiatives. In this way it offers a new perspective to contribute to revitalizing project management theory and activities, processes and practices in strategic initiatives implementation and strategic renewal.

The literature suggests that strategic project management and middle management roles are expected to facilitate integration, learning and reconfiguration in strategic initiatives implementation. This research therefore concentrates more on organic frameworks from strategy, implementing initiatives to improve product and process, integrative project management, middle management sensemaking and practices, capabilities through knowledge and learning increase, and developing through renewal processes in strategic initiatives implementation to justify and sustain existence and performance. The most relevant existing and accepted frameworks found linked to this research in strategic initiatives implementation and project management especially related to areas of strategic outcomes of improving the process in manufacturing, are briefly reviewed. These theories stem from approaches that focus on efficiency advantages at the level of the firm, emphasizing capabilities, learning and related mechanisms determining performance in strategic initiatives implementation and sustaining strategic renewal advantages.

In emphasizing improving capabilities in strategic initiatives implementation for strategic renewal, this research also places focus on exploiting competencies to respond to change and the ability of the firm to replenish and enlarge its capabilities so that its advantages and competitiveness can be sustainable. It also recognizes the need for the firm to strengthen its practices to improve capabilities and this can involve enhancing routines, activities and related systems so as to increase and transfer learning, supporting exploration in strategic initiatives implementation. The literature in manufacturing also provides limited complementary discussion on strategic projects for implementation of strategic initiatives, however it recognizes that strategies and projects coexist and have particular dynamics. Especially in manufacturing, project management is gaining popularity as a vehicle for implementing strategies, but 'current methodologies available in the literature are not found useful by a large proportion of practitioners' (Minarro-Viseras et al, 2005), who manage strategic change implementation.

It is hoped that by examining existent theory on the nature of strategic processes, middle management and strategic project management in strategic initiatives implementation, and addressing new issues related to strategic practices; new foundations, especially pertaining to improving capabilities and strategic renewal, will emerge. The integration of areas surrounding human resources, learning, manufacturing and product and process development that support internal processes, activities and capabilities, is therefore necessary in the quest for new theory and methods. Such integration blends the base of activities and capabilities with a view based on knowledge and learning in implementing strategic initiatives. Such foundation heeds necessity for improving cognition and practices.

Both middle management and strategic project management influences can enhance the improvement of capabilities to sustain strategic renewal. To coordinate projects and to improve the firm and its 'chance of survival' (Bartlett and Ghoshal, 1993), firms are also dependent on the creativity and innovation of middle management, who can better facilitate strategic project management and initiatives implementation. If middle managers are not used more to facilitate the relevant integrative blend of single- and double-loop learning, to better facilitate sensing of problems, timeliness of strategic action, and more effective and efficient implementation, the firm may face rapid decline. In addressing strategic project management and middle management influences on strategic initiatives implementation, this research seeks to alleviate these gaps.

2.4.3 Summary

This section outlined linkages between strategic initiatives, projects and some related techniques, frameworks, practices and outcomes from implementation of these. It examined strategic project management elements and their interrelationships, focussing on interactions in strategic initiatives management and strategy execution. It incorporates features, techniques, activities, frameworks and configurations influences that impact effectiveness and outcomes of strategic initiatives in strategic renewal. It also links middle managers' roles and capabilities, applicable to strategic project management in strategic initiatives implementation. The next section therefore explores their roles and influences.

2.5 The Role of Middle Management in Implementing Strategic Initiatives through Strategic Project Management

This section now addresses middle management role in project management, and the utilization of this approach to implement fitting strategic initiatives to effect capability development, learning and renewal; to facilitate advantages for firms. Theory and approaches to project management and middle management in strategic management and strategic renewal are of relevance. So too are related research and frameworks, especially those that link them with new and/or improved capabilities, learning and competitive advantage. The focus will be on strategic initiatives implementation, highlighting practices, processes, activities and learning to increase the firm's competitiveness and success.

2.5.1 Middle Management Role in Implementing Strategic Initiatives

2.5.1.1 Functions, Capabilities and Connections

According to Wooldridge and Floyd (1990), middle managers involvement in strategy improves decision making, 'strategic consensus' (Floyd and Wooldridge, 1992b), organization 'system improvement and involvement'. Middle management must so be responsive to strategy, structure and culture in implementing initiatives through projects that create or renew processes, services or products that secure or maintain target markets. Middle managers' 'key role' involves 'communicating the strategy and ensuring that it is understood' (Saunders et al, 2009), to ensure buy-in and alignment of participants' behaviours or actions, and the culture. How optimally mixed the role of middle management strategic thinking and action is, will also influence how the strategic initiative system and structure is initiated, developed and implemented. The firm's strategic and cultural elements need to be better integrated to maximize middle management effectiveness in strategic initiatives implementation, for they can 'influence the set of values that guide decisions and level of coherence' (Barney, 2002).

The position and involvement of managers can determine strategic change approaches. While the 'top-down' approach to strategic change effectively develops and communicates the overall vision to sustain high-level support, the 'centre-down approach' is vital for actively involving middle managers (Ryan et al, 2008). However, approaches can be

combined (Wooldridge et al, 2008), for example 'centre down' combined with 'centre out' approach to 'encourage teamwork and integration at parallel levels', and 'vertical slices' to 'reinforce interaction at all levels'. This research supports an approach that integrates these, incorporating greater middle management involvement in all aspects of the strategic initiative. 'Strategic initiatives are impacted by how middle management carry out their responsibilities' (Mintzberg and Quinn, 1996), learn new ideas, and develop the initiatives and projects. In so executing strategy, their 'facilitating strategic consensus, shared understanding and commitment to leading and managing' (Floyd and Wooldridge, 1992b), can help halt the widening 'implementation gap'. Middle managers as 'linking pins' (Likert, 1961) and 'mediators' (Balogun, 2003), help integrate levels in the firm, different views and work units, as they supervise lower groups, representing them in meetings with superior and parallel management staff. Interacting both formally and informally, such managers, targeted for leadership development as member of the upper group while serving as linkage between groups, 'enhance interrelationships with their capability for multi-role assignments' (Tidd et al, 2004).

The implementation of strategic initiatives to develop new and/or improved capabilities and strategic renewal, is influenced by middle management who also engage in strategic project management and facilitate learning. The pressures and challenges of change lead many firms to the view that the management role and performance of managers is a now critical consideration in formulating and implementing their strategic response. Effective management of strategic renewal now therefore involves 'linking strategic roles to subprocesses of strategic renewal, and understanding the sources, remedies and effects on decision-making of strategic role conflict' (Amason and Schweiger, 1994; Floyd and Layne, 2000). As these elements of strategy process are relevant from a middle management perspective (Wooldridge et al, 2008), their 'day-to-day work in strategic activity' will be considered in this study. More specifically, their activities in strategic initiatives implementation using strategic project management and the related influences in processes, practices and outcomes, will be addressed. The extent to which 'strategy arises from the intentions of senior managers', through planning or some other deliberate process, or in a 'more emergent process involving the on-going decisions and actions of more people

widely dispersed throughout the organization' (Barnes, 2001) will also be ascertained through consideration from middle management perspective.

2.5.1.2 Influencing Actions and Facilitation

Floyd and Wooldridge (1992a), reinforce new evidence that 'middle management power extends beyond implementation to influence strategy'. However, with 'decentralization and the promotion of middle managers' roles, a reduction in their interaction with top management is occurring' (Guth and Macmillan, 1986; Balogun and Johnson, 2004). This 'jeopardizes the necessary alignment' in organizations (Gioia and Chittipeddi, 1991; Gioia and Thomas, 1996), and the 'integration of strategy levels' that facilitate the attainment of outcomes. Middle Managers' integrative role is crucial, as for example, 'a project manager can coordinate and integrate activities across multiple levels' (Kerzner, 2006), projects and initiatives, including developing a project plan, executing and changing aspects. Functional managers must work with commitments in conjunction with project managers. With 'increasing flexibility resulting in shift from integrated to modular organization forms' (Schilling and Steensma, 2001), more focus on blending process and practice is needed to alleviate problems associated with conflict among managers whose roles and capabilities are linked to strategic initiatives implementation. This research addresses such need.

'Products of strategic decision making do not peacefully co-exist' (Amason and Schweiger, 1994). 'When middle- and operating-level management do not support the strategic choice, execution or strategic implementation becomes unsuccessful' (Floyd and Wooldridge, 1992a). As team- or project-based executives who lead strategic initiatives (Wooldridge et al, 2008), and 'coordinate a unit's day-to-day activities with those of vertically related groups' (Floyd and Wooldridge, 1992a), middle managers as "linking pins" (Likert, 1961) "knit together" (Hage, 1974) the firm's activities, exploiting social capital (Jones, 2005) while interacting with multiple levels of management (Bower, 1970). As mediators (Rouleau, 2005), they also facilitate management proactive and adaptive thinking. By their negotiating, interpreting (Floyd and Wooldridge, 1997), and interacting, learning occurs as they play a focal role in strategic initiatives implementation.

'Middle management successfully influence strategy' (Schilit, 1987; Westley, 1990) and with such power and activity combined with top management intent, they help even emergent approaches get under way, so strategy is both created and realized (Wooldridge, et al, 2008; Floyd and Wooldridge, 1992a). They 'champion most promising initiatives for top management commitment' for with their 'greater knowledge of strategic context', they can evaluate long-term implications of competencies (Floyd and Lane, 2000; Dutton et al, 1997). In so doing, 'top management intent combines with middle management activity in the creation of realized strategy' (Floyd and Wooldridge, 1992a), and in 'managing the risks such as resistance, which can positively or negatively impact change implementation' (Fielder, 2010). With sharing and group affiliation influences, middle management roles allow them to shape various stages of the strategy process (Gould and Fernandez, 1989; Floyd and Wooldridge, 1992b; Shi et al, 2009) to successfully improve and achieve.

Middle management help design the firm's structure and processes, motivate employees and allocate resources in implementing strategic initiatives to effectively manage required changes and position the firm through new products for existing or new markets. They use 'practical knowledge' (Rouleau and Balogun, 2011) and 'knowledge of practices', and are responsible for activities that develop the firm. In the process of strategic renewal, they promote, accommodate and utilize new knowledge and behaviour, encouraging innovation and increasing capabilities to develop the firm's core competencies, and/or change its products or markets. They seek to assure that activities promote alignment of strategy, structure and environment. They help determine if strategic initiatives are consistent, in accordance with strategy, advantageous, feasible to achieve fit and fitness, and likely to secure advantageous returns on investment. Their capabilities must be constantly improved if products, projects and initiatives are to add value and renew.

Middle management influence the forces of selection, variation and retention that impact strategic initiatives, and these managers' views and approach to strategy will determine how the related processes or planning will be applied. Middle managers must 'resolve the conflict that strategic change initiatives effect' (Balogun and Johnson, 2004) to prevent hindrances that influence interpretive frameworks in firms. However, they also share information in managing initiatives, and this should enhance knowledge and learning to

promote effective product and process improvement. As it is imperative that both top and middle management contributions to strategy processes and to implementing strategic initiatives be recognized and investigated more, their role and activities are here examined. More particularly, the study investigates how 'transition is influenced as managers make and give sense during their key role of implementing strategic change initiatives in organization competitive changing environment' (Gioia and Chittipeddi, 1991; Dutton and Ashford, 1993; Weick, 1995; Balogun and Johnson, 2004; Huy, 2004; Rouleau, 2005).

Middle managers influence innovation in organizations by 'strategically deciding, managing, building or rebuilding' (Kanter, 1982; Schilit, 1987; Wooldridge and Floyd, 1990; Westley, 1990; Eisenhardt and Zbaracki, 1992; Williams, 2001; Floyd and Wooldridge, 1997, 2000) as conflict and tensions occur. Strategic and operational levels are connected by middle managers (Floyd and Wooldridge, 1997) but contingencies affect how middle management contribute to strategic management (Floyd and Wooldridge, 1992b), so better linkages are needed at all levels. Managerial cognition affects strategic change (Chakravarthy and Doz, 1992), their behaviour contributes to strategic adjustment or adaptation (Santos and Garcia, 2007), and their role in developing organizational resources and capabilities strongly influence internal improvements and transformations.

2.5.2 Middle Management Role in Project Management

2.5.2.1 Interacting, Networking and Regulating

Managers are involved in putting decisions into place during strategic implementation which must be organized and planned through managerial activities, effecting initiatives and projects. Parnell et al, (2000), find that 'environmental uncertainties perceived by organizational managers influence the strategies formulated and implemented at the business level'. This being so, middle management interaction with top management, supervisors and specialist functions such as project management is critical, for 'their everyday decisions can help create – or destroy – a company's strategy' (Syrett, 2007). Middle management play a focal role at the implementation stage of strategy and although the 'choice perspective' (Chandler, 1962; Ansoff, 1965; Porter, 1980) portrays their primary role as implementing strategy, limiting their role to providing input to strategy formulation,

Schilit (1987) finds that 'middle management are often successful in their attempts to influence strategy'. The 'social learning' perspective (Mintzberg, 1978; Burgelman, 1983a, 1983b; Schilit, 1987) and the view of 'realized strategy' also 'opens up the strategy process for substantive, emergent influence by middle managers' (Wooldridge et al, 2008). Middle managers often 'shield top management from such activities as sensing changing conditions, experimenting with new approaches, and adapting appropriately' (Floyd and Wooldridge, 1992a) so their influence in the performance of projects and initiatives can be greater. By enhancing middle management roles to benefit more from their ability to facilitate learning, action and responsive teams, strategy and firm can benefit more from associated outcomes.

Conflict impacts the strategic change process (Kenny, 2006; Olson et al, 2007; Amason and Schweiger, 1994); and '80% of business failures are caused by management's inability to control internal elements' (Scherrer, 2003). While managerial support is vital to the change process, it can also effectively 'stifle it' (Kenny, 2006); for environmental change may create 'role conflicts' when 'individual managers are required to play multiple strategic roles' or when 'change erodes the trust needed for relationships between managers playing different roles' (Floyd and Lane, 2000). Middle managers 'fulfill a complex change intermediary role during implementation'. Where 'interpretation aspect' of their role is often overlooked, this 'leads to workload issues and role conflict' (Balogun, 2003). As 'crafting and implementing successful strategic decisions is paramount in successful firms' (Olson et al, 2007), an approach recognizing contribution from other managers along with those at the top, appears to be more relevant to renewal in these times; where strategic project management capability is vital if managers are to effectively create or improve product, services or process.

'The processes of management is one of the organizational levers needed to shape capabilities' (Beer et al, 2005). However, for many firms, management teams are not able to 'craft responsive strategies' and to 'effectively deploy resources in the face of changing environmental conditions', so that they can become 'superior competitors and high performers' (Mische, 2001). Firms that utilize middle management skills more in forming and implementing strategic initiatives can increase capabilities. 'Middle managers' access to top management coupled with their knowledge of operations make them unique'

(Wooldridge et al, 2008), and able to amass and effectively employ skills appropriate to initiatives selection and implementation. Their advantageous awareness of the firm's 'strategic context' (Floyd and Lane, 2000), ability to 'exploit social capital' (Jones, 2005), and 'develop project management capability' (Morris and Jamieson, 2004), enables them to contribute to improving organizational performance. However, although process research in strategy formulation and implementation has focused on improving managerial interaction and cognition to benefit the whole firm, the 'day-to-day work or routines of the manager in strategic activity is under-researched' (Whittington, 2001a). The activities and practices of middle management in strategic project management to facilitate strategic initiatives implementation, is therefore also addressed in this research.

2.5.2.2 Interrelating, Learning and Performing

'Co-operative relations activity networks depend upon processes influencing perspectives' (Blackler et al, 2000) and decision-making by middle managers. Consequently, middle management help shape outcomes in organizations, affecting viewpoints and commitments. In the inner context of firms, they lead the reconfiguration, development or transformation of resources, capabilities, and activities associated with innovative or retained initiatives, projects, products, services or processes that bring returns or competitive advantages to firms. In the middle-up-down style of management, 'middle management narrows the gap between perspectives of top- and lower-level management', 'their leadership facilitating parallel knowledge creation and learning at managerial levels simultaneously' (Nonaka, 1994). This style of management, also depicts the location, quality and value of knowledge from an organizational learning perspective. For the firm employing it, middle management facilitate blending of both articulation of strategic vision and consideration of reality, for improvement in learning, decisionmaking, products, renewal and advantages, in manufacturing and other firms and industries.

Middle managers cognition and action, can create and improve learning individually and collectively. The organization of strategic initiatives, scope of activities and sharing within and among related projects will serve to generate knowledge, learning and improvement in capabilities. With improved capabilities, available opportunities connected to innovations and initiatives will result in timely renewal, add value and attain advantages. Middle

managers in implementing strategic initiatives through strategic project management, can therefore 'build on internal capabilities to exploit external opportunities' (Garland et al, 1990). This is so since 'capabilities reside in the firm's internal processes', although they are more generally a 'product of firm structure and control systems' (Morris and Jamieson, 2004), which impact and are impacted by activities in projects and initiatives. Middle management can through strategic project management, 'communicate and put strategy into practice, by aligning culture, policy and measures and integrating leadership, competencies and capabilities' (Morris and Jamieson, 2005).

Shi et al (2009), incorporated concepts of 'linking pins' (Likert, 1961), 'knit together' (Hage, 1974), five brokerage roles (Gould and Fernandez, 1989) and four types of middle management strategic roles (Floyd and Wooldridge, 1992a) to show how group affiliation influences middle management, and to conclude that middle management role in strategy formulation and implementation allows them to shape various stages of the strategy process. Middle management roles will involve both learning and implementing of new strategy and this can incorporate its diffusion within the firm. Middle managers need to improve their capabilities in attaining outcomes from strategic project management and strategic initiatives implementation. They can use their sensemaking capability to effectively blend exploitation and exploration processes, and facilitate the absorbing, use and transfer of relevant knowledge in strategic initiatives implementation. They need to integrate and coordinate resources and activities, especially in creating a unique process or product to meet strategic and market requirements. More specifically, they can 'assist the search for value-creating problems that involve a reduction in costs' (Nikerson et al, 2007), and can use projects and incorporate strategic project management to enhance means and outcomes in implementing strategic initiatives.

Managers now need more than the possibility of their involvement in strategy process and decisionmaking. A greater sense of ownership therefore needs to be created for them to increase commitment through appropriate motivation utilizing stronger leadership, culture and techniques that allows middle management better input to strategic initiatives. It is therefore imperative that both top and middle management contributions to strategic project management, strategic initiatives implementation and strategic renewal processes

be recognized and investigated more. Flexibility and changeability in structure and process are widely regarded as necessary conditions for organizations to function effectively in the highly volatile modern environment; and to facilitate the meeting of time, cost, quality and customer requirement constraints associated with projects or strategic initiatives.

2.5.3 Summary

This section concentrated on middle management role in strategic initiatives implementation and strategic project management, and interactions affecting and regulating the influences and outcomes, as the firm strives to renew its strategy. Within business environment context of the firm, interdependencies in life cycles of initiatives, projects and products or services, and related strategy, search and learning, must be effectively managed so as to maintain more timely fit and fitness. The relevance and importance of middle management influence in strategic initiatives implementation and strategic project management, and their general role in day-to-day strategic activity is under-researched. Moreover, there is need to link their roles to that of strategic renewal processes and to understand how they contribute to strategic role conflict, and influence the forces of selection, variation and retention that impact strategic initiatives. Study on how middle managers or project managers contribute to the firm's strategy from individual, network or even brokerage perspective in strategic initiative implementation or renewal, is limited. It is imperative that the reality of factors or elements that impact middle management contributions to strategy and strategic initiatives implementation processes and practices be recognized, investigated and incorporated more. The next section briefly discusses creating and improving capabilities, linked resources and competencies required to sustain strategic initiatives and strategic renewal.

2.6 Creating and Improving Capabilities and Strategic Renewal

This section looks at how capabilities are created and improved, focusing more on leadership, management, learning, knowledge and innovation, improving products, services and processes. Capabilities are discussed as they are vitally important for strategic initiatives implementation and they help enable strategic renewal processes, practices and outcomes. 'Cultural change helps to develop new capabilities and improve current ones, thereby enhancing organizational learning' (Dibella et al, 1996). Learning that takes place in firms can be facilitated or impeded by certain factors and processes including the level of willingness to share and participate. Learning capabilities and styles can be identified, understood or described in different ways. Knowledge and learning are related but in order to keep the research targeted on the research question and new and/or improved capabilities, the study will concentrate on the firms' focus on learning, skill development and dissemination centered on product-process linkages in implementing strategic initiatives for renewal. This section addresses these elements, showing that by constantly and effectively using capabilities, the firm can (re)create its business and management logic to ensure long-term maintenance or existence (Hurst et al, 1989); and that the creation and improvement of capabilities is necessary to support renewal. How learning is linked to structure, culture, strategic intent and action, and interacts with other aspects of strategic initiatives implementation will also be addressed.

2.6.1 Creating Capabilities in Strategic Initiatives Implementation

2.6.1.1 Application and Coordination of Resources and Competencies

The 'greatest potential for contribution to strategy lies in considering managerial strategies for developing new capabilities' (Teece et al, 1997), to advantageously compete.

Capabilities complement a firm's resources (Wernerfelt, 1989). They involve intangible (Hall, 1992), competencies (Selznick, 1957; Hitt and Ireland, 1985; Hall, 1993), and core skills (Irvin and Michaels, 1989), necessary, enabling the firm to advantageously and sustainably compete in its industry and market. They comprise 'people skills, cultural strengths, the firm's routines and interactions through which all resources are coordinated and allocated' (Grant, 1991), and there can be both similarities and specialties associated

with them. As they are 'embedded in activities and routines for addressing complex, practical, and repeated problems' (Schreyögg and Kliesch-Eberl, 2007), they generally emerge overtime from activities occurring during relevant events. Capabilities are revealed to managers and other constituents as they are 'first formed through successive transactions', and information then disseminated about them (Arikan and McGahan, 2010).

Managers 'create capabilities' through their 'skills and abilities to coordinate resources and activities, change culture, attain goals and create value' (Beer, 2002). Capabilities include 'technical and managerial skills and relationship assets' (Piccoli and Ives, 2005), which middle managers can utilize to better coordinate and integrate strategy processes and practices. However, it is recognized that 'capabilities can also undermine the firm's competitive performance' (Hass and Hansen, 2005). The appropriateness of 'cognition and action' by managers (Crossan et al, 1999), impact how they address such issues of 'balancing stress and inertia' (Huff et al, 1992; Crossan and Berdrow, 2003), that impact strategic initiatives implementation. As they coordinate, integrate and balance, middle management must enable capabilities to monitor the firm, environment context and linkages, ensuring that choices support such a system and make it more conducive to effectively attaining valuable outcomes and advantages.

Capabilities 'provide a basis for a firm's competitive capacities and sustainable advantage' (Teece et al, 1990; Wheeler, 2002). Improving capabilities help the firm, through increased learning and knowledge, to 'innovate', a main source of advantages (Tidd et al, 2001). The new and/or improved products and/or processes can satisfy current or new customers, and allow the 'introduction of innovations into the firm's manufacturing or operating system, leadership or managerial processes' (Edquist et al, 2001; Sun and Hong, 2002), thereby enhancing activities and improving performance. This research therefore focuses on both 'product and/or business process improvement' (Edquist et al, 2001; Meeus and Edquist, 2006; Birkinshaw et al, 2008), in manufacturing firms in the private sector. In so doing, it also considers how the history of strategic initiatives related to these as well as current introductions (Roberts and Amit, 2003), bring success and advantages.

Zhara et al (2006), present capabilities as 'substantive' and 'dynamic'. Using a resource base, dynamic capabilities can also be differentiated, with levels 'incremental, renewing and regenerative' (Ambrosini et al, 2009), assisting the firm in environments stable, dynamic and hyper-competitive respectively. They support 'strategic flexibility' (Teece et al, 1997; Eisenhardt and Martin, 2000), being concerned with new resource configurations needed to guide or deal with change. By reducing time and cost and increasing flexibility (Meeus and Edquist, 2006), or by 'enhancing motivation and reward practices as well as work activities structure and managerial processes' (Birkinshaw et al, 2008), technological and managerial processes are respectively developed. Strategic initiatives assist such development.

In creating capabilities, the 'product, business process or managerial structure is the new idea or behavior representing innovation for the firm' (Damanpour et al, 2009), who creates or adopts it, to improve competencies and competitiveness, being pressured by inertia forces. Where existing or new customers or executives require, a new product/service will be created. On the other hand, where the focus is on processes internal to the firm this means that the aim is more to increase efficiency and effectiveness in quality production and delivery through technological or administrative means. Middle management directs or regulates processes involved in these.

2.6.1.2 Incorporating Management, Learning and Flexibility

The state of its environment and level of its current capabilities and related competencies, resources and stakeholder requirements will influence the firm's 'strategic orientation' (Narver and Slater, 1995). These will impact its 'choice(s)' (Mische, 2001), or supporting configuration and combination to 'analyse, shape, adapt or act' (Andersen, 2008). Agarwal and Helfat (2009) also find that by 'fully substituting qualitatively, extending size or scope, reconfiguring with additions, and replacing attributes that serve no useful future function', the firm can use its innovative capabilities to generate growth and renewal. These choices and options employed in any combination linked to strategic orientation, can be enhanced by the use of strategic project management, as intervention for implementing strategic initiatives to attain strategic objectives linked to high performance during both incremental

and transformational renewal. The firm's choice, to innovate for example, helps proactively shape the future, while to substitute, imitate and complement support adaptation. Moreover, the firm can adopt a strategy of continuous learning by encouraging employees to 'learn new skills continually, be innovative and try new processes and work methods' (Goh, 2003), to increase efficiencies and better serve customers.

A firm needs to remove 'capability gaps' (Coynes, 1986) and avoid 'capability differentials' (Hall, 1992) advantageous to other firms. As knowledge created is a difficult to emulate resource, and the act of creating knowledge a difficult to imitate process, managers must thereby assimilate new information from their environment and utilize it effectively to gain advantages. This is crucial in nations such as Barbados where industries are relatively small, but those such as manufacturing crucial to growth, and where the capabilities of managers and employees must be improved to generate and implement better solutions to meet or overcome substantial challenges faced.

'Individual knowledge enhanced by organization and community, when combined, creates new ideas and insights' (Huysman and deWit, 2004), so learning improves standards, practices and efficiency. The probability that learning will occur, however, is affected by 'corporate and organizational culture, strategy and the environment' (Fiol and Lyles, 1985), which collectively can be conducive to learning, flexibility, innovativeness and insights. To survive, a firm must ensure that its 'speed of learning and changing meets the dynamics of its environment' (Fielder, 2010), ensuring that both individual and group access to and sharing of knowledge can bridge any individual organizational learning gap in strategic initiatives implementation and renewal. A firm's approach to strategy, and implementation of initiatives to generate cost-effectiveness, value and profitability from the marketplace and environment (Lovas and Ghoshal, 2000), enables its classification as 'defender, prospector, analyzer or reactor' (Miles and Snow, 1978). Such classification will have links and impacts with its culture, choice of initiatives and related projects, level of learning and competitiveness, that impact attainment of strategic objectives or outcomes.

Some firms classified as 'prospectors' (Miles et al, 1978), especially can avoid trade-offs by improving capabilities to enhance production competencies. In comparison to

competitors, these have 'better quality, more dependability, quicker response to changing market conditions and lower cost realization' (Ferdows and DeMeyer, 1990). Firms should also have absorptive capacity and so an internal environment 'emphasizing knowledge assimilation and sharing, creating continuous learning capability' (Tu et al, 2006) to facilitate strategic initiatives implementation for renewal especially through changed practices and high technological investments. Such flexibility can be attained in manufacturing, that offers a firm certain capabilities such as cost, quality and time which it could use as 'competitive weapons' (Skinner, 1969; White, 1996). Implementing initiatives in manufacturing firms to advance manufacturing processes especially, can be aided through improvement projects to enhance efficiency or decrease cost. While using innovative capabilities therefore, it is 'critical to position manufacturing initiatives in conjunction with business strategy' (Joshi et al, 2003), and to incorporate strategic projects to realize timely outcomes of products or business processes, from implementing them.

This research concentrates, in addition, on how the firm innovates to shape the future and how it reorients or revitalizes especially through new product or service development. 'Innovative management practices are among the revolutionary change forces in the business environment' (Champlin and Olson, 1994). Innovation is seen as a process in which the firm 'creates and defines problems and then actively develops new knowledge to solve them' (Nonaka, 1994). The key to successful innovation involves having a strong knowledge base, including research and development capacity and a well-trained labour force (Lundvall and Nielsen, 1999) especially of those managers who are the 'linking-pins' or 'mediators' in knowledge deployment and sharing. It is through knowledge and skills that a firm is able to 'innovate new products/processes/services, or improve existing ones more efficiently and/or effectively to gain competitive advantage' (Nonaka et al, 2000). How the firm in context, 'blends intended change and autonomous, emergent change' (Burgelman, 1991; Mintzberg, 1994; Simons, 1994; Hayes, 2007), and how it develops its knowledge, information quality, culture and level of collaboration, will influence its success with strategic initiatives outcomes and in gaining renewal that is ideal, and advantages that are sustainable.

The firm and its resources can grow by creating and improving knowledge, acquiring new information and converting that information to knowledge' (Aydin and Ceylan, 2009), so this is an important capability for firms seeking to renew. Firms, through 'interactions between explicit and tacit knowledge, create knowledge through such conversion' (Nonaka, 1994; Nonaka and Takeuchi, 1995) generated among individuals with knowledge of different types and contents, expanding quality and quantity. Knowledge determines quality, functionality and success of products, processes and services (Mische, 2001). Creating knowledge relevant to needs can especially support 'discontinuous strategic transformations' (Agarwal and Helfat, 2009), and learning that leverages such knowledge is manifest in new capabilities also shown in new behaviours and improved decisionmaking and action. Developing new capabilities also involves a 'change in culture' (Dibella et al, 1996), and behaviour which facilitates the enhancement of learning. It is necessary that 'inter-organizational linkages occur in order to convert knowledge into new types of knowledge and develop new products, processes or services' (Nonaka and Takeuchi, 1995). Such exploitation, exploration and other linkages can help to better generate and improve capabilities in project management and strategic initiatives implementation.

2.6.2 Improving Capabilities in Strategic Initiatives Implementation and Strategic Project Management

2.6.2.1 The Impact of Improvements on Outcomes and Strategic Renewal

Implementing strategic project management effectively, involves 'improving leadership and project management competencies and capabilities (Hamel and Prahalad, 1990). Targeting these focuses more specifically on the ways the firm and management organize and get things done, enhancing the activities in implementing strategic initiatives. Activities link to 'routines and processes performed by individuals and groups', to enhance core competencies, assure quality and integrate systems, techniques, practices and learning to achieve desirable strategic outcomes. Managers' choices to 'commit important resources, set important precedents and direct actions at the firm level' (Mintzberg et al, 1976; Mintzberg, 2007), are informed through capabilities. Processes supporting such strategic decision making are influenced by 'prior knowledge and experiences of the manager' (Barr et al, 1992), organizational context (Kaplan, 2008) and the environment (Nadkarni and

Barr, 2008). These in turn impact outcomes expected to realize 'effectiveness' (Dean and Sharfman, 1996) and 'efficiency' (Eisenhardt, 1989). Improving capabilities can help managers avoid erratic and inconsistent strategic decisions (Mitchell et al, 2011), and enhance strategic initiatives implementation and renewal. Moreover, the firm can engage strategies for accumulating internal capabilities and for networking with external resource holders (Lee et al, 2001), and strategic project management can be used to improve such interaction, performance and outcomes.

The practices of middle management build support, modify attitudes, reduce conflicts and mitigate any resistance during strategic initiatives implementation, to ensure effectiveness and acceptance of outcomes. By 'encouraging creativity and capacity management', middle managers can improve capabilities and organizational learning (Dibella et al, 1996; Beer, 2002; Brown and Duguid, 1991). A firm will be motivated to improve capabilities that enable it to 'promote, accommodate, and utilize new knowledge and innovative behavior' (Floyd and Lane, 2000), in order to renew. Its 'absorptive capacity' (Cohen and Levinthal, 1990; Zahra and George, 2002), supporting renewal, links to existing internal capabilities, part of which result from a 'prolonged process of investment and internal knowledge accumulation' (Caloghirou et al, 2004), that affects its level of innovativeness. Although strategic renewal, 'harmonizing continuity and change at firm level' (Hurst et al, 1989; Crossan et al, 1999), has received relatively little attention as distinct from general strategic change (Agarwal and Helfat, 2009), its sub-processes including 'competence deployment, modification and definition' (Floyd and Layne, 2000), are linked to this study of strategic initiatives implementation for improving capabilities to attain added value and advantages.

In strategic initiatives implementation, the specification, utilization, sharing and improving of competencies and capabilities are vital and must be complemented through best balance of exploitation and exploration. The firm, creating new knowledge, processes and products, while 'building on those existing' (Dibella et al, 1996), can thereby improve current capabilities, exploring and exploiting to enhance learning needed to support strategic initiatives implementation, sustain renewal and advantages. However, 'deficiencies in organizational attitudes to and level of recognition of learning, human resources quality, and processes for collecting knowledge and operationalizing learning' (Mische, 2001) will

compromise learning quality. Middle management role has been shown to be critical to assisting the prevention or removal of such deficiencies as they assist in building structure and culture promoting strategic project management, integration and learning. Renewal of 'incremental' form (Agarwal and Helfat, 2009) especially, needs to be supported by improving capabilities but 'discontinuous strategic transformations' will benefit also. The ideal is to 'integrate knowledge and position the firm competitively' (Volberda et al, 2001) for greater efficiency and effectiveness. To better position the firm, its development can be generated by 'refreshing through partially substituting qualitatively, reconfiguring without additions or deletions, and refreshing attributes' (Agarwal and Helfat, 2009) by implementing strategic initiatives.

Developing new capabilities by 'improving current experiences and capabilities' (Dibella et al, 1996), enhances organizational learning. Where it represents 'first-order change' (Levy and Meery, 1986), less radical than second-order change, the firm will not change all identity dimensions. It will rather 'professionalize essential processes' (Stummer and Zuchi, 2010) and structures such as roles, communication elements and rules, to increase efficiency. Moreover, as the established strategy is implemented through initiatives, middle management can utilize strategic project management for elements such as redesign of structure and reshaping of culture to advantageously improve, renew and succeed. To be more effective and successful with renewal however, the middle manager and team involved in implementation can try 'sharing tacit knowledge, that is the skills and 'know-how' contained in each of them' (Lim, 1999) and forming rules and protocols guiding decisions and performance. They can also improve and share 'explicit knowledge from the firm's philosophy, strategy, processes or procedures' (Lee and Yang, 2000), to better respond to environmental requirements. By so doing the firm can better blend development and discovery.

2.6.2.2 Influences Impacting Outcomes and Strategic Renewal

Capabilities, learning and renewal are integrated, as learning 'enables the creation and extension of existing competencies through applying, integrating and deploying acquisitive and experimental knowledge' (Zahra et al, 1999). The firm's context of structure, culture,

and supporting systems, will impact this in strategic initiatives implementation, and affect the ability of managers to enhance their capabilities. When the change in the business environment is rapid, the firm may radically restructure or renew both strategic and structural elements, and use strategic initiatives as the 'means' and project management as the 'mechanism'. Different strategic initiatives can proceed with varying speed and success levels, depending on the firm's context, systems and associated roles of middle management and strategic project management developing and implementing them.

Decisions on strategies and priorities, fundamental to processes and practices impacting implementation, 'performance improvement' (Sing et al, 2008), and continuous review using benchmark standards for each industry, are heavily influenced by market conditions and forces. In the case of the manufacturing industry, superior manufacturing performance leads to competitiveness (Leachman et al, 2005), is synonymous with productivity, and is expected to capture quality as well as efficiency features (Porter, 1998). 'The majority of small and medium-sized enterprises (SMEs) have simple systems and procedures, allowing flexibility, immediate feedback, short decision-making chain, better understanding and quicker response to customer needs than larger organizations' (Sing et al, 2008). This indicates that flexibility, agility and integration are necessary elements for consideration in developing new models for enhancing success in strategic initiatives implementation.

The learning mechanisms supported by Eisenhardt and Martin (2000), and Zollo and Winter (2002), are essential for development and refinement of capabilities (Teece et al, 1997). When new capabilities are created, developed and established through individuals and groups, their linkage to core competencies and assets or resources, serve to leverage opportunities to enhance strategic learning for regeneration and renewal. In this manner, firms can survive in competitive environments (Fiol and Lyles, 1985; Senge, 1990; Nonaka, 1991). In the manufacturing industry, for example, automobile makers can learn how to execute small volume, high variety production in a cost effective way and even reduce time to market. Key to such improvements are integrated activities and lean processes. Capabilities, involving skills and knowledge, therefore involve logic and reasoning, which managers or strategists can use to especially influence their internal and competitive environment. In this way, implementing strategic initiatives to improve capabilities afford

firms appropriate strategic renewal response to close competency gaps; by processes to restructure and improve quality, speed and cost effectiveness, for example.

If 'incremental' strategic renewal is undertaken proactively, it may enable firms to better cope with changes in the external environment as they take shape, and thereby 'reduce the need for a much larger and more difficult transformation later on' (Agarwal and Helfat, 2009). However, when focusing on the creation or improvement of products or processes, through strategic initiatives, managerial and project management capabilities must result in greater value creation and attainment of advantages. Management is required to articulate, focus, share and transfer knowledge so as to create value (Zahra et al, 1999). This can be achieved through improving capabilities both existing and new, employing strategic project management as a means to support strategic initiatives, improving learning and renewal. 'Projects especially suited for learning' (Smith and Dodds, 1997; Damm and Schindler, 2002), better facilitate this, for they encourage the improvement of balance, capabilities and goal attainment.

Projects interact with the firm's knowledge base to mobilize, create and integrate knowledge through means including 'knowledge dispersion preventing numerous relearning cycles' (Lampel et al, 2008). Process-based methods such as project analysis, control and evaluation to derive project experiences, therefore focus on a 'procedural approach to capture key learnings from a project' (Schindler and Eppler, 2003). Despite the benefits of these, knowledge and experiences gathered in different projects must be systematically integrated into the organizational knowledge base (Damm and Schindler, 2002), and enhance the stock and flow of learning beneficial to implementing strategic initiatives.

'Systematic project learning enables the firm to develop project competencies that lead to sustainable competitive advantage' (Schindler and Eppler, 2003). Moreover, every project should 'both successfully develop the product and advance the learning of the organization' (Bowen et al, 1994). With enhanced capabilities, and the decision and strategy in place for type of initiative and project and pace of renewal, managers can better appreciate the 'stresses in the environment or organization' (Floyd and Lane, 2000). They can recognize

best 'interaction with external sources of knowledge to affect the level of innovativeness' (Caloghirou et al, 2004), advantageous to strategic initiatives and renewal processes.

A 'holistic' strategic process approach (Kenny, 2006) is needed, to achieve the ideal in strategic renewal. 'Strategic attributes' such as goals, products and services, resources and capabilities (Agarwal and Helfat, 2009) can be refreshed or replaced. As renewal becomes 'more necessary and more likely overtime' (Hurst et al, 1989), interaction becomes vital in accessing, acquiring and developing new knowledge to innovate (Caloghirou et al, 2004). Furthermore, increasing interaction within the firm, and between top and middle managers (Chakravarthy and Lorange, 2007), better creates and shapes renewal and objectives attained.

Strategic project management utility in supporting strategic initiatives implementation to improve capabilities; involves 'reducing risks, enhancing flexibility and dynamic networking' (Charan, 1991), improving information access (Seddon et al, 2010) and learning to further increase benefits and success chances. Moreover, knowledge generated by learning from projects can lead to far-reaching changes in the firm's strategic focus, and the 'phases of project-led learning including exploratory, project-to-project, and project-to-organization' (Brady and Davies, 2004; Williams, 2007), can inform new strategy formulation.

2.6.3 New and/or Improved Capabilities and Strategic Renewal

2.6.3.1 Improving Learning Processes and Practices

This section focuses on capabilities and knowledge in projects and management, how they facilitate coordination of individuals and functional competencies that generate further capabilities, and how related work behaviours foster learning and renewal. It therefore further examines strategic initiatives implementation from the perspective of organizational learning to clarify important concepts so as to better blend and balance processes and practices for effectiveness. The blending of learning and practices can promote understanding of responses of different types of firms performing in context similar or different, as they balance exploitation and exploration tensions in strategic renewal.

'Existing competencies and capabilities can bring performance improvement' (Crossan, Lane and White, 1999; Maier and Remus, 2002), but the associated change processes must be constant. When the firm 'learns to improve existing capabilities' (Collis, 1994; Eisenhardt and Martin, 2000) and explore new ideas (Crossan et al, 1999), it can further discover new means and competencies, increase capacity and create new value. However, firms must also 'strengthen their routines or practices' in improving capabilities especially if they compete in dynamic markets (Wheeler, 2002). These elements facilitate strategic initiatives variation. They also help firms 'avoid lock-in effects or core rigidities' (Leonard-Barton, 1992) from just concentrating on existing capabilities. Knowledge, sharing, learning and best practices, must therefore promote proactive strategic initiatives planning, implementation and outcomes. The 'processes and levels of the '4I' framework of organizational learning and renewal' (Crossan et al, 1999; Crossan and Berdrow, 2003), are of crucial relevance to improving knowledge, learning and capabilities.

The '4I' framework is also critical especially as applicable to the intraorganisational and interproject levels of project-related knowledge activities that facilitate strategic initiatives implementation. This framework can also be linked with dynamic capabilities as 'organizational and strategic routines by which firms receive new resource configurations as markets emerge, collide, split, evolve, and die' (Eisenhardt and Martin, 2000). In recognition of the need for new configurations and routines necessary to enable learning and change, managers must proactively plan to contribute substantially more to overall firm success. 'In a competitive environment unplanned change leads to decay and possible death of the firm' (Hitt, 1995). Managers must therefore more effectively manage strategic initiatives, projects and renewal.

Strategic renewal can be linked to building strategic innovation capability, 'promoting the dynamic integration of knowledge across vertical and horizontal boundaries, to allow more skillful coordination and collaboration' (Kodama, 2011). All firms must develop such capabilities, 'explore and exploit (March, 1991), using organizational learning in order to renew (Crossan et al, 1999). Firms also need to 'innovate ceaselessly as a result of increasing competition, customer demands and new market areas' (McAdam, 2000), for

learning that channels tacit knowledge into explicit knowledge and sharing, can help to improve competencies, fulfill such need and renew strategy for the whole firm.

The firm's capacity, learning levels and culture must be matched to intentions for business strategy and renewal. In manufacturing, services or other industry, 'four dimensions of capabilities include skills and the organizational knowledge base, technical systems, managerial systems, and the values and norms associated with organizational knowledge' (Leonard-Barton, 1992; Maier and Remus, 2002). Moreover, 'new product development firms are viewed as comprising systems and work of developing products using sensemaking processes' (Dougherty, 2001; Mohrman et al, 2003) critical to managerial learning and improving capabilities. These firms in dynamic environment, exist and compete on the basis of their abilities to 'create, further develop, market and transfer capabilities' (Zander and Kogut, 1995). If more firms perceive learning as the only sustainable source of competitive advantage (Senge, 1990) therefore, they will more aggressively seek to develop the learning and knowledge that translates to improving competencies when implementing projects and strategic initiatives for renewal.

The management role proves to be a major determinant in the design of the organization renewal process (Santos and Garcia, 2007). Moreover, 'if top- and middle-management fail to appreciate environment stresses and necessity for change, they hinder this renewal process' (Floyd and Lane, 2000). Such hindrances need to be averted, especially for middle management, whose functions 'contribute integrally to strategic renewal processes' (Wooldridge and Floyd, 1990). 'Information flows and patterns of social interaction that transform ideas and initiatives into new capabilities have their nexus at the middle levels of the management hierarchy' (Floyd and Wooldridge, 2000). Middle managers' capabilities level is therefore critical and must not be deficient in their mediating role, network or intermediary positions. Their role involves 'putting in place necessary structure, people and systems, synthesizing relevant information for top management' (Floyd and Lane, 2000), and so they 'influence actions and strategic goals' (Shi et al, 2009).

Middle management must employ their capabilities to 'sense, sieze and configure', categories of dynamic capabilities advocated by Teece (2007), to consistently perform

projects and strategic initiatives well and attain advantageous outcomes. Especially in manufacturing, managers can through learning, increase knowledge, expertise and skills that they can utilize. In this way, they can improve activities and performance to support capabilities to 'acquire, assimilate, transform and deploy' resources (Branzei and Vertinsky, 2006). to respond effectively to requirements and their environment, implementing strategy within strategic orientation.

As 'radical ideas and innovative behaviours are needed to renew established businesses' (Hurst et al, 1989; Chandy and Tellis, 1998; Kurtz and Snowden, 2003), there is necessity to break traditional 'management frames of reference' to facilitate radical renewal efforts. Yet instances of poorly performing firms still now abound, so this research seeks to go even further to incorporating more elements of knowledge and learning improvements, to help reduce inertia or resistance to change and improve capabilities in strategic initiatives implementation.

'When firms constantly react, or poorly performing firms narrow their scope of strategic actions and thus potentially become less innovative in their strategic response' (Latham and Braun, 2009), such 'inertial forces' impact on the course of renewal efforts (Huff et al, 1992), and can hamper new and/or improved capabilities. The 'underlying processes that contribute to such inertia are not well understood' (Crossan and Berdrow, 2003), but management must successfully mediate them. In mediating forces, 'strategy for a bigger firm involves striking a balance between the exploitation of existing resources and the development of new ones' (Wernerfelt, 1984). However, in dynamic environments, both internal and external forces outside the control of the strategic initiative or project can cause techniques or goals to change, and the rate of learning might not match the rate of change enough to allow timely, crucial resolution of uncertainties.

Creating and/or improving capabilities can therefore foster strategic renewal but the 'tension between exploration and exploitation' (Crossan et al, 1999), inertia or resistance to change, may hinder the optimum in learning and improving. Management must heed and manage this tension and other firm contextual factors, that influence selection,

development, evaluation and implementation of initiatives, and the effectiveness of their execution through strategic project management.

2.6.3.2 Strategic Initiatives Outcomes and Performance Consequences

To operate effectively, organizations need to 'fit' or 'align' themselves with their environment, strategies and capabilities (Beer et al, 2005) when implementing strategic initiatives, and changing their means for competing. Globalization has brought changes to the business world (Hill, 2010), where with integration and interdependency, finance and services, manufacturing, markets and trading are no longer merely locally defined. For example, the Manufacturing industry in Western Europe, North America, and Japan are becoming saturated. However, 'there are potential growth markets in developing countries such as China, Thailand, Brazil and the Caribbean, where the manufacturing sector is an important engine of growth and development' (Fagerberg and Verspagen, 2007), although services are increasing while agriculture declines.

Developing countries face external constraints of difficulty of raw material access, and larger bodies exploiting small producers whose expansion is blocked by their advanced technology and product market control, while internally there may be 'lack of managerial ability' (Schmitz, 1982). Even large firms, but more particularly SMEs are under tremendous pressure to sustain their competitiveness in domestic as well as global markets (Sing et al, 2008). However, manufacturing has direct forward and backward linkages with other sectors, and 'strong knowledge flows spillover' (Nelson and Winter, 1982), from manufacturing to other sectors, to improve capabilities in implementing strategic initiatives, and renew strategy.

'Real differences in firms' approaches to manufacturing appear to be clearly tied to business strategies' (Ward et al, 2007). Moreover, manufacturing strategy implementation is a 'project-oriented task' where the 'implementation plan is comprised of a hierarchy of projects' (Marucheck et al, 1990; Minarro-Viseras et al, 2005). Manufacturing is then a crucial sector to monitor strategic initiatives implemented and where strategic project management and middle management activities are relevant in improving capabilities.

'Reduction in times to set up and deliver output to market and more efficient stock control

can be enhanced by state-of-the-art processes and production methods and techniques' (Calantone et al, 1988), that make design work and outcomes easier to achieve, reduce inefficiencies and gain competitiveness (Schoenberger, 1989). Firms need to concentrate more on such elements that help make systems more flexible and effective, particularly in manufacturing. To best improve renewal and competitiveness in manufacturing firms, a 'combination of process innovation and new product development is best, to attain greater export success, import adjustment and/or growth of value added' (MacPherson, 1994).

This section shows that exploration and exploitation initiatives and managerial roles need to be more appropriately balanced, and strategic initiatives implementation associated factors of strategic project management and middle management capabilities better improved to keep projects in line with strategy, effect strategic renewal, add value, and realize advantages. Responsiveness and timeliness in creating value also depend on the firm's processes within its environment and strategic context, as well as its practices which usually follow its strategy, structure and culture. The processes and techniques the firm uses to implement its strategy will heavily influence its interaction levels, ultimate outcomes, levels of success, learning and advantages attained, and renewal path undertaken.

This research will focus more on the relevant aspects of strategic initiatives implementation for new and/or improved capabilities, and in conceptualizing the organization as guiding strategic renewal through strategic initiatives implementation, influenced by middle management and strategic project management impacting activities and learning. The theoretical underpinnings, elaborated in the next section, are to be further developed from findings of the empirical study. Activities, and learning are interlinked as individuals and groups experience the phenomena of strategic initiatives, and the associated strategic project management and middle management influences. To better explore and understand these interlinkages, appropriate theoretical lens was chosen.

2.7 Organizational Learning Theory and Activity Theory Perspectives

2.7.1 Introduction

The examination of literature provided a base to enable the researcher to develop a conceptual framework, and to further explore using relevant theoretical lens of combined organizational learning theory and activity theory. A combined organizational learning and activity theory perspective is employed to provide insights and guidance to the data collection, analysis, discussion and interpretation. It is to assist in examining the strategic initiatives implementation through middle management and strategic project management to improve capabilities and renewal. The combination of these two theories is to explain in an understandable way, processes and practices of managers and activities of personnel implementing strategic initiatives in firms. They help to link the individual and social aspects of development processes.

Explanation of interactions within, or relationships between, elements of strategic initiatives and other linkages, will in turn benefit researchers and practitioners. Managers in firms must both 'explore and exploit' (Levinthal and March 1993), to innovate and improve, enhancing their competitive base. Their learning, knowledge, and actions 'individually and collectively' (Casey, 2005), contribute to strategic initiatives implementation improving capabilities and renewal endeavours so vital to maintaining competitiveness. Changes in standard processes and routines in the firm, through activities, structures and strategies, are performed by the firm to 'promote learning' (Dibella et al, 1996). The 'intensive learning activities' are required to 'keep pace with changes in the environment, necessitating renewal' (Levinthal and March, 1993).

Activities sustain stages in 'strategy process' (Floyd and Wooldridge, 1992; Okumus, 2003) and activity theory (Sannino et al, 2009; Daniels et al, 2010), supports a framework for strategic initiatives implementation to attain goals. 'Activities can be investigated so evidence can be more easily provided' (Johnson et al, 2003), and 'dynamism and transformation over time accounted for' (Yamagata-Lynch and Smaldino, 2007), linking with learning and strategic renewal. An activity theory perspective is necessary to understand strategic initiatives implementation and renewal in firms, where strong

mediating influences exist in hierarchical structures. Activities must be managed so that their volume and resources do not become too cumbersome and jeopardize successful outcomes. In firms, 'structures of roles, authority and communication, facilitate accountability for actions and performance' (Hannan and Freeman, 1989). These in effect, incorporate the culture, strongly influenced by power and traditional community work relations, impacting interactions and learning. One can more thoroughly study how different elements mediate decision making and implementation processes, and the related interactions and contradictions, through activity theory. This links with the learning and knowledge base in the firm, for no matter how advanced, it cannot be assumed to be stronger than the cultural power bases that drive the firm's structure and activities.

Learning connects strategic actors, system and artefacts in initiatives implementation, and as both activity and flow, can be structured to accommodate flexibility and constant change at all levels. 'Culture is the system of shared values, beliefs and language that creates a common identity and sense of community' (Kreitzner, 2009). Project success depends on making project culture 'unified', strong, well shaped by management, to support objectives (Larson and Gray, 2011). 'Structure is the formal framework by which job tasks are divided, grouped and coordinated' (Robbins and Coulter, 2007). Both culture and structure are linkages in learning and activity theories and strategic initiatives implementation. Research indicates that underlying cultural values in Barbados and other English-speaking Caribbean nations, are similar, the society 'high on hierarchy and power, and their managers need top down decisionmaking, little real delegation, and constant retention of power' (Punnett et al, 2006).

Activity theory is multidisciplinary, and involves interactions between individuals and 'shared activity' (Yamagata-Lynch and Smaldino, 2007), so it ties in with the firm's culture and the roles of its management and employees as they execute strategy. Culture and leaders' style can determine management and employee roles in strategic renewal processes and practices (Burgelman, 1991; Floyd and Lane, 2000; Balogun, 2003), as they impact directly and indirectly on strategic decisions and change management. Middle management, uniquely positioned within the firm, are 'linking pins' or 'mediators' in both creating and changing activities, and enhancing knowledge and learning. Through

strategic project management, effective communication and negotiation with upper and lower levels of management, allows them a strong influential base in strategic initiatives and their implementation. The firm's initiatives also serve as 'linking pins', between internal events and external advances. Middle management, in facilitating the linkages, deal with business environment demands and impact. Their knowledge and capabilities are vital to sustaining interactions and strategic renewal. The below section, using linkages, elaborates combined organizational learning theory and activity theory perspective.

2.7.2 Organizational Learning Theory Perspective

2.7.2.1 Individual and Organizational Learning in Strategic Initiatives for Renewal

Organizational learning can be defined both as a change in the organization that occurs as the firm acquires experience', and as 'a change in the organization's knowledge that occurs as a function of experience' (Argote and Miron-Spektor, 2011), incorporating knowledge as both process and stock. It accounts also for environment both internal and external, so it is not simply the collectivity of individual learning processes. 'It connects the firm's individual members, and facilitates interaction between firms and between the firm and its contexts' (Dasgupta, 2012). It is applicable to this research considering strategic projects and their management within initiatives, interlinkages of initiatives within units and entity of the firm in interaction with other firms, stakeholders and context.

Organizational learning, on occasion deemed to be 'an element mediating the increase in the firm's ability to implement directed strategy and attain strategic objectives' (Lahteenmaki et al, 2001), results at times in renewal as 'proactive strategic change' (Crossan and Berdrow, 2003), and 'adaptation' (Burgelman, 1991), to realise strategic intent and increased competitiveness. More specifically, 'higher-order strategic learning encompasses the reframing of corporate-level knowledge to facilitate renewal of the firm's strategic capability' (Kuwanda, 1998). How to use learning in 'knowledge assimilation to foster innovation faster than competitors', is one of the biggest challenges firms face (Dasgupta, 2012), but characteristics of organizational learning processes can create a learning environment as strategic competitive advantage, while the firm uses learning interventions to maximize benefits.

An organization is 'more likely to generate renewal if it favours learning' (Kekale and Kola-Nystrom, 2007). Consensus in the literature on learning within organizations is little, particularly concerning how it is 'defined, operationalized and approached' (Popper and Lipshitz, 2000), and 'resulting from its application in different fields' (Crossan et al, 1999). However, the literature agrees that firms should 'encourage innovation especially in dynamic and competitive contexts, to improve abilities and learning processes' (Farrell, 2000). It represents 'core renewal process' (Bessant et al, 2005). The effectiveness of efforts depend on 'orientation and requirements, goals, the firm's resources, and capabilities', related to 'new products, materials, processes or organizational forms' (Baregheh et al, 2009; Ettlíe and Reza, 1992). Increasing capacity for innovation (Senge, 1990; Wang and Ahmed, 2003), is facilitated by 'middle-up-down management' (Nonaka and Takeuchi, 1995). Moreover, key to innovation, learning and creativity (Amin and Cohendet, 2004), is 'effective distribution of competencies and authority, and mobilization of individuals and teams to social potential and commitment, to enhance interactions'. Rather than an extension of individual or group learning (Nahapiet and Ghoshal, 2002), Popper and Lipshitz (1988) find organizational learning to be the 'product of purposeful collective structures and cultures'. Such learning mechanisms and their procedures, allow firms to accumulate, analyze, disseminate, and use information relevant to improving capabilities and performance.

The firm can make improvements over major dimensions to individual and organizational learning. Single-loop or adaptive, focuses on information acquisition and distribution, without questioning norms and values. This is low-level and reflected in behavioural change and incremental adjustment more to support efficient implementation. Double-loop or generative, focuses on critical review, questions and shared interpretation linked to organization learning as innovation. It is higher-level involving 'significant change in understanding and mental models' (Argyris and Schon, 1978; Argyris, 1979; Senge, 1992; Barr et al, 1992), to support effective implementation, and to promote flexibility to readily respond. 'Deuteron', focuses on 'understanding single- and double-loop to increment for insights to challenge and create higher value' (Argyris and Schon, 1978; Senge, 1990; Probst and Buchel, 1997). Wang and Ahmed (2003), also refer to 'triple-loop as vital in

current dynamic environments' – needed by the firm to continuously challenge the mission, vision, strategies and culture, and constantly question existing products, processes, structures and systems in view of the future market place. This can also promote innovation and performance. 'Types of learning that differ in degree' can be so distinguished (Sadler-Smith et al, 2001) but a firm can 'use different combinations of these types of learning' forms when implementing initiatives and renewing (Audretsch et al, 2004).

Learning manifests itself in 'activities and behaviours linked to processes, standards and products' (Kim, 1993). Senge (1990), finds that 'learning may be the only sustainable source of competitive advantage', but from the perspective of strategic renewal, there is limited recognition and integration of organizational learning theory. However, March (1991) and Crossan et al, 1999) 4I's framework, finds that at individual level and from experience, patterns and/or possibilities are recognized and lead to the 'explanation of insights and ideas of experts and intrapreneurs in interaction with others'. This can then lead to the development of shared understanding or consensus, so 'mutual adjustment facilitates coordinated action to support the embedding of learning in the firm's systems, structures, procedures and strategy' (Shrivastava, 1983). The 4I framework acknowledges that the firm's competitive position changes, requiring the firm to manage tensions between the elements. However 'difficult to observe, it can be extended' (Jenkin, 2013) and incorporate sources of information and expertise both personal and impersonal, and levels of access and processing both internal and external accounting for interactions, tools and technological advancement.

When the institutionalized learning and feedforward processes in firms affect individuals and groups, the feedback and consideration that occurs can enhance what has been learned. In this way, cognition and action become linked as learning is put to use in better initiating, selecting and developing strategic initiatives for implementation. Through initiation, consolidation, commitment and realization, strategic initiatives progress in implementation, to facilitate increase in effectiveness, renewal and competitiveness. Ultimately, 'a change in the organization occurs as it acquires experience, and the related knowledge both tacit and explicit can be measured through changes in a firms's practices or performance'

(Argote and Miron-Spektor, 2011) leading to strategic renewal. Firms will consequently need to 'invest in the accumulation of tacit experience, articulation of explicit knowledge, and mechanisms to codify knowledge' (Killen et al, 2008) to renew, advance and sustain advantages. Information technology helps with such comprehensive analysis, as it 'transforms the way value activities are performed and the nature of their linkages', while 'aiding the physical tasks as well as the steps required to capture, manipulate, and channel data necessary to perform the activities' (Porter, 2008).

Competitive advantage is distinguished and provided for the firm through its 'core capability or knowledge set comprising employee knowledge and skills, technical systems, managerial systems, and associated values and norms' (Leonard-Barton, 1992). Problems or 'core rigidities' in these must be avoided as they inhibit improvements. 'Individuals create new knowledge, but organizations critically articulate and amplify it' (Nonaka, 1994) when dealing with decision making, learning, and strategic initiatives implementation in a dynamic environment. Such articulation and amplification can help to improve processes, projects and portfolios, and ultimately enhance more effective outcomes.

An organization learning perspective is important to examining and understanding the outcomes and implications of the research. As the firm's management and employees sense and learn, they can reflect on and better apply what works whilst rectifying those aspects that limit, impede or obstruct, failing to work well or likely to lead to complacency of managers or even stagnation. It allows for addressing aspects of power and related interactions as strategic initiatives and projects are implemented. Strategic project management is viewed in this research as a learning mechanism in strategic initiatives implementation. It is regarded as the functional element in strategic renewal that can be designed and managed to coordinate, interrelate and integrate for effective strategic initiatives implementation, improving capabilities to add value and advantages.

2.7.2.2 Capabilities of Individuals and Groups in Initiatives Implementation

Substantial finance and human resource investment is required to effectively manage knowledge that creates and adds value. It involves maintaining relevant activities that allow knowledge capture, developing novel advanced categorization, contributions,

distribution infrastructure, technology, and employee education (Davenport, 1997). These activities effectively expand learning and capabilities (Scarborough et al, 2004), assisting strategic renewal. A firm can select strategy based on the knowledge in use. It must 'ensure that the approach it selects fits both structure and environment' (Nielsen and Michailova, 2007). The firm can use different strategies simultaneously, also influenced by experiences gained in implementation (Kim and Trimi, 2007; Powell and Ambrosini, 2012). This can highlight differences in firms' capabilities and strategic renewal approaches. More specifically, Wang and Ahmed (2005), find that 'processes and enabling factors of knowledge management lead to enhanced organizational capabilities' – strategic flexibility, new product development, organizational learning, and responsiveness to customers – which are antecedents to performance.

'Performance outcomes (Sauer, 1993) can be linked to people issues and non-technical factors such as management, organization and culture'. In addition to these, leadership (Rausch, 2005) and personal characteristics of managers can be associated with 'critical success factors' (Kendra and Taplin, 2004). There is accountability for actions and performance, and levels of support for novel ideas in a strong culture, for 'culture influences the firm's strategy and processes' (Belassi and Tukel, 1996). In a strong corporate culture, 'norms and values are widely shared and strongly held' (Sorensen, 2002), to enhance coordination, goal alignment, and efforts of employees, but although associated with high firm performance, can prevent the trying of new approaches, especially when conditions change rapidly. Nevertheless, 'if values are clear and widely accepted, employees know what they are supposed to do and what is expected of them', so they can act quickly to correct problems (Robbins and Coulter, 2007).

Team cooperation can also be means to enhance performance (Lee et al, 2005). When implementing, managers find it necessary to share knowledge and learning among projects, to improve related specialized activities within each project, maintain flexible inter-group and inter-project cooperation, and enable networks of workers and a community of practice (Cuel and Manfredi, 2006). 'Networks also widen the opportunity and access to key resources from the firm's environment' (Gulati et al, 2000). Such 'sharing and interactive learning' (Wenger et al, 2002), facilitating integration and use of sufficient appropriate

information are crucial to enhance development of project management in strategic initiatives implementation systems.

As 'all project-related activities, either directly or indirectly, interact with information', all firms must therefore have some form of information management (Back and Moreau, 2001), to enhance learning and improve capabilities and advantages. Firms can use databases, transmit documents electronically, and use for example telephone, intranet and electronic means such as Microsoft projects software to track status or progress of the project(s). These elements will improve communication and coordination to better support practices, culture and strategy, and allow managers to better initiate, select, develop, implement and evaluate strategic initiatives. 'Practices driven by a learning culture can be a prime capability for performance and competitiveness' (Nonaka and Teece, 2001).

According to Hofstede (2000; 2001), organization culture is a set of shared assumptions; and certain national cultural groupings affect the behaviour of firms persistently across time. If there are cultural obstacles therefore, they can discourage optimal managerial structure and composition, limit managerial capability and activities, and hinder the level of effectiveness in the system of strategic initiatives implementation.

If the firm's 'strategic orientation' (Pearson, 1993; Zhou et al, 2005), supporting strategic initiatives implementation, more favours increasing innovation, increasing interaction in activities may be required. Moreover, 'more comprehensive configuration' (Lawson and Samson, 2001), incorporating strategic orientation dimensions (Menguc and Auh, 2010; Grinstein, 2008), can enhance 'strategic flexibility' (Johnson et al, 2003), and added value. 'Organizational values influence cultural norms, guidelines or expectations that control the appropriateness of employee behaviour and interaction' (Hill and Jones, 2001; Storr, 2004); while internal and external business environment forces and imported elements may also impact culture and employees so that work-groups may interact differently. To attain goals and align behaviour with the firm's values and objectives, using strong cultural elements in strategic initiatives implementation, leaders must ensure appropriate stimulus aimed at bringing about required employee and stakeholder responses to requirements. In so doing however, they must note that although 'managers essentially develop their sense of value and relevance from their shared reality' (Bourgeois and Brodwin, 1984; Rayman-Bacchus,

2003), 'dysfunctional elements from extremes of a continuum of sharing in cognitive consensus' (Mohammed, 2001) should be avoided.

Cognitive consensus influences values, issues and practices, and in decisionmaking processes, groupthink (at extreme right of the continuum in Appendix A1), can result in 'hasty, irrational decisions, and setting aside of individual doubts to avoid upsetting group balance' (Janis, 1972). To avert this in strategic initiatives implementation, managers can concentrate on promoting frames more widely held, and new ideas and innovativeness. Moreover, the 'inertia forces that influence managerial cognition' (Tripsas and Gavetti, 2000), have notable implications. Management involved in strategic decisionmaking are 'embedded in important networks constituting collective cognitive structures that influence conformity of choice in different firms' (Geletkanycz and Hambrick, 1997). Such conformity can be avoided in strategic initiatives implementation if it hinders the creativity and effective functioning of middle managers as 'linking pins', and of learning. However, 'where such recursiveness promotes competitive advantage from an experience curve' (Argote, 1999), and builds distinctive competencies and capabilities (Karim and Mitchell, 2000), even best practices, it is preferably encouraged. There are therefore both positive and negative elements to conflicts and tensions in strategic initiatives implementation, and managers' awareness and management of these affect activities, learning and interactions.

Business environments are always changing, but as 'firms need basic stability to efficiently function' (Mintzberg, 1994), adaptive and recursive tensions occur. For example, 'the degree of exploration inherent in a project's goal is a task environment contingency influencing network structure and group performance' (Hansen et al, 2001). These elements have implications for expected strategic outcomes, and for 'exploitation-exploration continuum' (Benner and Tushman, 2003; Gupta et al, 2006), the 'balance of current and future viability' (Levinthal and March, 1993), which tendencies impact implementing strategic initiatives. These tendencies are 'exploitative drawing on existing knowledge, or exploratory using knowledge new to the firm' (Lechner et al, 2010). Combination of capabilities, competencies and resources in locating along the continuum influences expected strategic intentions or outcomes.

Significant shifts in strategy processes relate to how capabilities supporting the above-mentioned continuum can be accessed from sources internal and external to the firm. It is therefore important to consider 'how links between and among ideas, activities and groups' (Hannan and Freeman, 1989) connected to implementing strategic initiatives affect interactions, capabilities, strategic renewal and the firm's sustainability. The routines which firms develop to direct activities make them reliable (Hannan and Freeman, 1989) especially in terms of quality and delivery time. However, mutual learning processes in the social network of firms can help further, to facilitate improvement in activities related to strategy, projects and their management in strategic initiatives implementation.

Strategic initiatives as 'group undertakings intended to alter capabilities in the process of strategic renewal' (Maritan, 2001), are implemented by groups or teams comprised of members from different functions or hierarchical levels. Their linkage with other firm units are likely multidimensional and complex. Middle managers linking the various levels of management hierarchy, teams, levels and units, must be more proactive than adaptive in terms of processes, practices and configurations in implementing strategic initiatives. This links with advantageous use of positive elements from inertia forces. 'Frames or views more widely held' (Mohammed, 2001), can better allow strategy and project issues to be conceptualized, described and refined in implementation, and the learning benefit individuals, groups and outcomes. By improving the firm's culture, people in the organization can be empowered to their capacity to create the results they truly desire, and devote to 'continually learning how to learn together' (Wang and Ahmed, 2005). Moreover, although managers who are not of the same capability and culture can have different perceptions of value and leadership, they await the different suggestions and actions from the management group and implementation unit, and through consensus, improve behaviour, learning and outcomes.

According to the process approach, 'successful implementation depends on people changing their behaviour' (Saunders et al, 2008). The 'assumptions and routines of people and managers in the firm need to be changed' (Miller et al, 2004) to create and/or improve capabilities. In this approach, the 'emergent process of learning and adaptation' (Whittington, 2001a) characterizes strategy. For project-based companies especially,

'continuous learning is vital to improving capabilities, performance and competitiveness' (Koskinen, 2012). Most mid-level managers are afraid that their competencies and long-practiced behavioural patterns will be 'invalidated by new knowledge' however (Mische, 2001), and they can therefore inhibit rather than enable learning. To prevent this, more 'interaction is suggested between managers and stakeholders, for such interaction between individuals or other entities plays a critical role in articulating and amplifying knowledge' (Nonaka, 1994). Such organization learning capability can be assessed by identifying internal conditions and management practices that lead to learning so that managers can focus on specific interventions required to improve it (Goh, 2003), and better develop strategy, structure, culture and outcomes.

The link between such organizational learning and strategic change is multidimensional encompassing characteristics incorporating improving capabilities, competencies and resources. Similarities in literature describing renewal, attribute to it characteristics including 'evolutionary, incremental and learning' (Crossan et al, 1999; Lovas and Ghoshal, 2000), and such elements with culture inherent are used in this research. Moreover, in order to link improving capabilities and organizational learning (Antonacopoulou et al, 2005), the study focuses on middle management as 'linking pins' or "mediators" in strategy process and practice, and combines organizational learning and activity theories to better understand how top and middle management dynamically relate in strategic initiatives implementation and strategic renewal.

2.7.3 Activity Theory Perspective

2.7.3.1 Elements in Strategic Initiatives Activity System

Some research and studies try to understand how relationships between the firm's individuals and the activities performed by them can facilitate or impede knowledge, learning, and the improvement of capabilities and strategic outcomes, but such studies are still few especially related to strategic initiatives implementation. It is worthwhile to consider linkage between the activities engaged in for strategic project management and strategic initiatives implementation and the improvement of learning and capabilities, for this area remains largely unexplored.

The 'micro-organizational processes and practices of key personnel in the firm are termed activities' (Johnson et al, 2007b), mainly linked to change in behaviour and resource use or allocation. 'Strategic fit among many activities is fundamental to both competitive and sustainable advantage for the firm', and 'positions built on systems of activities are far more sustainable than those built on individual activities' (Porter, 2008). Moreover, the 'practices that contribute to the flow of the firm's activities' (Jarzabkowski, 2005), incorporate strategy process which shapes content impacted by context, as social individuals with the skills and knowledge carry out the different aspects of strategy work.

Strategy process perspectives involve 'individual and group decision making, vision, planning and analysis' (Mintzberg, 1978), to allow frames of reference that develop stakeholders' understanding so their beliefs and actions can favourably contribute to the firm's learning, performance and development. 'Strategy process is limited by realities both cognitive and political' (Mintzberg and Waters, 1985). As it is critically linked to the firm's adaptation and responsiveness to environmental and other requirements, this research supports better blending of process with practice in the study of strategic renewal through middle management utilizing strategic project management and implementing strategic initiatives, improving capabilities. The practices associated with strategy and strategic renewal, can be seen as linked to the firm's 'structure and formal systems' (Hart, 1992), fostering capabilities that induce its members to behave, interact, communicate and learn, even as they carry out activities to achieve strategic outcomes. Incorporating practices allows the research to consider decisions and actions linked to day-to-day activities involved, as a basis for management appreciation of intricacies in successfully implementing strategic initiatives for strategic renewal. This is to avoid failure from 'ineffectiveness or ignorance of realities' (Dougherty, 1992).

The theoretical lens of activity theory (Vygotsky, 1978) and organizational learning theory (Crossan et al, 1999), are combined to better understand strategic initiatives implementation improving capabilities and strategic renewal, developing the firm. In considering activity theory, 'strategy as practice' (Jarzabkowski, 2005) is also acknowledged. The firm's custodian of strategies, including top management or parent company executives, influence the system of strategic initiatives implementation and

project management utilized to support the strategic goals. The roles and activities in such system can be complex or simple, influencing if and how they are used to support current strategy. How fluid they are can determine 'degree of interaction of crucial components' (Jarzabkowski, 2003), so studying the level of responsiveness of managers when changing activities supporting strategic initiatives and projects, is necessary. Processes key to these elements of strategic management, and linking units of the firm and between firms, also 'impact levels of optimization and integration' (Leonard and Higson, 2013).

Opportunities for access to management information (Seddon et al, 2010), differs at each firm, as does the level of capabilities and maturity related to strategic and project management. How interactive managers are with strategy, directly communicating it within the firm, can determine how extensively embedded in the firm's structures and routines, becomes the use of strategic project management and other elements of the system of strategic initiatives implementation. If strategic initiatives and project management are strategically important, activities of managers and workers can reflect this even in identifying change agents, providing guidance, support and avenues for learning.

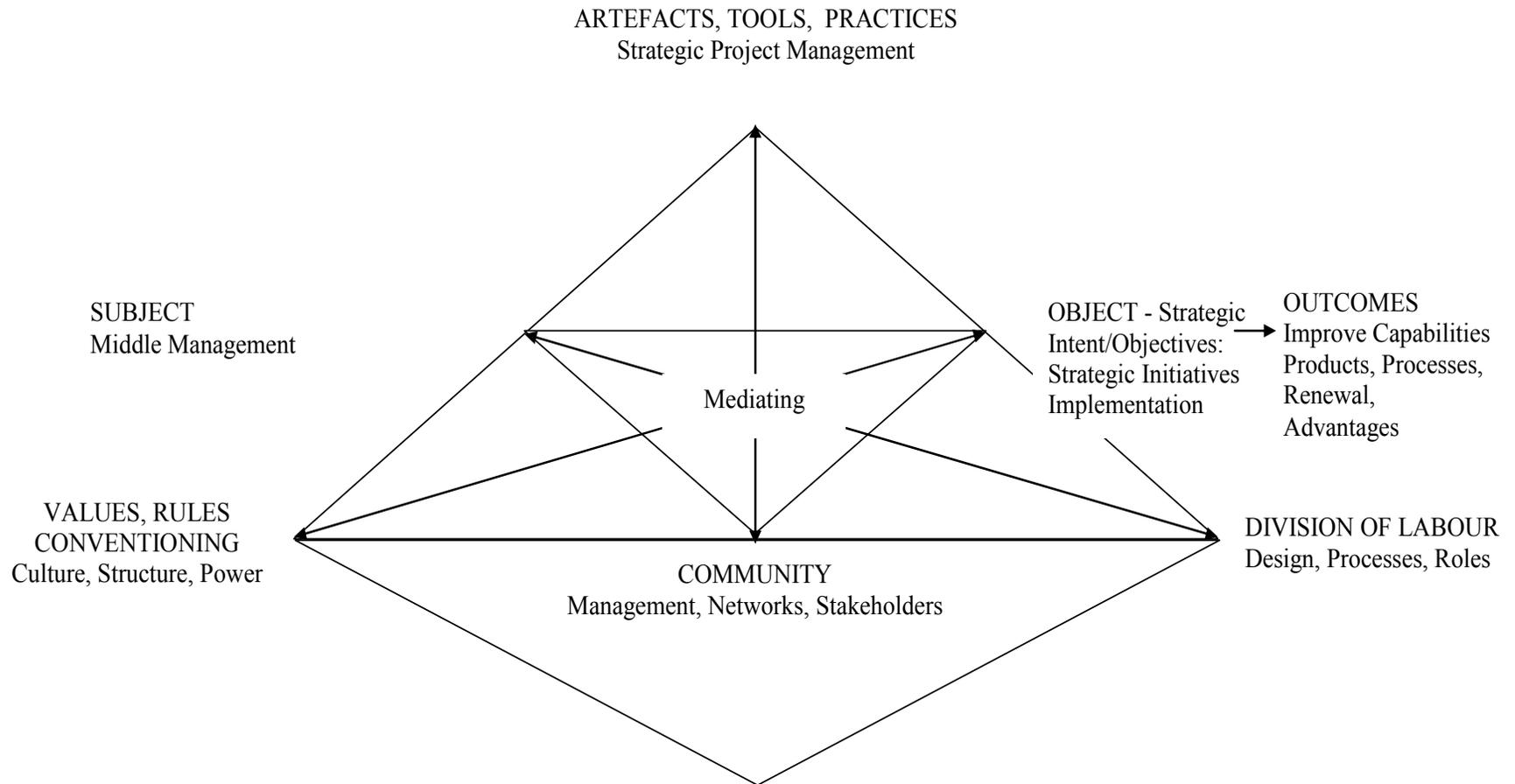
Processes in making and implementing strategy can be better incorporated with practices. This is to allow the contrasting of roles of different levels of management, and necessary interactions as strategic initiatives are developed and activities designed and accomplished to advantageously attain performance. Strategy processes and practices effectively combined, can help 'prevent disjoint and muddling through' (Simon, 1964), and can better enlighten the firm's current routines, thereby assisting the level of efficiency in performance of activities in strategic initiatives implementation to attain organizational goals. With 'dynamic environment and difficulties in implementing strategic initiatives and projects' (Raps, 2005; Hass, 2007), the trend is increasingly towards involving all the firm's members in strategic concerns (Wooldridge and Floyd, 1990). By so doing, strategy 'deliberately induced by top management' (Bourgeois and Brodwin, 1984), can be better supported by 'autonomous behaviour' of others (Mintzberg, 1990), including middle management assisting in selecting initiatives, so combined commitment can translate to improved innovation and productivity.

The activities that the firm's members engage in at all levels, especially to implement strategic initiatives, can more critically operationalise strategy when linked more crucially to strategy processes and practices, designed to allow the firm greater proactiveness and adaptation to business environment requirements. Such linkages can assist the 'increasing of levels of interaction' (Vygotsky, 1978) and commitment, or even the changing of practices, as the units or departments focus on day-to-day actions to respond to requirements. Such requirements, usually generated through 'combinations of strategic orientation dimensions' (Narver and Slater, 1990), related to innovation and quality for example, are to meet needs of employees, customers, and other stakeholders. Through the activities, new process(es), product(s) or service(s) are produced, to meet objectives or outcomes, including increasing competencies, profits and competitiveness.

In their conceptualizations, researchers include 'organizational activities' (McGrath, 2010; Teece, 2010; Zott and Amit, 2010). Additionally, an 'activity perspective is recurrent in models, referring to activities directly (Afua, 2004), or indirectly as processes (Morris et al, 2005; Johnson et al, 2008), functionalities, or transactions. 'Tools and artefacts of strategy work' (Whittington, 2003), such as strategic project management, used to target, coordinate, monitor and interact, influence the stabilizing and changing of the firm's activities, especially in strategic initiatives implementation. Moreover, 'capabilities interact with critical strategic activities such as the development of new products and processes' (Leonard-Barton, 1992), and they are incorporated with resources and competencies. The way that capabilities inhibit as well as enable development therefore needs to be further examined.

'Capabilities are embedded in activities and routines for addressing complex, practical and repeated problems' (Schreyögg and Kliesch-Eberl, 2007). They also 'emerge over time from activities that occur during relevant events' (Arikan and McGahan, 2010), strategic initiative being initial event in this case with the stream of strategic projects as trajectory.

Figure 4: The Activity System of Strategic Initiatives Implementation



Sources: Adapted from Engestrom (1999), Blackler et al (2000), Jarzabkowski (2003, 2005).

The nature of strategic initiatives implementation activities improving capabilities and effecting strategic renewal, can therefore be examined through the theory of organizations as activity systems, which also facilitates exploration of the nature of organizational learning (Blackler, 1993). Activity theory and the mediating forces it supports, are depicted in Figure 4. Linkages impacting cost and effectiveness connect 'interdependent activities in a firm's value chain' (Porter, 2008), suggesting need for trade-offs and coordination. Linkages connect the important activities internally (Jarzabkowski, 2003), so interdependences can be created with external stakeholders, to help sustain advantages. In implementing strategic initiatives, discrete activities often affect one another. 'First order fit of simple consistency between each activity and overall strategy, second-order of activities reinforcing, or third-order of optimization of effort, become important to substantially reduce cost or increase differentiation' (Porter, 2008), for goal attainment.

Figure 4, illustrates activity theory process as 'social interaction within historical and cultural contexts' (Vygotsky, 1978), developing the consideration of relationships and contradictions between and within individual and group, or agents and objectives. Activity theory further focuses on the firm's 'system and interactions' (Engestrom, 1999), presenting 'practice as activity' (Blackler et al, 2000; Jarzabkowski, 2003, 2005), mediating the goal, subject and community. Inherent in activity theory, therefore, is the 'symbolic view of culture' (Smircich, 1983), focussing on the firm's distinctive character expressed in patterns of belief, activity, language and other symbolic forms through which members both create and sustain their view of the world and image of themselves therein. National culture also impacts firms, their 'project management processes and outcomes' (Slevin et al, 2002), and by extension, strategic initiatives implementation. Strategy and culture are interlinked, but advantageously using this linkage as a means for 'redistributing the power to envision and construct the social order in firms' (Schoenberger, 1997), more in favour of 'linking pins' middle management, during strategic initiatives implementation, has inherent issues of conflict and resistance. In Figure 4, 'interaction is the interpretive basis for persons engaging in practical shared activity' (Vygotsky, 1978), with the 'view to an outcome' (Engestrom, 2002). It permits examination of how practices change, therefore allowing a 'framework for analyzing a multitude of relations' (Sannino et al, 2009; Daniels et al., 2010), and their implications for allocation and utilization of resources over time.

There is leeway for 'linking economic, cultural and social forms of capital' (Bourdieu, 1986). The relationships illustrated in Figure 4, incorporate elements including 'individuals, procedures and interactions'. Following Engestrom (1999):

- i) 'Subject can be synonymous with the agency chosen for analytical viewpoint
- ii) Object is the problem gap which the activity is directed at and so is shaped and altered into desirable outcomes, facilitated by mediating mechanisms or means from physical, representational, external and internal sources, and include tools and signs
- iii) Community comprises multiple individuals and/or sub-groups sharing the same general object; and constructing themselves as distinct from other communities
- iv) Division of labour denotes horizontal division of tasks between community members and vertical division of power and status
- v) Rules are explicit and implicit regulations, norms and conventions constraining actions and interactions within the activity system'.

In Figure 4, is shown that 'concepts and technology' mediate relationships between 'subject and object', 'division of labour' mediates relationship between 'community and objectives', and 'rules and processes' mediate relationship between 'individual and community' (Engestrom, 1999; Blackler et al, 2000). It can be linked to 'communities of practice' (Brown and Duguid, 2000; Amin and Cohendet, 2004; Cuel and Manfredi, 2006), where work-related knowledge can be shared, new knowledge produced, and individuals and communities utilize integrated diverse pre-existing knowledge types generated through community interaction and tasks integration. Yet job-related knowledge' can also be gained through 'individualized networks', and in real-world examples there is a 'complex continuum and interpenetration of types of networks and modes of networking that can be changing over time' (Huber, 2012). As activities occur and routines set in or change, learning can take place. Learning is a process by which 'repetition and experimentation' enables tasks to be performed better and quicker, and involves 'both individual and organizational skills', its processes being 'intrically social and collective' (Teece et al, 1997), generating knowledge and new logic. In supporting strategic processes and practices, it can greatly facilitate effective activities and improvement in strategic initiatives implementation, capabilities and renewal.

This researcher, in applying activity theory to this research and study, presents the subject as middle management with roles, techniques and resources in strategic initiatives implementation. The object is strategic initiatives with focus on their direction and outcomes as they link to strategic change, learning and different system levels, in facilitating renewal. The community is the firm in strategic renewal, in context of both external and internal environment. Within the context and community, activities incorporate practices, actors/agents including top management, and social structures with commitment to initiatives implementation and where the learning and knowledge base drives the processes. The division of labour is signified by the culture, tasks and associated structure and power interacting in the system of strategic initiatives implementation. This enables the firm to 'harness its capacities for learning, problemsolving and creativity' (Hage, 1980; 1999). The values and rules are 'explicit and implicit regulations, norms and conventions that constrain actions and interactions' (Engestrom, 1999; 2000), within the system of strategic initiatives implementation.

Figure 4 suggests that strategic project management mediates interactions between middle management and strategic initiatives implementation facilitating improvement of capabilities and renewal. The means by which strategic initiatives are designed and enacted involving roles, processes and division of tasks, mediates interactions between management and related systems and strategic initiatives implementation goals and outcomes. Organisation structure, culture, behaviour and associated values, impact interactions between the firm's personnel engaged in activities and management networks and so on, representing the community and the firm's learning and development capabilities. In addition to these, there also exists contradictions which can develop between elements, or when new or state-of-the-art is introduced. These collectively influence renewal and the firm's competitiveness and survival.

Activity theory is used in this research to better understand and conceptualize how activity mediates middle management relationship with strategic initiatives, as they 'behave in purposive and culturally meaningful ways' (Kozulin, 1996). Activities relate to positioning the firm utilizing the system of strategic initiatives implementation. Strategic positioning means 'performing different activities from rivals' or 'performing similar activities in different ways'; the choices determining which activities are performed, how individual activities are configured', and 'how they relate to one other'

(Porter, 2008). Management engage in activities, employing resources, tools or mechanisms such as strategic project management that also mediate for behaviour and capabilities appropriate to the context, allowing proactive action, rather than merely reaction to forces and tensions in the firm's business environment.

Individuals engaged in strategic implementation activities can appreciate the value of learning and knowledge, collective practice and capabilities, and the developmental nature of their actions, interactions and contributions as they cooperate, relate and network with each other. Activity theory (Engestrom, 1999; Blackler et al, 2000), depends upon the processes of such 'perspective making', 'perspective taking' and 'perspective shaping' (Boland and Tenkasi, 1995; Jarzabkowski, 2003); that facilitate decision-making by middle managers. These are the 'linking-pins' (Likert, 1961) to thought, behaviour, individual actions and collective practices in firms. Middle managers are members of more than one team in the firm so they link persons together, as they perform tasks temporary, repetitive or unique. Through their coordinating and integrating efforts, middle managers facilitate reconfiguring, developing or transforming through activities associated with innovative or retained strategic initiatives, projects, products, services or processes that improve capabilities and bring renewal, returns and advantages to firms.

Outcomes from activities in strategic initiatives implementation can be affected by 'how individuals relate to each other and by the structure of the overall network of relations' (Granovetter, 1992) and activities. Research shows that the ties that bind individuals when performing activities in firms are important to learning and performance. According to Nahapiet and Ghoshal (1998), 'structural embeddedness' concerns the 'impersonal configuration' of linkages between people or units, forming both 'strong ties' (Coleman, 1990) and 'weak ties' (Burt, 1992), reinforcing and monitoring as well as conveying new valuable information for learning to enhance capabilities. By contrast, in 'relational embeddedness', the 'personal relationships' develop through a 'history of interactions' with other individuals or units (Nahapiet and Ghoshal, 1998), and the strength of ties more determine the extent of and how centralized and hierarchical elements in the firm connect. These elements, especially structural embeddedness, can impact performance and outcomes in activities and learning for strategic initiatives implementation and improving capabilities.

Managers can benefit from the blend of social capital theory with elements of strategy-as-practice, and must pay attention to 'network strategies' (Moran, 2005), when organizing and configuring activities and resources in strategic project management and strategic initiatives implementation. Even the 'network of interorganizational ties' that are used to learn about capabilities, consists of both 'diverse contact with peers and critical exchange relationships with customers and suppliers' (McEvily and Marcus, 2005). Such interactive relationships can facilitate transfer and improvement of capabilities, necessary to support actions and attainment.

2.7.3.2 Activities Interactions

Jarzabkowski (2005), shows that strategy can be best shaped by activities with 'high supporting structural legitimacy'; yet as 'procedural strategizing' can disadvantageously tend toward inertia, best balance it with 'integrative strategizing' which advantageously counteracts inertia, so that renewal goals can be better pursued. Strategies 'emerge from or are visible in practices' (Mintzberg and Waters, 1985; Jarzabkowski, 2004; Whittington et al, 2006) which can be evidence of ongoing processes of purpose being discovered, resources being created and used, and activities guided. Activity theory can be linked to practices, and is part of the base for 'strategy as practice' (Jarzabkowski, 2003; Johnson et al, 2003; Whittington, 2006). Strategy as practice, may need 'more epistemological and theoretical depth' (Chia and Rasche, 2010). It relies in part on process approaches to strategy making (Mintzberg and Waters, 1985), and others such as sensemaking, and strategizing (Floyd and Wooldridge, 2000), by middle managers, also supported in the study.

The firm's participants in strategic management, by identifying goals and outcomes, sharing and learning through techniques that motivate them towards opportunities, facilitate strategy attainment. Constituents in the system of strategic initiatives implementation therefore need certain tools or 'vehicles' to construct, establish, coordinate or maintain practical strategic activity and related resources to mediate purpose, goal and objectives, as interaction occurs. Strategic project management, as the 'use of the appropriate project management knowledge, skills, tools and techniques in the context of the firm's goals and objectives' (Callahan and Brooks, 2004), can help

facilitate practical strategic activities. 'Cross-functional project teams' (Wessels, 2007) are perceived as strategic tools facilitating the conversion of strategy into execution.

In addition to managers ensuring that particular activities are embedded in the administrative structure guiding strategic initiatives implementation, relevant and diagnostic controls are employed to enable monitoring of practices and the procedural flow of activities. However, if activities are not constantly goal-directed and purpose renewed, by indicating and using relevant rewards to build and maintain commitment and mediating elements, performance and outcomes veer from optimal. How individuals and teams in the firm utilize techniques in support of approaches, actions and practices when performing activities, indicate knowledge and problemsolving skills within a culture incorporating internal and external activities vital to strategic initiatives implementation. Structures supporting performance of activities should therefore not be too rigid as to hinder creativity and the improvement of capabilities. They should support learning and change especially to facilitate new implementation.

Understanding the context of strategic initiative implementation as part of an open activity system facilitating renewal is vital to comprehend the characteristics of environment, resources and activities, and patterns that affect the achievements.

The original perception of renewal as 'exploration by top management and exploitation by front-line' (Selznick, 1957), is being changed by proactive approaches that deem their role to be 'judging and sensemaking in the challenging of status quo' (Bartlett and Ghoshal, 1993). People's interactions with technological techniques, systems and each other facilitate sensemaking. This is a process of 'social construction occurring when discrepant cues interrupt individuals' ongoing activity', and involves 'retrospective development of plausible meanings that rationalize what they are doing' (Weick et al, 2005). Middle managers through their 'sensegiving' (Gioia and Chittipeddi, 1991) and sensemaking facilitate formation and maintenance of social structure. Such social roles and relationships provide a basis for 'sensemaking' (Maitlis, 2005; Maitlis and Sonenshien, 2010), which requires experience to pass before attention can occur (Koskinen, 2012). Despite this, the 'superior industry foresight of corporate management' (Prahalad and Hamel, 1990), and their linkage to or control over substantial resources, allows them to maintain persistent powerful influence in strategic initiatives implementation activities. This shows that the means of strategic change

such as 'strategic projects or those of organizational renewal types' (Packendorff, 1994), and middle management responsible for implementation and outcomes of strategic initiatives, still have to defer to top management for vital resources to maintain resources and learning to effectively complete implementation.

For success with strategic initiatives and renewal, there is need to enhance effectiveness of performing activities, and interrelationships among participants who 'facilitate activity' (Coleman, 1990; Lovas and Ghoshal, 2000). Inertia or stress forces, influence retention of strategic initiatives and related activities; but renewal that is facilitated, allows 'learning and involvement of different managerial levels and deliberate strategy' (Volberda et al, 2001). These are elements to sustain implementation activities to realize strategic initiatives outcomes. In Figure 4, therefore, while the main triangles show interaction and sharing among constituents, the internal arrows indicate how strategic practices mediate contradictions and tensions that can and do occur (Jarzabkowski, 2003), by for example appropriately utilizing managerial functions and resources allocation. The community also represents the knowledge base that enhances the improving of capabilities, interaction, learning, action and outcomes. These factors link with Senge (1990), elements of guiding ideas (from community), means (tools and practices) and practical resources, that interlink with organizational learning.

2.7.3.3 Influences in Strategic Initiatives and Projects

This section considers interaction and integration. Consideration is also given to influences on managerial interpretation impacting their ability and actions. Such focus on cultural issues in this research study on strategic initiatives implementation is at the strategic level of analysis although linkage will be to the firm and national culture, with comparisons within and across cases to support generalization. As the study follows an interpretive approach, the related 'symbolic' (Smircich, 1983) and 'integration' (Bourdieu, 1984; Schoenberger, 1997; Schein, 1999), views of culture are utilized in addressing how persons interpret their experiences, incorporate strategy themes with practices, actions and objects in strategic initiatives implementation. Such issues related to stress and inertia are considered in both activity theory and organizational learning theory. Crisis exists as even middle management strongly resist new management strategies (Kanter, 1983), involving empowerment, as they defend their existing oversight and control. Despite their different values in instances,

organizational members shared recognition of and orientation to relevant issues, and their 'collective development' (Blackler et al, 2000), hold together the strategy and firm, even if they need to rethink commitment levels. Yet certain kinds of strategy, however appropriate, may be foreclosed, when managers' need to defend their sense of self and their valued powers, seriously conflicts with that to defend the firm's competitive position (Schoenberger, 1997), and so they risk its existence.

Cultural integration studies such as Schein (1992; 1999) and Bourdieu (1984), also focus on managers and target the firm's shared basic assumptions. Supporting a cultural view incorporating symbolic and integration, Schoenberger (1997), finds that 'culture, inherently and deeply implicated in people's actions, thinking and understanding, and their development of related expectations and practices involved in work activities, is very much about power, but not resistant to change'. These views, incorporating culture, structure, conflicts and crisis, support activity theory and organizational learning theory, as they help focus on information sharing and creation of value in strategic initiatives implementation.

This research acknowledges that there are constraints to middle management influence and enhanced role in strategic initiatives implementation, and that supporting structures and development are necessary. The firm's strategic renewal as action appropriately responding to new or intensified competitive challenges is constrained by sources of rigidity or inertia forces in the economy and firm. These help to explain processes, roles, activities and actions. Even more direct constraints by such internal forces include 'sunk costs or commitments, information lack or cost, labour resistance, obsolescent infrastructures; and power and identity that shape knowledge and the ability to act' (Schoenberger, 1994).

When firms fall into competency traps, their core competencies can also become 'core rigidities' (Leonard-Barton, 1992) that hinder the development of radically new capabilities. By heeding the firm's 'cultural forms and content themes' (Martin, 2002), linkages can be made with its structure to better facilitate the attainment of research aims and support empirical data. These elements of activities, learning and culture will be employed in analysis of the research study, to aid understanding of managers' decisions, actions and outcomes in implementing strategic initiatives.

With the dynamic business environment and global economy becoming increasingly more knowledge-based and knowledge driven, improving innovation and learning to better balance exploration-exploitation elements and improve capabilities, can be a greater focus for firms seeking to improve capabilities and renew. This balance is necessary for with exploration, the radical innovation challenges established firms because it destroys the usefulness of their existing capabilities and because it does not fit into their structures (Kekale and Kola-Nystrom, 2007). Combining activity theory and organizational learning theory allows this research to explore the integration of epistemological and ontological dimensions of knowledge, while better understanding the link of competencies and practices in improving capabilities through strategic initiatives implementation to enhance competitiveness.

In the firm as a community, persons share similar duties and practices according to how their roles and functions are distributed (Amin and Cohendet, 2004), yet are differently influenced by their individual capabilities and access to knowledge; despite the firm's mediating forces and principles that impact their interpretation and learning. Both activity theory and organizational learning theory have inherent elements of culture and associated structure and power. They also allow the clarification of how improving capabilities is manifest through competencies in using or applying learning and knowledge, in processes of exploring and exploiting by innovating and enhancing, resulting from strategic initiatives implementation. Moreover, they promote integration of the levels of organizational learning that facilitate improving capabilities and strategic renewal, elements further linked in the section on strategic initiatives.

2.7.4 Summary

Organizational Learning Theory and Activity Theory are combined in this research to inform understanding of strategic initiatives implementation. These perspectives are deemed critical to the examination of strategic initiatives. They incorporate elements to improve understanding, including roles and culture surrounding strategic project management and middle management in the processes and practices of strategic initiatives implementation and renewal. Combining the two theories is to bring greater insights into managerial decisionmaking and actions, as firms strive to survive in economies increasingly knowledge-based where 'both novel approaches must be explored and current knowledge exploited' (Levinthal and March, 1993). Although the

two theories differ, there are similar cultural elements inherent in both. Moreover, from differing angle, they address elements such as 'complex division of labour' (Hage, 1999), enabling closer examination of capabilities, learning and interactions. Combining them can bring better understanding of any changing position or strength of middle management within the structure and systems of the firm implementing strategic initiatives to better renew and compete. By combining these theories, linkages can better enrich understanding of processes and practices to further support strategic initiatives implementation and improve strategy outcomes. Below is a summary of Chapter 2.

2.8 Summary and Gaps Identified

This chapter has reviewed the relevant literature of strategic initiatives with regard to their being facilitated through strategic project management and middle management influences to result in new and/or improved capabilities for renewal and advantages for firms, including those in Barbados. There were three parts to the review of literature. First, the literature on strategic initiatives was elaborated. This included how they are initiated, selected, developed, implemented and evaluated, and finding the need to examine more the influences and capabilities of strategic project management and middle management in strategic initiatives implementation. Next, strategic project management was examined, where it was discovered that studies on linking strategic project management to strategic initiatives implementation are sparse, especially those linked to the manufacturing sector on which the study is investigating as well as those in different contexts. This is viewed from combined activity theory and organization learning theory perspective.

The literature on middle management influences in strategic project management and strategic initiatives implementation was then discussed, whereby it was found that studies on these areas are still limited. There is great need for researchers to concentrate on the roles of both middle management in influencing initiatives and strategic projects. There is also such need to focus on strategic project management as an intervention to implement strategic initiatives which are the means through which firms justify their existence and renew for greater competitiveness and advantages.

The expertise in strategic project management and the managerial capabilities that will generate learning and innovation will be central to the studies so the literature on creating new and/or improved capabilities was addressed next. This incorporates manufacturing where firms now appear to be losing competitive edge and where more project and middle management involvement is necessary to increase value.

Firms will be either reactive or proactive in their renewal efforts, improving capabilities through strategic initiatives implementation, influenced by strategic project management and middle management elements. Studies show that managers' intentions and practices highly influence the selection, retention and variation of strategic initiatives and that reduction in inertial forces and the right blend of exploration and exploitation can maintain an ideal renewal journey for firms. Yet managerial capability must be increased to sustain such efforts and the knowledge and learning in firms improved to increase successes. However, there is still neglect of learning roles essential to theories of strategy, project management and strategic renewal, and crucial for process and implementation practice.

Strategic initiatives implementation to develop new and/or improved capabilities using an integrative process-practice learning-activity framework, and examples from findings of a study in the Barbados manufacturing sector, will seek to enhance the critical contribution of this research. Table 2 gives summary of research question with sub-areas and justification.

The researcher discovered scant literature describing influences of strategic project management and middle management on strategic initiatives implementation, and why such occur. She identified areas of contribution to be focused to address the important gaps in our understanding of the strategic initiatives-strategic project management relationship. In so doing, the study also explores how and why, within the firm, middle management role and style impact strategies, the development and implementation of new ideas and strategic initiatives to renew and sustain advantages. After this research study and outcomes, projects knowledge or experiences can also be perceived, gathered and practiced more as suitable for learning, and integrated into the firm's system of implementing strategic initiatives to beneficially enhance advantages and renewal.

To understand the influences of strategic project management and middle management on strategic initiatives implementation so as to help firms improve capabilities and 'steer' them more effectively towards strategic renewal, this research will:

- 1 contribute to integrating process and practice theories of renewal through organizational learning theory and activity theory to further develop existing studies on strategic renewal, for comprehensive view and to assist firms in facing business environment challenges
- 2 analyze strategic project management and middle management influences in implementing strategic initiatives to improve capabilities and learning, so as to enhance effectiveness and advantages from strategic initiatives implementation and renewal
- 3 Enrich studies on strategic initiatives implementation and management for strategic renewal
- 4 Improve understanding of strategic initiatives and creating and improving capabilities in Barbados firms from an organizational learning perspective

This contribution is vitally necessary to improve capabilities for firms and to provide new theory linking strategic initiatives and strategic project management in strategic renewal process and practice. The key dimensions of vital influences that strategic project management and middle management have on strategic initiatives implementation in Barbados firms, for example - from the point of view of combined activity theory and organisational learning theory perspective - will enable persons in such firms to know why, how and when to better perform activities and create products and services, to enhance advantages from renewing and realizing strategy.

Table 2: Summary of Research Question and Sub-areas, with Justification

RESEARCH QUESTION	JUSTIFICATION FOR RESEARCH QUESTION
<p><u>Main Research Question</u> <i>How can the implementation of strategic initiatives through strategic project management, contribute to new and/or improved capabilities?</i></p>	<p>The main research question is relevant to the context of Strategic initiatives (SIs), which can significantly support firms' achievement of renewal and advantages. At the heart of this question is what the firm can do to increase and maintain its competitiveness and advantages, and how it can do so viably, improving capabilities. Firms need to overcome hindrances to SI execution, learning and renewal. This research is needed to contribute in identifying factors that influence Strategic initiatives implementation (SII) improving new and/or improved capabilities. Its focus blends causal, developmental and mechanical aspects (Mason, 1996) for research to glean how and why SIs are implemented in certain ways, significant pertinent influences and their contribution to realized strategy. The main research question expresses the links between SII, strategic project management (SPM) and middle management (MM); incorporating learning that helps generate new knowledge critical to improving capabilities. The research questions are stated in a form to allow investigation; and be unambiguous (Kerlinger, 1986), justification sources and theory from literature review and investigation, providing interpretation context for data, addressing the deficiency in theory and practice.</p>
<p><u>Sub-area</u> <i>How can strategic project management processes and practices support the implementation of strategic initiatives and the improving of capabilities?</i></p>	<p>The capability of PM is particularly relevant; as firms are becoming increasingly project based with project portfolio management capabilities (Killen et al, 2008) and learning contributing to SII increasing value, alignment and other advantages. Yet even the actual efficiency of the dynamic decision process of project portfolio management has, so far, been a rare topic of study (Martinsuo and Lehtonen, 2007). Multiple initiatives can compete for time and other resources; but literature is sparse concerning the influences of SPM on SII improving capabilities, so this research targets such gaps even to glean what motivates managers to use SPM and how it is employed in SII to improve choices and initiatives outcomes of which participants, customers or end users are influenced to adopt.</p>
<p><u>Sub-area</u> <i>What influence does the middle manager have in strategic project management and implementation of strategic initiative to improve capabilities?</i></p>	<p>Middle management (MM) issues are fundamental to examining and understanding the action system of strategic initiatives implementation (SII). Managers should deliberately invest in activities to promote learning and build capabilities to enhance advantages (Killen et al, 2008) so expertise and practices also support knowledge improvement and renewal. Literature remains limited concerning the influences of middle management on SII and on SPM facilitating their implementation, firm benefits and renewal. This research addresses such void and incorporates middle managers' role in strategic project management and their influence in strategic initiatives implementation improving capabilities.</p>

Figure 5: Areas Where This Research on Strategic Initiatives Implementation Contributes

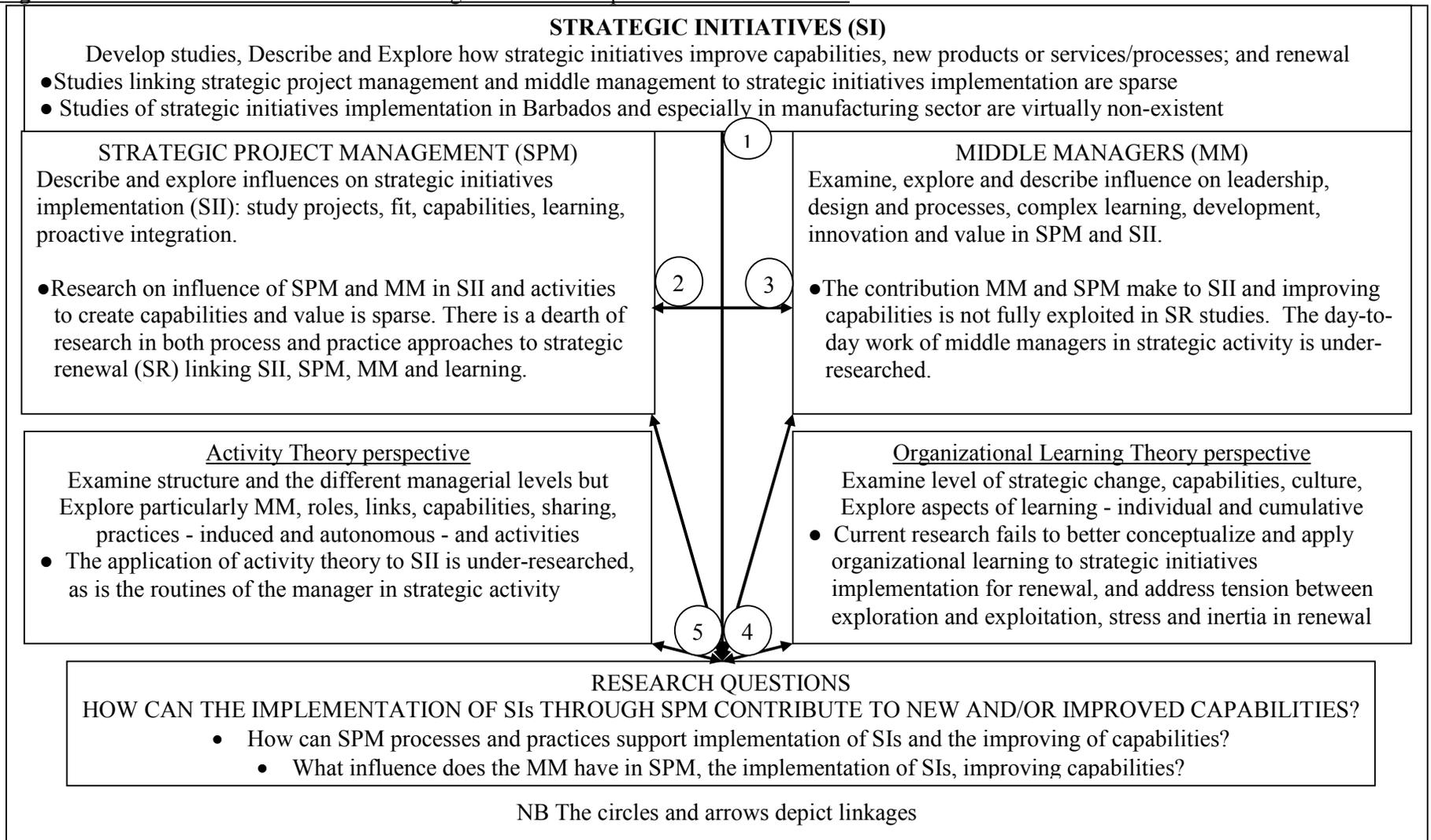
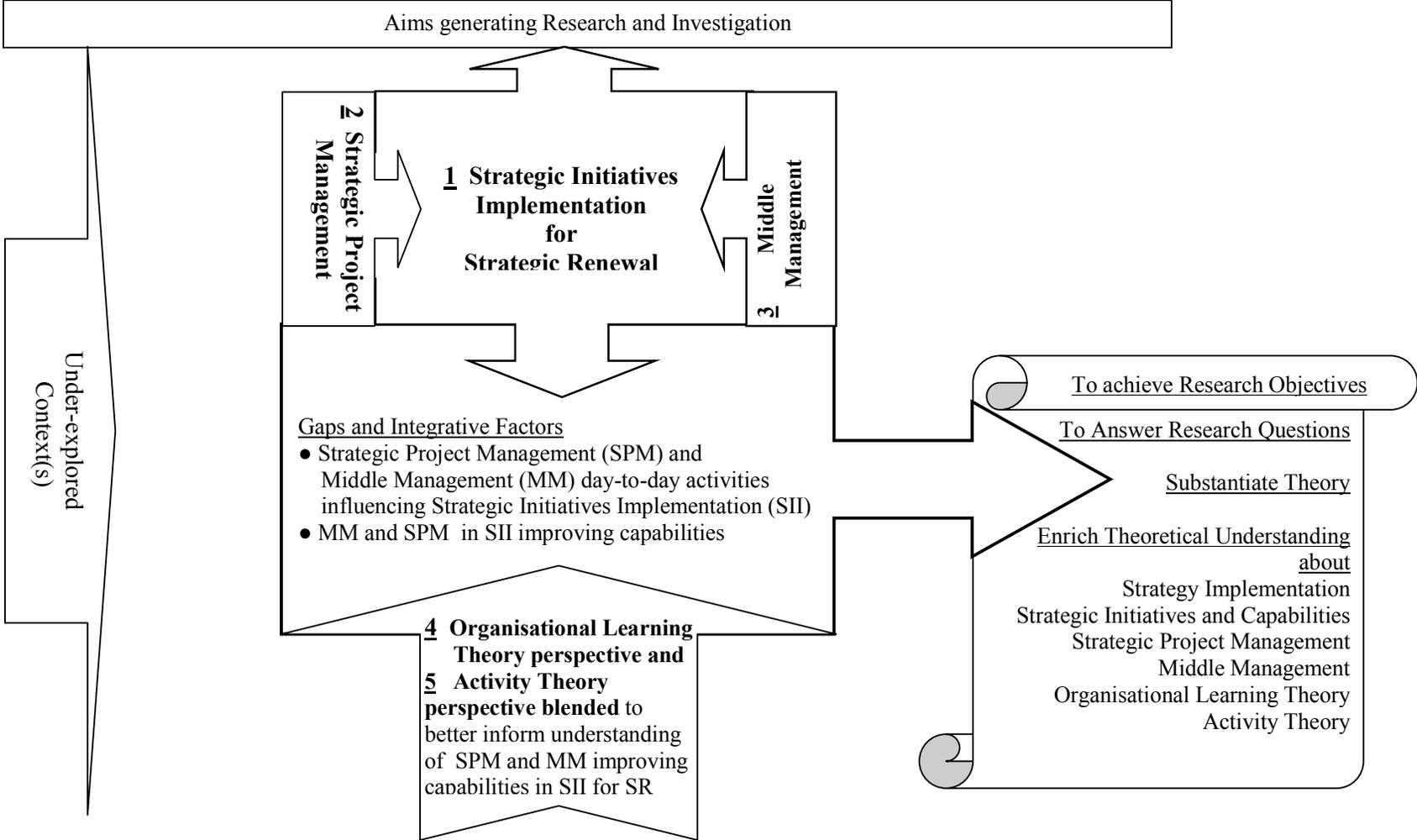


Figure 5 summarizes areas where this research contributes, depicting linkages of the research question with strategic initiatives implementation (Link 1) and the relatedness of strategic project management (SPM) and associated infrastructure incorporating processes, practices and activities (Link 2), impacted from middle management roles and actions in assimilating and using learning (Link 3); presented through answering the research questions and sub-areas incorporating perspectives of learning (Link 4) and activity (Link 5) theories. Figure 5a, depicts these integrated elements in hierarchy.

In seeking to alleviate gaps, strategy process is incorporated with practices that link key procedures and activities to glean how key resources can be better aligned with strategic initiatives for attaining goals. The study of strategic initiatives targeting new product and service/process elements in firms, allows this research to better blend processes and practices in strategic initiatives implementation. This is to permit greater integration and balance to focus in strategy, so longer term effectiveness can be attained. The next section presents the research methodology, which concludes that semi-structured interviews, supported with observation and documentation appropriately analyzed, will be among the techniques used to gather evidence on strategic initiatives implementation. In the methodology, Chapter 3, is provided also an analysis of the interview questions, linking them to the research questions with justification.

Figure 5a: Areas of Contribution integrated and depicted in hierarchy.



Chapter 3: Research Methodology and Design

3.1 Introduction

This research explores how strategic initiatives implementation through strategic project management and the influences of middle management, contribute to new and/or improved capabilities. To fit the research design to the research topic (Silverman, 2005) this section describes the methodology or how the researcher goes about studying the phenomena of strategic initiatives implementation. It delineates and links the model and methodology with associated approaches, methods and techniques. It also specifies the viewpoint, goals, plan and how it is operationalized in targeting the unit of analysis to achieve the desired aim and answer the research questions, heeding boundaries and protocol. The research focuses on both meaning and behaviour of current and past occurrences, and the aim relates to organizational members authentic insight and how they construct their reality (Yin, 2003). Consequently, it was preferred that data be collected through multiple case studies carried out through semi-structured interviews, observation and document analysis. The interpretive model and inductive methodology being utilized is supported by interactive data analysis (Miles and Huberman, 1994). This section on research methodology comprises the areas of the research philosophy including approach and paradigm, research aim including questions, research design and methods involving time and access issues, data collection, data analysis, and factors related to quality control, limitation and challenges. In discussing these elements, particular aspects of conducting such research in Barbados firms are indicated.

3.2 Research Aim

The purpose of this study is to consider how implementation of strategic initiatives through strategic project management, can contribute to new and/or improved capabilities. The influence of middle management on successful employment of strategic project management and strategic initiatives implementation is examined through assessment of their roles, processes and practices in facilitating new and/or improved capabilities, for strategic renewal and advantages. Emphasis is therefore on managers' activities and learning in strategic initiatives implementation and renewal, related tensions and capabilities. There is sparse exploration and integration of these

elements and even the day-to-day routines of managers in strategic activities implementing initiatives is under-researched. In literature on strategic renewal, examination of strategic initiatives implementation is limited. In the literature on project management, the linkage of strategic project management with strategic initiatives and the influence of middle management is rare. There is also a dearth of research on both process and practice approaches to strategy linking these areas. Empirical study on strategic initiatives implementation in Barbados is virtually non-existent. The theoretical lens of organizational learning and activity theories inform this research, frame the study (McCaslin and Scott, 2003), and guide stages to presentation of findings. These theories exist, but their combination applied to bring more avid perspective to strategic initiatives implementation contributing to new and/or improved capabilities is required still.

The research commenced with a study of strategic initiatives and strategic project management, consideration of the role of middle management in their implementation, and contribution to new and/or improved capabilities. The influence that middle management and strategic project management make to strategic initiatives and improving capabilities, has not been fully exploited in studies of strategic renewal. Findings and outcomes from the research and study are therefore expected to answer the main research question that arises:

How can the implementation of strategic initiatives through strategic project management, contribute to new and/or improved capabilities?

Answering the research question will involve queries in the following two sub-areas

- 1 *How do strategic project management processes and practices support the implementation of strategic initiatives improving capabilities?*
- 2 *What influence does the middle manager have in strategic project management and implementation of strategic initiatives to improve capabilities?*

Table 1 highlights that the number of studies investigating such phenomena is sparse. Case study model (Yin 2003) has been applied to this research to describe strategic initiatives context; and explore implementation outcomes. This approach will permit the researcher greater discovery, supply descriptions and theory (Yin, 2003); and allow comparison of findings (Eisenhardt, 1989a) and other triangulation. This research adds value in contributing to studies on strategic initiatives implementation, incorporating

the improving of capabilities and organizational learning. Table 2 justifies the research questions. The research gaps being addressed are indicated in Figure 4 which also shows areas of contribution.

This research, study, evidence and implications will allow businesses in Barbados and other nations to support more realistic criteria, processes, practices and outcomes. The value added by strategic initiatives implementation facilitates action, interaction, learning, innovation and renewal; and contribution from this research will address these elements. It is also hoped to enlarge and integrate process and practice philosophy, especially in addressing intra-organizational context; where there will be a drive to improve firm-level distinctive competencies to fit with industry (Burgelman, 1994); through implementing initiatives to innovate and allow contemporary firms to gain or increase advantages by improving capabilities in dynamic context.

3.3 Research Philosophy

The literature review helped with definition and explanation of specific concepts related to this research. The research philosophy helps to clarify, recognize and even adapt (Easterby-Smith et al, 2002) the research design or plan. This section therefore concentrates on specifying, with justification, the viewpoint or model, methodology or how one would go about studying the phenomena, and the methods or specific research techniques (Silverman, 2005; Creswell, 2009).

3.3.1 Interpretive Paradigm

The model influences how the research proceeds (Silverman, 2005). In adopting a model to address the reality and the status of knowledge surrounding the implementation of strategic initiatives, the interpretive paradigm (Guba and Lincoln, 1988) is found to be the most relevant 'plan, model or pattern' (Johnson and Duberley, 2000). The interpretive paradigm, choice to support strategic initiatives (Appendix B1), models the interpersonal relationships and social interactions of persons operating in the firm's inner context, and how these persons 'distill thoughts about their world' (Lincoln and Guba, 1985). This research seeks to understand the context, processes and practices of middle management and strategic project management influencing strategic initiatives implementation, to contribute to new and/or improved capabilities. In the organizational analysis (Pettigrew, 1990) the researcher is explicitly guided by

various ontological and theoretical assumptions viewed from the role of paradigms, a 'regulatory framework of metaphysical assumptions' (Kuhn, 1970) shared by social or organizational research community. The researcher's belief about 'ontology or the nature of social entities, and epistemology or acceptable knowledge' (Easterby-Smith et al, 2002; Bryman and Bell, 2003) influences the way the research is conducted (Saunders et al, 2007).

For the interpretive paradigm, Appendix B2, depicts the four major elements of paradigms and two dimensions along which they are defined, providing further justification for choice of the interpretive with constructivist and ethnographic approaches. The interpretive paradigm has a subjective dimension and allows 'change under regulation', and with its associated approaches and techniques it promotes organizational reality as 'meanings and perceptions of individuals and groups' therein (Hopper and Powell, 1985). It does not perceive reality to be objective, independent and external to these persons as 'radical structuralist' would, being 'positivist' (Vibert, 2004). The researcher uses it as it is relevant to support description and exploration of strategic initiatives implementation, and associated influences from project management and middle management.

Interpretive research (Creswell, 2007) is more salient for exploring strategy, which may be 'construed as input to and part of recursive phenomena mediating and resulting from the sensemaking process' (Gioia and Thomas, 1996). The literature review supports that implementing strategic initiatives is a naturally occurring event in the firm's setting. The ontological approach of constructionism supports the examination of the firm's ability to learn and adapt quickly, implementing fitting strategic initiatives for advantage, utilizing strategic project management (SPM), ongoing construction of inter-subjective experiences, and an integrative orientation for strategic renewal (SR).

Research methods employed allow work practices and activities at the workplace to be scrutinized and linked with organizational learning and activity theories. The interpretive paradigm helps the researcher 'make sense of the complex, important, legitimate and reasonable' (Patton, 2002) in the real world of managers implementing strategic initiatives especially in firms in Barbados. For this research, interpretivism supported by constructionism appear more acceptable over the other paradigms. The research follows Burrell and Morgan (1979) premise for the interpretive paradigm

(Appendix B1), that individuals in organizations carry out their affairs in an ordered, cohesive and integrated manner. This is complemented by Appendix B2, which indicates its elements as a basis for internal consistency and its assumptions about the nature of social science. It is deemed most relevant, and supports the examination of the phenomena of strategic initiatives implementation, using the lens of learning and activity theories to clarify concepts, processes and practices.

Interpretivism is the key process that facilitates construction and reconstruction (Sarantakos, 2006); so in explaining strategic initiatives implementation following the model of interpretive paradigm, the viewpoints of individuals in the firm are considered and the researcher assesses ongoing processes to understand their behavior as they take action and make sense in their context. She also considers factors such as environment, how large the firm is, its technological needs and the nature of its operations. An interpretive paradigm (Burrell and Morgan, 1979) is supported with constructivism (Mir and Watson, 2000; Creswell, 2007) and reinforced by elements of methods (Easterby-Smith et al, 2002) as indicated in Appendix B3 and B4. These are the basis for describing processes and actions in strategic initiatives implementation and for exploring managers and workers determining their reality and engaging in project and other activities in such a system. As constructivist theories help link theory to context, apply past theories to present situations, and maintain an enacted environment (Mir and Watson, 2000), they well support qualitative rather than positivist approach.

As shown by Easterby-Smith et al (2002), elements of methods in Appendix B3, depicting the methodological implications of paradigms, constructionism links with the interpretive and this is reinforced when applied to the right end of the continuum (social constructionism), where it strongly contrasts with classical positivism. In Appendix B3, the two examples from social science epistemologies clearly indicate that qualitative approach, case study, interviews and sensemaking, are relevant to the right end of the continuum. These elements in social constructionism better promote understanding of strategic initiatives implementation, middle management and strategic project management influences. They further support the implications and philosophical assumptions, study and 'interactions' (Silverman, 2005). Strategy, strategic renewal, middle management, strategic project management and the improvement of capabilities involve the study of people in systems; and describing and exploring such subject

matter of social sciences is essentially different from that of the natural sciences where positivism is applicable.

With positivism the unit of analysis is reduced to the simplest terms, research progresses through deductions with concepts well defined, the observer independent of the process, statistical probability supports generalizations and random selection of large numbers is required for sampling (Easterby-Smith et al, 2002). By contrast, with social constructionism or the phenomenological, the unit of analysis reflects the complexity of the whole situation. Research progresses through collection of rich data and induced ideas, stakeholder perspectives are integrated, the researcher is seen as part of the observation process, generalization is through theoretical abstraction and the researcher chooses small numbers of cases for specific reasons. Appendix B3 and B4 reinforce this in showing how the interpretive paradigm influences the research philosophy, methodology, strategy, design and elements of data collection and analysis in the study of strategic initiatives implementation in the firm's context.

The literature review showed that middle management as 'linking pins' or 'mediators', are mainly involved in strategic initiatives implementation, influencing strategy, projects, social interaction, practices and the attainment of objectives in the firm. As they also influence both top management and lower-level employees, social constructionism approach is most relevant to research involving these elements.

3.3.2 Research Strategy

The research strategy is 'guided by the research question and objectives' (Saunders et al, 2007), and helps determine whether such objectives are met. This research strategy effectively provides a 'plan for undertaking systematic exploration' (Marshall and Rossman, 2006), description of strategic initiatives implementation through project management and the influences of middle management, and how these contribute to new and/or improved capabilities and renewal. As strategic renewal is involved, and this research concentrates mainly on a process approach (Pettigrew, 1992; Van de Ven, 1992) to strategic initiatives implementation, naturalistic qualitative methods are favoured (Symon and Cassell, 1998; Bryman and Bell, 2003; Shook et al, 2003; Silverman, 2005). Qualitative research is used, as it also 'frequently falls within the context of discovery rather than verification' (Ambert et al, 1995). The approaches and

methods allow the researcher to explore historical and every-day strategic behaviour and context where persons subjectively determine their reality but influenced by some regulation and planned change by the management, as they make and give sense (Gioia and Chittipeddi, 1991) in organizational setting.

To achieve the research objectives, case study research strategy (Robson, 2002) is the option chosen for researching issues in strategic initiatives implementation and renewal; and it affords several advantages as the researcher focuses on specific strategic initiatives implemented within the firms. As empirical enquiry it allows investigation of strategic initiatives implementation within real life context, with multiple sources involved (Yin, 2003), and research areas for which existing theory seems inadequate (Eisenhardt, 1989a). Case study (Stake 1995; Yin 2003), utilized within complex social contexts, allows emphasis to be placed on gaining knowledge from the individual's perspective. It also allowed the researcher investigating strategic project management and middle management influences to, in a large measure, be independent of the processes involved in the multiple case study design (Eisenhardt, 1989a; Yin, 2003).

Using a process-oriented approach allows the researcher to link theory with practice (Pettigrew, 1985), and to examine individual, group and organizational processes, using different theoretical lens to improve understanding. Research on strategic change process that focus on the role of middle management, utilize in-depth case studies (Rajagopalan and Spreitzer, 1997). This synthetic strategy can more validly generate convincing relationships (Langley, 1999), so this study incorporates in the research strategy, small numbers of specifically chosen case studies. As the methodological approach is inductive, it also allows the researcher to further specify research questions, review relevant literature and choose or change data sources. Case study (Eisenhardt, 1989; Mertens, 1998) aims to understand the case in depth, in its natural setting, recognizing its complexity and its context (Punch, 2005). It permits the researcher to effectively understand how the subject operates or functions after systematically gathering enough information about the particular person, social setting, event or group (Berg, 2009). To obtain such a broad understanding of strategic initiatives, multiple case studies (Yin, 2003; Eisenhardt, 1989a) is the type employed and the design blend exploratory and descriptive.

The main unit of analysis is strategic initiatives (Burgelman, 1991) of types including growth, cost-cutting, synergy or customer focus (Lechner and Kreutzer, 2010b) which when undertaken and coordinated create capabilities to renew and gain advantages through creating or improving products, services and processes. According to Lovas and Ghoshal (2000), 'strategic initiatives are likely to be easily identifiable and empirically observable'. Information on strategic initiatives or key new independent projects are obtained by indication of new investment in technology, research and development spending at firm and industry level, new marketing or customer-oriented initiatives, resources made available for managerial skills training, and slack technical, managerial and financial resources made available for expansion. Duration of the initiatives or projects is from foundation year to the time of its completion or end of this research study. The frequency of change in allocating managers to and from strategic initiatives - the intensity of experience or number and years of firm, initiative and project specific experience, and diversity of experience or number of initiatives and projects the firm and manager operates - are incorporated as elements of learning and capabilities. In investigating current strategic initiatives, methods of interviews and observations are particularly employed while interviews and documentary analysis mainly focused on past strategic initiatives.

As multiple-case studies add confidence to findings (Miles and Huberman, 1994), such considerations guide the choice initiatives of two well-established large firms based in the manufacturing industry and private sector of the Commonwealth Caribbean Island Barbados. This island has a population approximately 286,000, and research literature on strategic initiatives here is sparse. Barbados has a fairly well-developed infrastructure, and vibrant private sector; but is highly dependent on the Tourism product and as a developing economy; its Manufacturing sector is relatively small. Industry and firm type were identified from the 'published listing' of the Barbados Stock Exchange (BSE) classification or other relevant company or industry directory indicating competing businesses. These two firms selected are the major businesses advantageously performing with significant market share in a competitive environment undergoing change that can be either rapid or slow depending on the products or services offered. The investigation is limited to these firms to avoid the study being unwieldy, and to constrain and focus the data from examination of their strategic initiatives initiation, selection, development, implementation and evaluation, for

renewal. Firms are also checked under Miles and Snow (1978) classification of Prospectors, Defenders, Analyzers; so that prospectors perceived to have high level of capability and tendency for innovation, for example, can be highlighted.

Information is gathered about the firm(s) processes and practices in strategic initiatives implementation; relevant positions, elements that influence their attitudes, decisions, actions and outcomes and how they improve capabilities; resolving exploration and exploitation tensions through projects and middle management. Regard is given to availability of units or subjects; to allow the confident application of research results to other firms' initiatives and to be diligent with the key characteristics of frameworks used so as to be reasonably confident that the same meaningful results can be achieved again. Information on strategy content and process, and organizational structure and culture are also sought. The relevant individuals from the cases include corporate leaders/directors/chief executive officers/top management, and middle management, including those practicing project management, and workers in business firms based in Barbados. The literature review has revealed the research gaps to include the need for middle management to be more involved in strategy process and for their involvement in day-to-day management of organization initiatives and strategic projects to be more widely recognized. Although interviewees are selected on the basis of their linking managers from all functional, executive/divisional and project areas; middle management are the main group targeted as literature reveals them to be the 'linking pins' in strategic initiatives implementation.

The cases and units chosen allow the researcher to richly capture complexities of competitive strategy and environmental factors surrounding their strategic initiatives implementation and renewal. Although the literature review and research strategy clarifies the researcher's philosophy and informs the reality, participants studied and readers of the study outcome may have multiple realities, so multiple quotes are used representing perspectives. Moreover, terms appropriate to qualitative research study are employed especially in consideration of credibility and transferability of results. To minimize 'distance' or 'objective separateness' (Guba and Lincoln, 1988); investigations are conducted at the research site over a timeframe of at least six months. As a qualitative research study is usually value-laden, any biases are reported.

Case study strategy involves 'multiple data collection techniques of document analysis, interviews, and observation' (Robson, 2002; Jankowicz, 2005). This allows the research study to answer 'how' and 'why' questions not just 'what', 'who' and 'where'; and allow 'analytical generalizations' (Yin, 2003). These multiple or 'hybrid' methods (Harrigan, 1983), involve 'multiple respondents' within the organization (Barnes, 2001), and allow emphasis to be placed on gaining knowledge from individual's perspective whilst reducing bias. This heeds the need for a 'constructionist model to prioritize interaction' with focus on behavior, and for 'preferred data to include observation and texts' (Silverman, 2005). These methods prove useful in their fit with theory on strategic initiatives implementation and topics including strategic renewal and improving capabilities. They also fit well with qualitative research here where both behaviour and interaction are being studied – partly descriptive and exploratory – and the multiple methods can help to more easily find patterns in the data. Easterby-Smith et al (2002), through 'methodological implication', showed that case study methods are highly applicable to qualitative research. The researcher employs Miles and Huberman (1994) methods for data analysis, supported with elements from Eisenhardt (1989a) and Yin (2003).

Employing the 'multiple case study strategy' (Eisenhardt, 1989a; Yin, 2003), the qualitative data is collected using the basis of 'appropriately developed theory', and cases selected are to facilitate 'analytic generalization' (Yin, 2003). 'In-depth information is acquired about a small group of persons' (Ambert et al, 1995), especially middle management. The approach taken heeds the 'logic and coherence of social processes' (Miles and Huberman, 1994) and the necessity to avoid 'decided bias', when investigating strategic initiatives in-depth through the dynamics of 'sensemaking' processes, activities and practices of managers and strategic project management, from representative firms. This sound strategy is employed within the firm's 'bounded system over a limited timeframe' of approximately two years, using the 'multiple methods' (Denzin, 1989), considering comparative elements within and between initiatives or cases for multiple interpretations. Alternative theories are also put but not expecting facts to be consistent with more than two theories. Such critical comparative information can improve the level of confidence in results from analysis. Although this research acknowledges firms who do and do not use project management, it

concentrates more on those firms who do. Firms using no project management techniques can form the basis for further research.

Case studies have been done about 'decisions, programs, the implementation process, and organizational change' (Yin, 2003). Although case studies have been criticized for their 'lack of generalizability and statistical rigor' (Harrigan, 1983), they allow the researcher to focus in detail, access several points of view, and fully take into account relevant business practices including 'intricacies' in strategy. They focus on 'comparative methods allowing examination of both agreement and differences' (Hammersley et al, 2000). Multiple-case allows 'replication logic' (Yin, 2003) and the case series – firms, strategic initiatives and managerial groups – help validate or disprove theoretical insights. This method is chosen to best address the purpose and main research question. Appendix B5, depicts the multiple case study process. It is an appropriate approach for this research, better facilitated understanding of strategic initiatives, learning and renewal processes, and helped strengthen validity. After findings, analysis and interpretation, conclusions and recommendations, suggestions are made as to implications for future research. Cost effectiveness is the 'key' in data collection and analysis so the researcher pays attention to available control systems, evaluation reviews, and issues raised in reports and other sources. Limitations are indicated.

3.4 Research Design

As the research design is qualitative, the components of 'research purpose, conceptual context, research questions, methods and validity' (Maxwell, 2005) integrates concepts, theories, methods and measures utilized to develop interpretations, analytic representation and conclusions. Any research method 'inevitably has both advantages and disadvantages as there is unlikely to be one best way of approaching the task' (Barnes, 2001). Case study is more appropriate as it 'allows more relevance and validity than the survey method' (Hitt et al, 1998), and 'reduces risks of superficiality and unreliability' (Bowman and Ambrosini, 1997). The methods used in this research are a combination to result in semi-structured techniques supporting the blend of exploratory and descriptive case design and interpretivist research. The literature review and methods of interview, observation and document analysis, and the data collected, combined 'corroborate to best give an account of structure and meaning'

(Silverman, 2005). Yet the researcher works back and forth between theory and data, to better enable theory building.

3.4.1 Country, Industry, Firms and Unit

The inductive methods of interview, observation and document analysis, will allow the researcher to capture managerial intention, which 'mediates the effects of constraints, opportunities and other determinants on behaviour' (Ajzen, 1991). Capturing these internal and external impacts, and associated action, links to process and practice in implementing strategic initiatives. To determine what reactive or proactive model can be developed, and to optimally capture capability for renewal, the type or state of change being experienced, related timing and speed, and the effective management of these, are also of relevance.

The study conducted in the economy of a developing country (Bruton et al, 2008), allows the researcher to better advance understanding of considerations in such context. Culture is a significant concept for consideration in context of developing countries such as Barbados. In such economies the strategic orientation can motivate the firm to more instances of strategic renewal as they can be 'forced to open new markets to support their survival, while also doing their utmost to discover new ways to serve the established market' (Tidd and Bessant, 2009), to try to reduce vulnerabilities. The concept of culture is utilized to further explicate the data, and reveal impacts, interactions and inconsistencies. It is important to 'heed the firm's culture' (Martin, 2002), linked to its structure, processes and practices, for these can help improve understanding of decisions, actions and interactions at various levels supporting aims to secure performance outcomes. Barbados is a developing country and relatively small market by global standards for manufacturing industry, but firms in this industry engage in export to regional and international markets, and there are firms engaging in foreign direct investment in Barbados.

The choice of manufacturing industry as the object of research is relevant, as it is crucial that managers in such firms also consider strategic change. This is especially so as with dynamic forces, new manufacturing centres or facilities can occur globally as firms concentrate on getting products to market quickly. There is also need for firms to 'better link manufacturing with the firm's strategy' (Skinner, 1969), learn to 'improve

manufacturing practices' (Tu et al, 2006), and enhance the country's export base. The findings and implications are expected to assist in enhancing the competitiveness of firms in and seeking to enter markets, especially in Barbados, where failure to implement strategic initiatives in timely manner, garnering new and/or improved capabilities, may mean opportunities quickly lost.

From a moderately dynamic market experiencing frequent changes (Eisenhardt and Martin, 2000), firms similar in size, ownership structure and age, from Barbados manufacturing industry largest sub-sector of Food and Beverage are purposively chosen for this research. The assumption cannot be made that 'what works for managers in Canada, Japan, United Kingdom, United States and West Germany, will work everywhere, since tailoring management practices to the local context can make them more effective' (Punnett et al, 2006; Adler, 2002). 'Apart from Japan, the other four countries have similar core cultural traits, and collectively, contribute greatly to trade and direct investment in the world' (Thomas et al, 1994), but more research is needed in countries with cultures dissimilar to theirs, to enhance theory and practice. Punnett et al, (2006), suggest that 'countries in the Caribbean are similar culturally'.

At least 10 firms were contacted, but the researcher was eventually able to garner the cooperation of only two. The research focuses on strategic initiatives as they are central to the process of strategy implementation through direct involvement and day-to-day strategic decisionmaking, techniques and activities of middle management. Initiatives focused on are linked to new and/or improved product or business process, or both. As they exist in different firms whose context vary, initiatives will differ in size, stage of development, and the strategy, structure and culture within which they are implemented. The success or failure of the strategic initiative will hinge on factors such as persons initiating, selecting, implementing and evaluating them. The literature shows that middle management are 'linking pins' or 'mediators', and have access to peers, supervisors and other personnel involved with strategic initiatives. As 'marginal persons able to provide both first- and second-order narratives' (Creswell, 2007) middle management are all likely to have experienced strategic initiatives implementation within the particular context and culture. The quality of their interaction, skills and roles will help in describing and exploring strategic initiatives and strategic project management as a related vehicle for implementing such initiatives.

The level of access to organizations, and to key individuals constrained the researcher, given the nature of the research, so suitable surrogates had to be considered. The 'benefits of using multiple methods have also been weighed against the extra resources required' (Barnes, 2001). Ultimately, use of the method of documentation required access to firms' records. In using interviews, the researcher was also constrained by time and consideration for respondents, so the interview guide helped support structure.

3.4.2 Case Study Design

The researcher is clear about the 'unit of analysis' (Babbie, 2010) being strategic initiatives so as to continually validate key examination, assertion and conclusions. Strategic initiatives are theoretically defined in the literature review which facilitates problem definition, data assessment, clarification of categories, relationships and framework, question construction, clear direction, and critical distancing by the researcher. Ultimately however, reconstruction is based on the empirical data itself. Qualitative case study chosen to support research objectives, allowed the researcher to intensely examine a small number of instances (Thomas, 2004) implementing strategic initiatives so such case study generates, informs and improves explanatory theory so better insights can be gained. Although Dyer and Wilkins (1991) favour single case study, Eisenhardt (1989a) support the desirability of multiple case study and for sufficiency, use the rule of thumb of between four and ten. The cases selected are representative of strategic initiatives of types growth, cost-cutting, synergy and customer focus. Strategic initiatives appropriate to the research question are selected; regardless of who is implementing them. The combination of cases support triangulation and flexibility (Patton, 1990; Miles and Huberman, 1994).

Case study protocol was used to manage the planning and conduct of the research study. Case study (Yin, 2003) and replication applied in this research is illustrated in Appendix B5. First, the literature is reviewed to develop the theory, then the researcher continued the design by selecting suitable cases and how to collect data. In conducting each case study, the researcher sought evidence linking theory, facts and conclusions, to channel replication by added cases, examining why, how and why not evidence supports theory, and results are similar or contrasting. The theory, main research question and conceptual framework guided the cases selected, while the sub-areas

directed the decisions on within-case roles, activities (Miles and Huberman, 1994) and techniques considered.

Using replication logic and triangulation (Appendix B5), both past and present incidence and experiences of strategic initiatives implementation are considered. To purposively secure the range of cases, two firms that manufacture food or beverage in Barbados are chosen. Firms and context are expected to differ according to contingency factors such as size and structure. Firm culture and strategic project management procedures can also differ. These elements are taken into account as the cases are embedded therein. 'Replication logic' (Yin, 2003; Blumberg et al, 2005) supports the expectation that, 'based on theory, the same phenomenon will occur under the same circumstances or differ with change in circumstances'. It 'supports model building and modification', and is supported by 'use of multiple-cases chosen on conceptual grounds, for more robust findings, generalizability, and confidence in the theory that emerges' (Yin, 2003). The 'range of contrasting cases enrich the specification of how, where and even why' (Miles and Huberman, 1994) strategic initiatives are implemented as they are. This 'strengthens precision, stability and validity of findings' (Gibbs, 2007; Creswell, 2009).

The researcher collected and compared the data from the different sources of document analysis, interviews and observation, which increased the range for triangulation. Using managers from diverse areas in the firm allowed the researcher to address implications for different groups, varieties or variations in data. Strategic initiatives are the units of analysis; but the units of observation are middle management engaged in strategic initiatives implementation and related strategic project management so the researcher used these from diverse areas of the firm, so as to indirectly observe both similar and contrasting strategic initiatives. In so doing the researcher can observe whether middle management and strategic project management influence strategic initiatives implementation to result in new and/or improved capabilities and strategic renewal. Individual middle managers especially were asked about their experiences and attitudes pertaining to strategic initiatives implementation. The researcher can distinguish those middle managers using skills or approaches in strategic project management so as to better generate summary descriptions and explain differences and linkages and explore outcomes among strategic initiatives implemented.

As research on strategic initiatives implementation, especially in Barbados firms, is virtually non-existent, the associated research gaps indicate that 'their study is warranted' (Punch, 2005). The context of Barbados manufacturing industry hitherto under-researched, can provide useful lessons, as cases therein can be perceived as more extreme given the dynamic and complex environment, focus on innovation or the development of new and/or improved products or processes, and the use of project management and related implementation techniques, to contribute to learning in the culture. These elements focus more on exploitation processes and practices but blend exploration activities also. Resource and time constraints also influence this choice. All the firm's strategic initiatives within the current five-year timeframe, and the associated current middle management are targeted. This involved approximately 14 middle managers (at least 7 per firm) and 6 initiatives (3 per firm), to afford the researcher some complexity. As more than 15 cases or so can become unwieldy (Miles and Huberman, 1994), cumbersome permutations are avoided.

The researcher in investigating strategic initiatives implementation, sought middle managers' sensemaking and interpretation in their natural setting. The initiatives and firms that 'exhibit different characteristics support replication logic' (Yin, 2003; Blumberg et al, 2005) especially of the theoretical type. Replication of the interview and study aids validation, and methods are used to counteract potential bias. The use of 'multiple approaches to support triangulation' (Denzin, 1989), improves confidence in the validity of data and findings. A data and methods analysis table (Mason, 1996) is provided for this study, in Appendix B6, where the strengths and weaknesses of the data collection sources relevant to this research are also provided. This shows that document analysis is best used for strategic initiatives already completed in the last five years, as source of evidence about needs, formal frameworks, intentions, influences and performance. Interviewing is best source of experiences and roles of middle managers influencing strategic initiatives, practices, and learning, while observation of 'real time' events, processes and activities.

3.4.3 Data collection Methods and Procedures

3.4.3.1 Methods, Techniques, Activities

Appendix B6, helps to analyze and justify methods and techniques linked to the research question, and also support focus on integrating processes and practices while

heeding context and content. It emphasizes the strengths of interviewing, observation and document analysis, in targeting the middle management, strategic initiatives, and strategic project management and related activities, so data and analysis emphasize the capabilities and interactions. Appendix B7, shows that the data collection is a 'series of interrelated activities or phases aimed at gathering good information to answer the research questions' (Creswell, 2007).

A blend of descriptive and exploratory study is also achieved through case study, combining the multiple data collection methods of document analysis, interviews and observation to allow better explanation of findings. Exploratory studies need to be far less structured, with less need for 'standardized research instruments' (Silverman, 2005). The choice of two well-established firms, strategic initiatives involving both product and process activities, and middle managers from diverse areas in the firm, allowed the cases of strategic initiatives implementation to be comparable. Data on characteristics critical to the study was gathered under recognized constraints. 'Proxies' are used only where necessary, and steps taken to 'minimize attrition, reduce bias, and increase validity and reliability' (Selltiz et al, 1976).

The research strategy and design allowed the researcher to determine exactly what and who to study so as to correctly collect the data, 'moving from the general to the specific' (Babbie, 2007) and facilitating 'methodological triangulation' (Denzin, 1989).

Triangulation was also employed to allow critical comparative information to improve the level of confidence in the results from analysis. Data from the interviews helped to match and answer the research question, but 'triangulation' (Feagin, 1991) helped 'provide different perspectives, yet corroborate in certain aspects and enhance validity'. Accuracy and 'alternative explanations' are also ensured by 'triangulation protocols' (Stake, 1995). Implications from the resulting findings contribute to conclusions and recommendations, aid verification of existing theory and formulation of new theory so as to improve strategic initiatives implementation and renewal.

The research objectives determining the direction of the research were clearly communicated to CEO or 'gatekeeper' and participants. Conversations with top management (Chief Executive Officer (CEO)/Chairman, Managing Director or General Manager), other consultants or 'gatekeepers' were used to gather supporting data on past, completed, current, and planned strategic initiatives. Such conversations, in

addition to allowing and 'speeding' access; revealed roles, conflicts, negotiations, and other elements that comprise 'regulating' forces. To gather data on the unit of analysis of strategic initiatives, the perspectives of middle management are mainly utilized and their availability and the researcher's ability to reach them was crucial.

Evidence for case study strategy came from fieldwork, archival records, verbal reports and observation. Following Yin (1981), these were also combined. To facilitate good writing, note-taking for these elements was precisely recorded with a view to integration, referencing the case study topics, conceptual framework, and questions or activities to be amended during analysis. Data analysis sheets (Appendix G1 to G4), were used with the data collection methods, a case study database created and a 'chain of evidence maintained' (Yin 2003). NVivo assisted. The use of software such as NVivo facilitated effective and efficient categorization of the data collected. NVivo supports analysis of qualitative data by assisting the researcher to manage data and ideas, query data, graphically model and report from the data.

Investigations of initiatives and their characteristics covered a timeframe of approximately three years, especially delimited in the structure of two firms operating in Barbados. The data collection process was intense during November 2011-March 2012 and November 2013 to March 2014. It involved interviews and discussions with CEO/Executives (August 2011 to November 2011; September 2013-January 2014); Semi-structured Interviews with Middle Management or proxies spanning approximately three months (November 2011-January 2012; January 2014 to March 2014); Observation (November 2011 to January 2012; January 2014-March 2014); and Document analysis (August 2011 to May 2014). Follow-up telephone calls, emails, visits and informal discussion with participants served to help improve responsiveness, interaction, rate of cooperation; and help reduce attrition and bias.

The qualitative research helps to further develop the theory, explain structures and problems, and define new ideas, concepts and behaviours. The individuals or groups associated with creating, organizing or engaging in activities on specific project, multiple projects or program, department or strategic unit supporting strategic initiatives implementation, were targeted, for their peers will perceive them to be knowledgeable and experienced to inform any potential model. Their actual lived experience of influencing initiatives is also of interest, and they have access to or indicated the most relevant

documentation or sources. The CEO, Chairman, General Manager or Managing Director of each firm contacted was briefly informed of the research and asked for a list of information for the relevant sets of prospective interviewees. For the case studies, it proves important to 'establish access' (Seidman, 2006) for interviews, observation, and documentation including database and archival records. Time, access, generalizability and other constraints are acknowledged, but 'incorporating relevant research techniques' (Eisenhardt, 1989; Easterby-Smith et al, 2002; Yin, 2003; Babbie, 2007; Neuman, 2006; Greener, 2008) aided completion of data collection, analysis and conclusions.

Where appropriate, data was coded with emphasis on focus and meaning and Miles and Huberman (1994) scheme employed to code elements such as strategic initiative type. Tables were set up containing information on planned data breakdown, categories for response, and other areas for results. The researcher recorded, coded and compiled the data within a viable timeframe. The notes regard indigenous meanings or concerns, are 'written contemporaneously in third-person point of view, detail social and interactional processes in the form of fieldnotes' (Guest et al, 2012), diary or journal, and complement 'textualization' (Emerson et al, 1995). Data was 'transcribed, the material worked with and learning shared' (Seidman, 2006).

3.4.3.2 Interviews

As the primary means of data collection, interviewing allowed the researcher 'access to the context of persons' behaviour in organizations', and to 'gather relevant information' (Patton, 2002). It allowed those persons to 'make sense of their experience through recounting narratives' (Seidman, 2006) and 'formally exchanging thoughts by spoken word' (Denzin, 1989).

Table 3, justifies the choice of semi-structured interviews from comparison of three main types of interview. Interviewing also let the researcher 'understand issues' (Gillham, 2000) pertaining to strategic initiatives implementation and related influences of strategic project management and middle management in improving capabilities. Interviewing for the study is mainly 'semi-structured' (Lincoln and Guba, 1985; Seidman, 2006) and as they are the best un-biased, non-threatening means of obtaining information; 'open-ended' questions (Silverman, 2005) are mostly employed, using

Denzin (1989) principles of specification, division, and tacit assumption when forming, sequencing and determining the actual meaning of answers to them.

A list of the Groups of Interviewees is provided in Appendix B8. There are 16 middle managers and 4 top managers. 9 managers were interviewed from the First Firm, and 11 from the Second. An interview schedule is used and this structure employed flexibly by the interviewer according to what emerges, since 'elaborate, in-depth responses are required' (Gillham, 2000). The interview schedule is prepared to guide the process so that the researcher is mindful of introducing herself and explaining the aims of the interview or other means of data collection, and maintains ethical considerations including declaration of the purpose of the research and study. Informed consent was incorporated.

The interview schedule/guide comprises questions incorporating types descriptive, structural and contrast, framed in different time dimensions, posed meaningfully with complex ones left for last. As persons views are collected and analyzed, the interview guide is sectionalized for purposes of such content analysis. The researcher maintained attractiveness and organization in terms of visual elements, question organization, page and item numbering, personal information and instructions, logical sequencing, introduction and examples. Questions are mostly of open form type, mainly related to strategic initiatives – initiation, development, implementation and evaluation – but linking strategic project management, middle management, and renewal. To support such interviewing, the researcher also gathered information through visits and/or communication (telephone conversion, letters in some instances), and conversations or discussions were carried out with executives Chairman/CEO/General Manager/Managing Director and external consultant as was relevant, especially to obtain support and access to firms, information and documentation or archival records before interviews were scheduled, and after as follow up to the interview.

A list was therefore drawn up of current strategic, initiatives and projects development and performance issues in organizations after assessing current trends in business and industry. In so doing, the researcher eliminated less relevant issues so as to avoid overlapping, to select priority issues, integrate ideas and to assess actual difficulty in gathering information for certain issues.

Table 3: Justifying the Choice of Type of Interview

Interview Type	Interviewer Role and Conduct	Appropriate Choice for this Study?
Unstructured	A ‘memory aid’ is mostly used where notes are jotted down. There is usually no list of questions but rather the interview proceeds in similar fashion to a conversation – interviewee speaking freely in response to the interviewer.	No. This informal approach supports areas of general interest. In exploratory study it helps discover what is happening and new insights. The structure is not set but the researcher is mindful of theoretical considerations even though allowing a ‘conversation’ based on interviewee preference, rather than using pre-determined questions. The process is non-directive and the interview ‘informant’; rather than ‘respondent’.
Semi-Structured ✓	The interviewer usually has a list of main points or questions covering information necessary to support the main research questions; and proceeds methodically allowing the interviewee ‘free response’ as is suitable; varying or amending and even posing supplementary questions as appropriate with each interviewee to cover ‘key’ points. There is hardly the need to ‘tick’ relevant answer boxes. The interviewer may vary the complex, open-ended questions in terms of order and logic. The interviewer will negotiate a time of least pressure for interviewees so as to obtain answers to all questions. The interviewer will take steps to reduce bias and attain reliability (Robson 2002).	Appropriate choice. This type will allow exploratory discussion and the interviewer can probe, while structuring any divergence by use of ‘why’ and ‘so what’ questions particularly ‘chaining up and down’. The interviewees can so reveal what is happening, how and why to the researcher who may also discover new insights to address research questions or objectives. The questions follow a pattern to allow the researcher discretion over timing, substance and issues, and he/she is afforded the opportunity to probe to understand answers or meanings to add depth to data. The interviewee is encouraged to share in his/her own language but a small range of questions allow the researcher to collect answers to form major themes after interviewing others, varying the themes or questions as necessary to the firm, context, events, interview(ee) or even flow of conversation. Note-taking and tape recording will so support the nature of the question, discussion or conversation. Middle manager perception and historical account of processes or practices in implementing strategic initiatives will be the expert knowledge sought and the data triangulated with that from observation, document analysis and the literature.
Structured	The interviewer usually has a list of specific questions and corresponding fixed range of possible ‘answers’ so there is usually a need to ‘tick the box’ as the interviewee is asked the series of questions. This type, popular in social survey, allows quantitative data collection similar to the	No. These are used more in survey research and the data supports quantitative analysis. In descriptive studies, they help identify general patterns and relationships between variables. They statistically support explanatory study. The pre-set questions in the questionnaire are in set order to standardize data and eliminate bias from different wording or even tone; each question is read out and response recorded on a standardized schedule with answers pre-coded. Explanations

Consideration was given to the persons to be interviewed, the information needed and the type of interview relevant. The subject of strategic initiatives implementation is narrow but deep, and the experiences of people such as experts and the direct knowledge and practice of middle management had to be garnered. The intention was to interview all middle management once available, and their roles, skills and cultural setting was of relevance. The 'small, purposively chosen' (Kuzel, 1999; Morse, 2001) number of 16 middle managers (at least seven from each firm) helped limit bias. The number 'evolved, being conceptually driven during fieldwork' (Miles and Huberman, 1994) and according to impacts from attending culture. Some middle managers were involved in the implementation of strategic initiatives for some time, while others are new to the process. As some initiatives have been completed while others are new and ongoing; the researcher sought to find one of each such type at each of the two firms, it being anticipated that about 6 (six) strategic initiatives be studied, with the research targeting at least three from each firm. For those initiatives completed, investigation through document analysis and interviewing will be possible. For those new and ongoing, observation and interviewing will be more appropriate.

Investigating the role of middle management and strategic project management in strategic initiatives implementation is relatively new and moreover is evolving. Role expectations and actual practice at the business strategy level must be more thoroughly understood, especially to more effectively and efficiently support learning and strategic renewal. Appendix C, shows the types of interview questions and procedure. The key points are clear, considering interviewee understanding, and are logically sequenced in themes. Appendix C1 and Appendix C2 of interview and observation questions, complement Appendix B8 and Appendix D1, which provides description of interviewees and analysis and justification of interview questions, respectively, linked to the research questions. With the supporting constructionist approach being utilized, questions are treated as 'meaningful utterances' (Thomas, 2004).

The interview questions also allow the easy moving forwards or backwards if the interviewee does veer to another subject. The researcher seeks to avoid questions that are leading while focusing on types and number of strategic initiatives and the associated processes and practices in implementing them. The 'open-ended questions build upon and explore participant responses' (Seidman, 2006), targeting strategic

initiatives – their initiation, development, implementation and evaluation. Questions have flexible wording to allow the researcher to clarify, prompt for clarification from interviewee, add or delete any probes (clarificatory or exploratory) or questions, and adjust the language level.

The researcher expected questioning to allow both parties to communicate validly. She took steps to clearly understand the intended meaning and so that the respondent shares understanding of the question meaning, and answers accurately with his/her meaning understandable to the questioner (Thomas, 2004). Questions may thus be worded differently according to the person being interviewed. In the semi-structured interview guide, questions general and non-directive are presented first while those presented last more allow the researcher to inquire into issues gleaned from the review of relevant literature. Theoretical discourse on the issues involved with strategic initiatives implementation, as well as the requirement of linkage with the research question, helped to generate the questions (Appendix C1) which are mainly open-ended and require face-to-face discussion. The questions, set out in two main sections, firstly concentrate particularly on strategic initiatives implementation, and secondly focus more generally on supporting areas of organization, strategy, capability and renewal theory and practice.

After contact with a 'gate keeper' from each firm, interviews were scheduled, prior to which the researcher conducted preliminary research and study to effect modifications where necessary. While the focus was on strategic initiatives implementation, therefore, the attending influences of strategic project management and middle management are deemed important to the process contributing to new and/or improved capabilities; so the questions are also geared towards participants understanding and being concerned with these related perspectives. The main areas concentrate on managers' understanding of strategic initiatives implementation both past and current, strategic initiatives development and management, and the context or internal and external environment. Probes are used to obtain responses that are more 'explicit or extensive' (Atkinson, 1968) being 'clarificatory or exploratory' (Thomas, 2004). Conducting the interviews at the two firms during a three-month period each involved scheduling challenges. More than one interview in any Barbados business is not easy, and more than one interview with any one manager is difficult. Moreover, the number

of 'cases' or initiatives investigated depended on how many there are implemented or being implemented by the firm within the last five years. Of the 3 (three) strategic initiatives investigated from each firm, the current ones provided the basis for full utilization of the method of observation, the timeframe for which will depend on the beginning and end of the strategic initiative.

The researcher finds the 'long interview' (McCracken, 1988) appropriate as there was only one chance to interview each executive, given the organization culture in Barbados manufacturing firms. This is supported by the 'gatekeeper' interview where there was adamant refusal to waste more resources than vitally necessary, on the basis that senior executives, middle management and other resources are very time-constrained, especially when implementing initiatives. The number of and spacing between interviews depended on participant availability, but a 90-minute timeframe for interviews was feasible, anything shorter being too little and longer producing 'anxiety with diminishing returns likely to set in' (Schuman, 1982, Seidman, 2006). Diaries, notepads and electronic device were used to record the important circumstances, issues, events affecting strategic initiatives implementation and outcomes; in such a way that meticulous review of text or transcripts allow emerging themes or patterns to manifest.

Data was collected with emphasis on appropriately linking strategic initiative(s) studied in-depth as follows:

- interviews (conversation or discussion) with top level managers such as board member or general manager responsible for strategic initiative(s)
- semi-structured interviews with individual managers especially at middle management level – this is the main source of data collection
- interviews (consultation) with supervisory individuals including those practicing project management

Appendix B8, indicates the groups of interviewees approached. Key-informant CEO/executive (gatekeepers) interview or discussion helped initiate rapport and secure lists from each firm. Based on success in making contact and eventual agreement from each firm to the specified conditions including access, prospective interviewees were chosen purposively from the list obtained from the accepting firms. These persons were invited to participate in the study. The CEO/Chairman or Executive informed of

the research was asked also to prompt other prospective interviewees for their participation. The researcher 'made contact' with participants (Seidman, 2006), especially the middle managers, at least seven each from the two manufacturing firms, and conducted the interviews with the persons selected. Each interviewee was provided with a 'letter asking them to take part in the study, written informed consent gained prior to the interviews, and even pseudonyms used and reference to dates avoided as necessary to maintain confidentiality' (Silverman, 2005).

Purpose of study, good reasons for timely response, associated professional organization, specific date, voluntary aspect, anonymity and confidentiality, and the intention not to cause harm, was offered prospective interviewees and other personnel involved in the research. Moreover, the researcher was meticulous with the recording of data having regard to Emerson et al, (1995), findings that 'recording data or writing fieldnotes is an interpretive process, the very first act of textualizing'. 'Trialling' (Gillham, 2000) or a 'pilot study' was used to alert to 'elements of the interview techniques that provide support to or detract from the objectives of the study' (Seidman, 2006). This also allowed the researcher to seek comments and suggestions, and judge typical interview duration. Participants from representative firms were therefore purposively selected for trialling to facilitate any necessary revision of approach. Techniques were further developed or adapted, feasibility checked, and assessment made of the reliability of measures and number of initiatives or means for their observation. The researcher gained assurance of the unit of analysis suitably being strategic initiatives and the strategic initiatives checked for match with research plans.

The interview schedule/guide and questions were therefore pretested and administered within an appropriate environment paying heed to need for cost and resource efficiency, and administration to an appropriate audience. This allowed the method for this research to be further validated before the start of the study, procedures to be standardized before execution of instrument delivery, assessment of validity, rectification of any problems in the order, clarity or wording of questions; and modification of conceptual framework where necessary. Attention was given to question organization, personal information and instructions, logical sequencing, introduction and examples, and item and page numbering in field notes. Peers or experts evaluating the questions facilitated any modifications while means of finding

additional interviewees, activities and documents were gleaned. Appropriate coding to open form questions was used to aid recording and analysis of results. Data collection started in October 2011 and finished in March 2014.

The researcher began with the **pilot study**. The pilot study enabled collection of information which informs the techniques for the collection of data. In the pilot study, data collection included in-depth semi-structured interviews of seven managers, including CEO, Director, Executive and Middle managers, and Supervisors, from diverse functions from two manufacturing firms. Objectives of the Pilot Study included demonstrating the feasibility of the scale of the study of strategic initiatives implementation, to establish level of access and support, to check appropriateness or refine the tools of the research techniques, and to assess the resource levels required. The Pilot Study was vital to refining the research instruments (Gillham, 2000), ferreting out issues or even barriers related to the validity of the research instruments, as well as access and obtaining participants. It helped to adapt research approach and assess observer bias (Hammersley et al, 2000), allowing the researcher to confirm ways for appropriate conduct concerning the methodology, methods and phenomenon.

The pilot study provided the researcher with the opportunity to reflect on the importance of the research process and any associated difficulties. The researcher was able to refine the interview schedule to better consider flow and reduction of unnecessary repetition, while allowing for prompts to support the more open-ended questions, yet allowing the respondent to be concise in expansion, while seeking to build trust. The respondents were also allowed to reflect and report on repetition, omission and interview duration. Some respondents reported that one or two questions appeared repetitive but no omissions were identified while they indicated that the instrument was comprehensive.

After the pilot study, any necessary adjustments were made to the research instruments. The interview questions and interview schedule as well as other elements linked to the research questions were modified as necessary. Such adjustments were required after consultation with respondents in the pilot study, and involved a 'tweaking' of certain questions to make them more specific to the unit of analysis. They also entailed reorganization of sequence of some questions to improve flow, still allowing for 'chaining up and down' during actual interviewing, heeding objectives and research

questions. After such feedback, refinement of interview questions was more precisely guided to improve specificity, time and flow for example (what/who/when best to target), weed out likely observer bias or high costs, collect background information or assess security issues. The chance was presented to additionally address other practical issues of the research including knowledge of the context and activities of the strategic initiatives. Some aspects overlooked in preparation or design of the research (Thomas, 2004) were therefore addressed. During the timeframe the researcher perceived some areas to reduce wastages during data collection and to bolster where possible representation regarding levels of respondents, ethics, validity and safety issues.

As a starting point, the pilot study also provided opportunity to negotiate fuller access to documentation and observation, while providing leeway for more precise schedules so fieldnotes or diaries can be more concise to enhance quality. The new contacts helped to increase the researcher's understanding of relevant issues, areas, activities, timeframes and personnel. The researcher at this stage realized the critical need to be particularly industrious in 'obtaining and maintaining access at firms' (Bryman and Bell, 2000), and was surprised at the level of impact of routine organizational processes on strategic initiatives implementation. The researcher collected documents and other secondary data, but observation was limited for the pilot study as at this stage, the researcher was not allowed full access for all firms. However, the 'insider information proved invaluable' (Yin, 2003), and allowed more accurate portrayal of the phenomena of strategic initiatives implementation and associated influences, especially as the validity and reliability of the interview instrument was tested. The researcher was prompted to incorporate not just middle managers but at least one from top management and supervisory management in the study. Responses recorded were also valuable for use to collaborate with future data collection and analysis. Additionally, expert researchers in the field of strategy and project management were asked to vet the interview questions.

During October and subsequent months on days and times agreed with participants, from 0900 to 1500, face-to-face interviews were conducted by the researcher so as to ensure data collection validity. Moreover, attempts were made to 'space the interviews out' (Gillham, 2000). Interviews were conducted during authorized visits to sites of initiative(s) and associated project(s) on several days when data was recorded during a

90-minute timeframe and transcribed. Appendix D1, providing an analysis of the interview questions, justifies them.

As the questions relate to strategic initiatives implementation, the frequency of their occurrence, how, who is involved, interactions of middle management, strategic project management and the strategic initiatives activities and capabilities in strategic renewal. They link specifically to the research question and its two sub-areas, to some extent structure the data collection and analysis, incorporating moderating elements such as environment, orientation, culture, learning and other interactions. Themes from the literature and theory also assisted focus. The researcher intended to repeat interviews where necessary but this was not possible especially since the firm was unwilling to waste resources. The intention was to capture rich, vibrant data on managers' perspectives on successes and failures in strategic initiatives implementation, why they occur, issues they foresee and currently circulating stories; to analyze patterns of strategic renewal before and during strategic change implementation, identifying commonalities across initiatives.

Data from individual managers at middle-management level was collected by means of one-hour semi-structured interview of middle management personnel (at least seven from each firm, including the Project Manager, or proxies) – sufficient number to 'reflect the range of participants and sites' (Eisenhardt, 1989a; Seidman, 2006). The researcher attended the interviews, to administer the questions and record. Providing 'anonymity encouraged people to disclose facts' (Gillham, 2000) and such steps were taken to reassure participants chosen and to retain both external and internal validity. Measures for both anonymity and confidentiality also helped to sustain rapport even though the explicit purpose and techniques used were specified to the interviewee. Steps were taken to avoid problems such as informant manipulation of the researcher, and loss of confidentiality by both parties.

Data on strategic intentions, actions and practices – retrospective and current – related to strategic initiatives were targeted. Related elements were also examined, such as managerial satisfaction with strategic initiative as it relates to profitability of resulting new product or service and distribution of capabilities. The researcher examined these to help with determining the firm's base for implementation, renewal and advantages. As interviewees' opinions or perceptions may 'reflect their standing in the overall

hierarchy of persons within the group' (Denzin, 1989), the researcher worked back and forth between accounts from cases and the emerging theory. This enabled acknowledging top managers as the main strategists, yet recognizing middle and other managers as influencers of strategy processes and initiatives implementation.

Conduct of the Interview

Given cost, time and task intricacy constraints, the researcher conducted the interviews and used both written and tape recording means of obtaining data where possible. Throughout the process, the researcher was informed by and applied Kvale (1996) seven stages of an interview investigation – 'thematizing, designing, interviewing, transcribing, analyzing, verifying, and reporting'.

Before beginning the interview, the researcher thanked the interviewee for agreeing to access and the interview. The researcher then outlined the discussion objectives, the preferred procedure for conduct, the major themes, what the intended research output would be and what would be offered the firm or how it would benefit. Informed consent was obtained, with the stress on confidentiality and anonymity, assuring that nothing will be attributed to the firm or respondents without permission sought and obtained. Permission was sought to tape record the interview, allowing the interview some element of control over the tape recorder. The researcher then proceeded with the questions 'clearly phrased in a voice of neutral tone, probing as necessary, and avoiding jargon unless the meaning is made clear to the interviewee' (Easterby-Smith et al, 1991).

The researcher 'left sensitive questions until near interview ending' (Healey and Rawlinson, 1994), and maintained attentiveness. Very soon after interviewing, the interviewer provided 'a full record' (Robson, 2002) to retain the valuable points, control bias and generate reliable data for analysis. The researcher interpreted the interview, structured the material, clarified and developed meanings and even sought re-interview to allow the interviewee opportunity to comment or elaborate. Categorization and an ad hoc approach was blended to result in tables, figures and words. Interview quotes were selected to enhance reporting. The advantages over disadvantages in recording as indicated in Appendix D2, guided the decision to electronically record the interview in each case to support notetaking. Appropriate follow-up was carried out as necessary and the researcher dated, identified, stored and backed up data to maintain efficiency.

3.4.3.3 Observation

Observation allows 'inductive reasoning through attempts to understand by first discovering the conceptual lens that members of the organization use to see and interpret their experience' (Gioia and Chittipeddi, 1991). The researcher found that employing observation methods is a useful way to 'check for nonverbal expression of feelings, determine who interacts with whom, grasp how participants communicate with each other, and check for how much time is spent on various activities' (Angrosino and de Perez, 2000; Schmuck, 2006). Observation is also used in the study so that the 'perspective of those studied can be adopted and their day-to-day experience shared in' (Denzin, 1989), to increase validity of the study and promote better understanding of the context of strategic initiatives implementation. Its elements were also 'fundamental to understanding culture' (Silverman, 2005). By observing, the researcher was able to appreciate how the relevant 'communities of practice' and managers undergo sensemaking in 'learning workplaces' (Easterby-Smith et al, 2000) or 'activity systems' implementing initiatives.

The researcher was largely a 'non-participant observer' (Mintzberg, 1973; Belbin, 1981; Thomas, 2004), focussing mainly on both process and action - decision making, intention, implementation, activity, interaction, behavior, reaction and problem-solving in strategic initiatives implementation. Such field insights combined with the theoretical lens of organizational learning and activity theories, are 'informed by practice and promote the building of new theory' (Silverman, 2005). The approach was also semi-structured so the researcher 'proceeded with as few presuppositions as possible, was ethically overt, and used the field observation style' (Thomas, 2004). This made it easier to maintain the observation within the specified timeframe. Observations allowed real-time data collection to help answer the research questions. The researcher therefore considered that both the site and opportunities were available for observation, and was guided in this by specifications from interviewees or circumstances that facilitate easy access.

The researcher sought access to visit the site, attend meetings and informal activities so as to 'follow and analyze processes and activities' in implementing strategic initiatives. 'Fieldnotes' (Emerson et al, 1995) were used to describe experiences, observations, and any findings in exceptional instances. Access to 'the firm's private zone' (Thomas,

2004), especially needed to be supported through outcomes from the 'gatekeeper' interview. The researcher experienced the 'ordinary routines and conditions, contingencies, constraints and pressures that are physically and ecologically faced by the relevant set of individuals' (Emerson et al, 1995) impacting strategic initiatives.

Once access and permission was given, the researcher spent at least two-working-week session in study of the case. This incorporated 'daily watching and listening' (Thomas, 2004) observing top management, middle management, and operational employees engaged in strategic initiatives implementation. Three initiatives were being studied at each firm, so observation lasted up to three weeks, with emphasis on collecting data, not participating in activities. The researcher sought to make her 'attire and actions unobtrusive', became 'familiar with the observation setting' (Taylor and Bogdan, 1998), and was 'adaptable and flexible in looking for recurring patterns and underlying themes in behaviour and actions' (Wolcott, 2001). She focused on 'each aspect in conjunction with the overall situation each day and at different times of the day, and considered key activities and personnel' (Merriam, 1998). She concentrated on how interactions and decisions occurred, location and situation of persons and objects, frequency of incidents, and certain 'rituals and symbols linked to culture, and to expression of layers of meaning' (Berg, 2009). To avoid collecting data more on one activity than another, the researcher constantly referred to 'observation protocol' (Creswell, 2009), observation guide and questions (Appendix D3 and C2), and referenced the research question.

Where necessary, the researcher observed the 'daily routines of the case study setting, watching what was going on, and regularly and systematically writing down what was observed and learnt' (Emerson et al, 1995), noting impressions and daily practices. To enrich study and theory, the researcher also integrated description, dialogue, characterization, sketches, episodes, typologies and contrasts with happenings, forces and interactions, yet sought to be objective, recognizing likelihood of biases. Appendix D3, aided the process. During Observation, the researcher sought to answer questions such as those indicated in Appendix C2. These questions are tied to the research aims and questions and the interview questions and the researcher sought to facilitate goals, recording notes, analysis and triangulation. This better helped to 'answer the research question, build theory and increase validity' (DeWalt and DeWalt, 2002), accounting also for cultural relevance.

The observation protocol, guide and questions informed the notes recorded about context, surroundings, and the frequency of actions and occurrences of activities, interactions, exceptional events, and personnel involved. The researcher had opportunity to view some events unscheduled yet exemplifying the observations' theoretical purpose, and these enhanced quality of data collection and interpretation. Happenings and associated reasons, regularities and irregularities in activities, variations and exceptions were studied so that over time, where behaviours and activities exemplify the theoretical and conceptual framework, the researcher can justify persisting with focus on differing elements of activities in strategic initiatives implementation.

The researcher was able to notice 'sensitive issues not answered in interviewing' (Patton, 2002), by patiently observing non-verbal elements and time spent on activities. She also checked on definitions and situations, and by sharing information, was able to reduce inaccuracies. The necessary specific information was recorded in timely fashion. This was done so as to 'analyze and report on facts rather than inferences' (Bernard and Ryan, 2010). The researcher 'in observing made sense or interpreted' (Thomas, 2004) appropriately, and in using exact quotes and relevant background information, protected confidentiality. Even from observation, data coding enables selection and emphasis of vital information and allows a 'framework for organizing and thinking about the data' (Miles and Huberman, 1994; Creswell, 2009). Analysing helps improve the framework or model to better understand or make sense of what participants do in implementing strategic initiatives. Once the characteristics of a particular strategic initiative is constructed, theory can be developed through comparing those from separate strategic initiatives implementation systems.

The researcher also checked that issues are vital to the firm's key personnel, to provide opportunities for sharing research findings and verifying accuracy. The observations supplement interviews and document analysis, so the entire case environment or context was scrutinized for perusal and comparison of relative factors, examination of activities, roles and other processes in strategic initiatives implementation – especially of middle management and strategic project management influences.

3.4.3.4 Document Analysis

Document analysis was conducted before, during and after the interviews and observations and even served to generally inform the research method, design, and analysis. Information gleaned from documents (Appendix E1), helped in understanding strategic initiatives, implementation, project and renewal processes, practices, and the associated actors and actions. It is noted, however, that public archival document produced by a firm has inherent bias arising simultaneously from both the author and the organization (Denzin, 1989). Most common indicators of strategic positioning such as size, product or service quality, innovativeness, reputation and performance were assessed from stock price performance (market capitalization), sales revenue and growth, earnings, return on equity (dividend payout), and relevant ratings index. These informed the assessment of the level of firm and industry growth or stability before the study was carried out. The age (measured as number of years in existence) of the firm examined was considered. These contributed to the firm(s) selection, and validity and reliability of both data and model. Other techniques or elements that examine aspects of productivity, capacity utilization, and market share, helped determine survival strength of the business.

Internal archival records especially written documents, plans, reports, newspaper articles and other popular publications were sought and perused to extract relevant data on strategy, initiatives, projects and their management; for analysis. Such 'administrative documents' and other relevant studies (Tellis, 1997) were appropriate especially to confirm and enhance supporting facts from interview and observation. These helped define the initiatives or cases, discover key informants or interviewees, prepare relevant questions and assist with clarifications, effectively promoting content and thematic analysis.

Publicly available data including the relevant stock exchange reports, yearbooks or industry surveys, stock market indices and firms' annual reports and proxies, newspapers, magazines, industry association newsletters, trade journals, policy documents, documentation of formal strategy and related functions and systems were used as is relevant. The study of other historical data, database searches or archival records from a timeframe five years or more served to match the information from executives and other personnel in the organization and industry studied through the

case study method. Data was gathered on the competitive environment, strategic initiatives evolution, implementation and performance, business strategy – past, current and intended, changes in firm content, context, process, structure and control systems impacting strategic initiatives, outcome or performance.

'Vital, systematic search' (Easterby-Smith et al, 1991) was however guided by 'gatekeeper', 'interviewee' or 'expert' advice. Such advice included concerns about the confidentiality of some data, and that the data released allowed the ascertainment of strategic initiatives, formal and administrative frameworks, needs and intentions. There was also indication of influences of middle management and strategic project management, and of some level of performance or success with strategic initiatives and other elements important to attaining objectives. The literature review provides 'theoretical framework development and indicates directions for the research' (Kumar, 2005; Neuman, 2006). It will therefore complement the document analysis and other aspects of qualitative research, contribute to consistency of findings and predictions, and substantiate any new model for strategic initiatives implementation. The next section deals with analysis of the data.

3.5 Data Analysis

This section details the process of analyzing the data from the study which main focus is strategic initiatives, with strategic project management and related influences and interactions improving capabilities and attaining strategic renewal. In 'linking theory with practice' (Pettigrew, 1985), the interpretivist approach used, supported the themes generated, and allowed incorporation of aspects, cultural and social, for relationships and interactions at both micro and macro levels of the firm to be investigated. Both internal and external environment factors are therefore included in analytical discourse and interpretations.

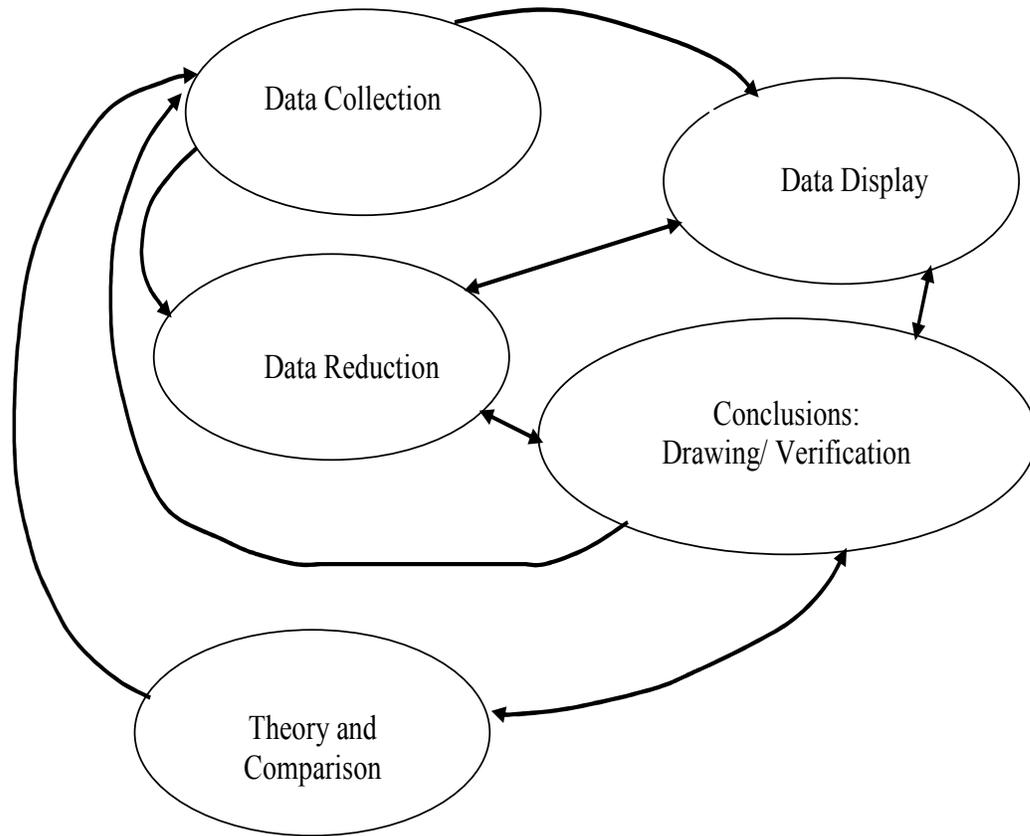
As utilizing 'in-depth case studies' (Rajagopalan and Spreitzer, 1997) can 'more validly generate convincing relationships' (Langley, 1999), this study incorporated the plans and outcomes from case studies in its strategy for data collection. The researcher recognized that the strategy can change. In qualitative research, any component in the design may need to be reconsidered or modified during the study 'in response to new developments or changes in some other component' (Maxwell, 2005). As the methodological approach is mainly inductive, it allows the researcher to further specify research questions, review relevant literature, choose data sources, design analytical processes and means for coding and exhibiting the analysis, and develop and evaluate associated theory.

3.5.1 Approach

As findings guide linkages, 'theoretical insight was matched to recorded data for analysis, to assess regularities and irregularities that influence interpretations formed' (Denzin, 1989). From this base, weaknesses were highlighted and instruments refined. Through the interpretive approach, the researcher was able to 'best expose, analyze and assess the reality determined by people' (Hussey and Hussey, 1997), in implementing strategic initiatives. This approach 'concentrated on managerial strategic action stressing logic and reason, as well as shared and unshared social experiences' (Denzin, 1989). Focus was on strategic initiatives and middle management who implement them and associated projects. Perspectives sought of managers from the three main organizational hierarchy - top, middle, supervisory - allowed the researcher to glean fitting concepts and processes concerning the unit of analysis, strategic initiatives.

3.5.2 Data Analysis Procedures

Figure 6: Components of Data Analysis



Source: Miles and Huberman, 1994.

The inductive aspect of the data analysis process also builds from the concepts and experiences of the researched. This was subject to their interactive discussion and challenge, so that application beyond the firm's specific context becomes possible. Methods for data analysis (Miles and Huberman, 1994; Miles et al, 2013), were followed to move from accurate statement of facts and alternative explanations to inferential breakdown. The interactive, cyclical approach also balances analysis and data using an 'iterative technique' to revise categories and allow emerging questions and current interests to be pursued, yet retaining holism.

Addressing the research question (Table 2), and the conceptual framework (Figure 7), informed from theory and studies (Table 1), supplemented from Eisenhardt (1989a; 1989b), Brown and Eisenhardt (1997), and Lovas and Ghoshal (2000), guided elements of the data analysis. With 'multiple case studies' (Yin, 1981) employed, after analyzing the individual case, triangulation facilitated improvements in recording, analysis, comparison, developing, concluding, and support of generalization, as necessary.

Figure 6, shows how qualitative data analysis consists of 'three concurrent flows of activity - data reduction, data display and conclusion drawing/verification' (Miles and Huberman, 1994). This approach assisted decisions on which items of text to select for coding or summarizing. The processes and activities of strategic project management and middle management in implementing strategic initiatives for improving capabilities and renewal, were also analyzed from perspectives of activity and organizational learning theories, and these helped to focus the data.

Where appropriate, data was 'coded with emphasis on focus and meaning' and Miles and Huberman (1994) scheme was mainly employed to code elements. Narratives (Langley, 1999), notes and associated codes 'facilitate description' (Lincoln and Guba, 1985). The focus was on initiatives implementation and renewal processes when creating categories of data items, and generating themes. As descriptive, interpretive and pattern codes were employed (F1a, F1b, Appendix G, G1 to G4), tables set up contained information on planned data breakdown, categories for response, and other areas for results (Appendix F, G, H). Use of matrices or networks supported testing for plausibility, sturdiness and validity.

The researcher recorded, coded and compiled the data within a viable timeframe. Notes 'regarded indigenous meanings or concerns, were produced in third-person point of view, and detailed social and interactional processes, to complement textualization' (Emerson et al, 1995) and themes. This allowed the transcribed data and material to be best 'worked with and learning shared' (Seidman, 2006). Critical analysis was facilitated by both 'manual' means and 'computerized software' QSR Nvivo (Bazeley, 2007). The use of software NVivo facilitated effective and efficient categorization of the qualitative data, and assisted the researcher to manage data and ideas and query and report from data, allowing better organization.

Document analysis supported content and thematic analysis conducted (Appendix H), and secured linkages to further inform interpretation. Content analysis is a 'careful, detailed, systematic examination and interpretation of a particular body of material in an effort to identify patterns, themes, biases and meanings' (Berg and Latin, 2008; Berg, 2009). Subcategories were created by thematic clustering, forms and summary sheets set out as relevant (Appendix G1 to G4), and matrices, networks, tables and figures helped optimize display and reporting. Participant feedback and review meetings supported auditing.

Addressing the research questions from the basis of an interactive approach, was the starting point for assessing strategic initiatives and strategic renewal processes of the firms. This allowed for examining the level of linkage, integration and holism in mechanisms for implementing, strategic project management and improving capabilities, and hence the contribution to the theory and practice. On close, intensive reflection and analysis of the data collected, early insights were elaborated and refined, and combined with procedures for 'analytically coding on an ongoing basis' (Emerson et al, 1995). The analytical categories, themes and comparative analysis, linked with interpretative analysis, allowed a cumulative process of constant discovery and revision. Using a replication logic, within-case and cross-case analysis the data analysis approach used complemented research questions and conceptual framework.

3.5.3 Data Reduction and Display

With content analysis (Gillham, 2000) all substantive points were carefully categorized and sorted so that the results from the particular data collection process remained

structured, controlled and managed to avoid threats to validity. Document analysis was used to obtain records and information about the strategic initiatives and associated projects or programme, processes, products or services. These helped determine 'goals, objectives, needs, criteria, standards and associated factors, performance, and costs' (Stake, 2004). Observation data was also coded, and analyzed simultaneously with interview transcripts or coded information. The qualitative data from the interviews was analyzed and with thematic analysis and open coding, 'notes were read line-by-line to identify and formulate any and all ideas, themes, or issues they suggest, no matter how varied and disparate' (Emerson et al, 1995). NVivo software helped to more readily highlight themes and confirm categories and results.

The researcher 'scrutinized interview accounts to find a starting point for the analysis' (Silverman, 2005). The researcher focussed on determining salient data in strategic initiatives implementation and inferences for improving capabilities and renewal. Results from processing recorded notes, or from transcribing or utilizing software such as NVivo helped determine any relationships, differences or deviations for specific data. Checks were made for and steps taken to prevent missing data. Ultimately, strategic initiatives implementation and renewal were linked more closely with middle management and strategic project management activities, learning, performance and advantages. To 'preserve flow chronologically, assess consequences, draw valid meaning from the qualitative data and obtain reliable knowledge', Miles and Huberman (1994) qualitative data analysis was followed. By so doing, specific cases are emphasized, and the resulting data collected over a sustained period became more focused and bounded in its embedded context, allowing varying of data collection times and methods as one proceeded.

Qualitative data analysis addressed the emphasis placed on process, practice and meaningful learning and how strategy fits to context. It is therefore fitting for this research where what is to be measured needs to be clearly gleaned. This study, where possible, also employed 'textual analysis' to facilitate understanding of 'participants' categories' (Silverman, 2005), balancing analysis and data using an iterative approach. A strong link between theoretical framework and evidence was therefore achieved within a three-year time frame as the researcher heeded the environmental changes currently occurring worldwide. This timeframe allowed more immediate comparison

of past and present strategic initiatives and for comparison between units where necessary. Descriptive, interpretive and pattern codes were employed. The tables are set up containing information on planned data breakdown, categories for response, and other areas for results (Appendix G). Use of database files, and transferring of response data to NVivo facilitated tabulation or graphing, promoted timely analysis, and matrices, diagrams or networks used facilitate optimal display.

3.5.3.1 Coding Facilitating Content Analysis, Thematic Analysis and Interpretation

The firm can be conceptualized as a network in which the organizational sub-units and other kinds of groups are nodes interacting with each other (Brass et al, 2004) both formally and informally, influencing teams. This was a good basis for the use of nodes, codes or themes to depict relationships and interrelations in data related to strategic initiatives implementation in firms, especially in the manufacturing industry where activities and context are complex and dynamic. The researcher employed 'coding', to break the raw data down into distinct ideas and label it, using 'descriptors, categories and themes' (Rossman and Rallis, 2003; Saldana, 2013), guided by concepts, processes and practices indicated in literature and illustrated in Appendix F to F2 and G1 to G4.

The research questions, conceptual framework, data collection, particular logic or conceptual lens in use, and Miles and Huberman (1994) qualitative data analysis techniques, allowed the development of a code guide (Appendix F1a, F1b, F2a). This indicates how the researcher uncovered patterns of action and meaning, facilitating the process of coding the data through recognizing important moments, activities, statements and linkages. Even after the code list was developed, codes were 'tested for reliability before summarizing data and identifying themes' (Fereday and Muir-Cochrane, 2006), for the codes and themes are in effect the researcher's codebook or standard during the qualitative research.

The coding system is simple, set up also to note differences in perspectives and patterns. The researcher focussed on the 'meaning of the phase as significant in the specific context', as she 'clustered and retrieved' the data, using a scheme graduating by levels (Lofland, 1971; Lincoln and Guba, 1985; Bogdan and Biklen, 1992; Miles and Huberman, 1994), guided by the interview questions and observation questions, and separated according to connection to the specific strategic initiative(s). Data was

secondarily coded to 'discern and label its content and meaning' (Saldana, 2013), while contextual factors influenced the number and variation of codes, categories, themes and/or concepts generated. Emergent elements therefore helped refine the coding scheme developed, matched with theory but also based on relevant associated theoretical themes referred to most often by top managers and any additional persons involved. Some researchers indicate that initial codes are expected to emerge from say the perspectives of middle managers implementing strategic initiatives, 'activities perceptions, documents and artifacts they produce' (Creswell, 2009; Saldana, 2013). The researcher's 'reflective data in analytic memos and fieldnotes' supplemented these (Guest et al, 2012).

While being inductive, this case study approach mainly follows Miles and Huberman (1994) preferred method of creating a provisional "start list" originating from the conceptual framework, list of research questions, problem areas and unit of analysis in this study. Based on the 'research paradigm, researcher's ontological orientation, dependability and confirmability' (Lincoln and Guba, 1985) of the results, the 'criteria of selection assist reliability of the measures and a validation of eventual findings' (Selltitz et al, 1976). Additionally, the researcher made a preliminary scan of text from the data collected, and further refined the list of codes heeding advice from Supervisors to the research endeavour. This supported further development of categories and themes to describe, organize and interpret (Appendix F2b, F2c), facilitating analysis and conclusions. Lofland et al (2006) recommendation to examine factors such as hierarchical aspects, rules, workplace satisfaction, personnel interaction and interplays with structures and processes, was also heeded. Appendix F1 also supports this section.

The Appendices F1a and F1b, show the category label(s) highlighted by the associated colour(s), providing for indicators or main tags to be noted. When decoding and then encoding (Appendix F1), the researcher asked 'what', 'how' and 'why' questions (Emerson et al, 1995; Creswell, 2007), categorizing but noting differences or 'fuzzy boundaries' (Tesch, 1990), 'varying forms' (Hatch, 2002), as well as appropriately common elements. The first-level codes were collapsed into eight categories - Orientation, Strategic Initiatives Complexities, Strategic project management, Middle management, Capabilities, Improvements, Strategic renewal, and Consequences. These were further collapsed into four themes, as the researcher was not limited to a

standardized number (Saldana, 2013), but heeded Creswell (2007) and Wolcott (1994) suggestions, to keep the qualitative analysis coherent. The four (4) broad themes developed focus on theory, process and practice in the system of strategic initiatives implementation – Execution, Influences, Effectiveness and Outcomes (Appendix F and G). The themes or categories are in effect aspects of strategic initiatives implementation that may be focused on separately, but require consideration of other elements for their clarity and an understanding of their performance. They allowed the summarising of meaning in key words, especially oriented to strategic initiative(s) and objectives, context and culture, processes and practices with focus on characteristics, activities, projects, management and techniques improving capabilities, issues and outcomes in implementing strategic initiatives and in strategic renewal. Evidence or occurrences and indicators from within the data informed the necessity to revise the codes or indicators as the research experience developed, to reflect developments empirically. Notes were written on key topics in the research and data, allowing further development of themes. Fieldnotes and summary sheets assisted the process of recording interrelationships, analytical ideas, outcomes or other elements, and finalizing the codes developed and employed.

The coding guide and key to the list of codes is specifically shown in Appendix F1a, F1b, and G. The coding system structure developed (in tree-node form) is shown in Appendix F2a. Applying these to data collected and analyzed for the first strategic initiative (SIIA) in the First Firm (1.FF1). This was replicated at the Second Firm across three more strategic initiatives.

An example is provided below for the overarching theme of Influences:

SII-INFL-SPM-PRACTICES - For the strategic initiative, influences of
2.1.2 strategic project management are explored - examining
practices, interactions and other aspects of intervention

SII-INFL-MM-NETW - For the strategic initiative, influences of
2.2.3 middle management are explored - examining
Networking, information distribution and other aspects
of involvement

A similar coding structure obtains for data for all other initiatives in firms. The documents were checked first, then interview data and observation data, each instance checked and coded and one contrasted with the other. The researcher highlighted the

concepts using colours, thereby matching concepts to categories through labeling - for example the colour Blue is representative of the orientation category under the theme of execution.

The researcher scrutinised the data collected from the CEO or 'gatekeeper' and interview of at least seven (7) middle managers, document analysis of at least four (4) processes, and observation of activities and interacting processes and practices in three initiatives from each firm (Appendix B8, E1, E2, E3). Memos were used to describe headings in length and support codes developed, especially noting striking relationships or variations. In addition, code label, theme definition, and description of how to recognize theme occurrence, were means utilized to facilitate code identification (Appendix F and G), and attach the codes or category labels incorporating a three-stage coding approach - developing themes, indexing and refining to suit framework and data respectively, and interlinking perspectives, activities, relationships or structure. The code list was applied as the data was read and summarized, incorporating amendments, connecting codes and identifying categories, and ensuring that codes corroborate and that associated coded themes are legitimate. This allowed the researcher to 'focus the coding decisions' (Aeurbach and Silverstein, 2003), and through such a 'system for organizing', 'attach meaning to information' (Miles and Huberman, 1994).

Although content analysis is used in this data analysis, a 'single comment was considered as important as those repeated or agreed on by others within the group' (Fereday and Muir-Cochrane, 2006), the summary providing opportunity to sense and note other potential themes. As the researcher searched for 'themes that emerged as being important' (Daly et al, 1997), the data was carefully 'read and re-read to identify them' (Rice and Ezzy, 1999), heeding patterns or 'concepts that recurred throughout and/or across transcripts' (Ryan and Bernard, 2003). These were checked against the literature, interview and observation questions, and conceptual framework related back to research questions and objectives, so as to lead to insights, conclusions and theory development.

Descriptive coding was a main approach in this research, given methods of document analysis, non-participant observation (Adler and Adler, 1987) and the interview questions and responses (Kvale, 1996). Descriptive was supported by intuitive, pattern and differential coding. With the coding, ranging from descriptive to inferential,

functioning like statistical 'factors', in both the content analysis and thematic analysis, the researcher, treating the process as imperative, especially in analyzing interviews and observations data, matched elements to the research question. Data collected from the multiple methods were checked, 'coding and contrasting with each other' (Bazeley, 2007), to maximize variation in concepts. As she scrutinized and reviewed meaningfully, the researcher attended to 'keeping relations between parts intact, dissecting and combining while making reflections' (Miles and Huberman, 1994). She engaged in 'linking' (Richards and Morse, 2007) and 'analysis' (Miles and Huberman, 1994), summarising and condensing the data specifically to the phenomena of strategic initiatives implementation, thereby transitioning from collection of data to extensive analysis, aided by triangulating. The categories and themes therefore formed the 'backbone of the study and repository for presentation of findings' (Bloomberg and Volpe, 2012). Moreover, they help the analysis and interpretation to reflect the constructs, concepts, language, framework and theories that structured the research in the first place (Merriam, 1998). Coding and displaying the condensed data, also helped the researcher to 'cluster segments relating to the particular research question to set the stage for drawing conclusions' (Miles and Huberman, 1994). Through the approaches to coding and analysis (Lofland, 1971; Miles and Huberman, 1994; Boyatzis 1998; Crabtree and Miller, 1999), the researcher was able to incorporate 'logical consistency, subjective interpretation, and adequacy', and was able to give the research 'a base in credibility' (Koch, 1994). In this way, findings and recommendations can support theory confirmation and building, and be adopted in practice.

Stake (1995), describes the range of coding as open coding, axial coding and selective coding. The first-time coding was through 'hard-copy printouts first' (Bazeley, 2007) and use of software such as word to help generate the content and thematic analysis. This was complemented by electronic means, NVivo. In the first, second and third-stage coding (Appendix F1), the researcher sought a balance between 'lumping' that may lead to the analysis being superficial, and 'splitting' of codes, as she carefully scrutinized data on the phenomenon of strategic initiatives implementation. New insights or relationships encouraged 'filling in', 'extension', 'bridging' and 'surfacing' (Lincoln and Guba, 1985), as hierarchical aspects, rules, rewards, interactions and linkages with structures and processes (Lofland et al, 2006), were examined.

Levels of coding (Appendix F2a, F2b, F2c), therefore facilitated movement from narrow to broad categories and linkage to overall themes that facilitate analysis and interpretation to realize answers to the research questions. By the time the researcher reached the third stage, which synthesised the preceding stages, there was better organization and structure. The 'first-order concepts derived from open coding' (Punch, 2005) allowed movement to more abstract categories through axial coding, which process facilitated the finding of relationships between categories, logically linking, grouping, comparing and contrasting, heeding the different viewpoints, so explanations can be precise and complete. Appendix G1 to G4, indicate how axial coding provided leeway for 'selective coding' and for triangulation.

In summarising, the researcher used elements in Appendix F and G, pertaining to applying code to data, summarising data from interviews under 'question' headings, coding all three data sources by applying codes in the code guide, and collaborating and legitimating coded themes to identify second-order themes. The researcher moved between theory and empirical data in specifying relationships between sub-categories, categories and themes. Appendix F, G and H, indicate a process of how in early stage of analysis, descriptive codes allowed one to attribute a class of phenomena to segment of text (Miles and Huberman, 1994), providing flexibility to increase knowledge and use codes more interpretive. This facilitated more clear patterns and use of pattern codes to better infer and explain. As they shed light on content, themes and patterns, these same appendices also indicate the process of how documents and data analyzed help assess, where available, the strategic initiative outcomes or performance.

Microsoft word find feature allowed for easier location of text, words or codes. QSR NVivo software assisted data organization also. Lincoln and Guba (1985) indicate that such coding is over when the course is fully run. For each firm and its initiatives, evidence and occurrence may differ or be the same depending on the experiences and the results from examining the empirical data. Triangulation and replication were beneficial to the process. Matrices (Appendix F, G, H) supporting production of tables and figures, were used for summarising, organising and identification of patterns, including those when activities and events are detailed in description.

3.5.3.2 Approach Linking Design and Analysis

The empirical data on strategic initiatives was collected from the firm. The strategic initiative was selected as the unit of analysis because it is critical to the firm redefining itself, improving capabilities and learning in the process of renewing to gain advantages. Appendix K; K1 to K4, describes the cases used in this research. Strategic initiatives of both product and process types were pursued but those of process type accessed. From the inception, General Managers and Chief Executive Officers, with responsibility for the entire firm and so all initiatives, were approached, as 'gatekeepers' for access and to seek their perspective. Interview and discussions with these helped guide and shape the analysis, and complemented the empirical data. It is characteristic of middle management that their role affords them 'linking-pin' or mediating relationships with top and lower managerial levels as they make crucial strategic decisions while being involved in day-to-day activities of management.

With data collection conducted through the multiple-case research design, this allowed "replication" logic (Yin, 2003). Guided by 'gatekeeper' and other 'interviewee' or 'expert' advice, vital, systematic search of administrative documents and other relevant studies, assisted any concentration on keeping data in correct context. This helped the researcher with creating and maintaining databases, and triangulation to appropriately confirm and enhance supporting facts from interview and observation. Following inductive research, the first 'individual case' of strategic initiative in the 'series of independent studies', was built and then 'comparison made across others', to inform the conceptual framework (Eisenhardt, 1989a; 1989b), and that first case endorsed or refuted the conceptual understanding perceived of strategic initiatives implementation.

The data collected was entered, with responses transcribed into a database catalogued by case, interview number, interview type, and question number. For each case all responses to the same question were collected together and analysed. By doing this for each question, and using the interviews, observations and document analysis data, the case study of strategic initiative(s) was written up for each firm. The researcher iteratively revisited data as vital elements of strategic initiatives implementation emerged to be matched with or against theory and logic.

The focusing and bounding function of the conceptual framework, especially the theoretical constructs, settings and processes, limited analytical scope in examining the strategic actors and aspects of their activities, and events, relationships, interrelationships, techniques, interventions and outcomes explored. Guided by this linked to the research question, empirical data from document analysis, interviews and observations were analyzed, informed from the research aims, interview questions and observation guide. Miles and Huberman (1994) methods of data analysis, including coding and condensing, and other techniques employed, were also used to support 'how interpretations have been gleaned from the data, maintaining interpretative rigor' (Rice and Ezzy, 1999), and 'strengthening the credibility of the research' (Patton, 2002). The researcher discussed analysis with the supervisors to this research, used quotations to further illustrate findings, and checked with participants in data collection.

The research also drew on the theoretical perspectives of organizational learning theory and activity theory combined to assist in analysis of the empirical data, as these incorporate linking elements of culture and inherent structure, power and priorities. Crossan et al, (1999) framework of organizational learning especially provides a backdrop for consideration of the balance of exploitation-exploration tensions and learning in the firm, as thinking and action occurs at individual, group and organizational levels of the firm 'linked by social and psychological processes' (Blacker et al, 2000; Jarzabkowski 2003, 2005; Engestrom, 1999). This is combined with framework provided by activity theory which incorporates interactive elements collectively impacting strategic initiatives implementation, including culture and related structure, management, activities and practices, while heeding stress and inertial tendencies that influence the expected outcomes. Main results are classified and further analyzed to aid in building or refuting theory.

From the review of literature it is established that middle managers implement strategic initiatives. Information was gathered on the perspectives of middle management. They are at different levels of management hierarchy, depending on the size, structure and culture of the firm, such contingency elements incorporated when analyzing data. Real-time observations and retrospective data on strategic initiatives, further informed discussion of findings and analysis. This research studies a total of six strategic initiatives implemented at two publicly held firms in the highly competitive

manufacturing industry in Barbados, where the changing environment is increasing levels of dynamism and uncertainty. This presented a viable dataset, for classifying and comparing in analysis, and deriving influences, impacts and implications.

The document analysis from sources (Appendix E1), including materials of publications, official reports and financial statements, are used to garner official views to support the processes, analysis and results from interviews and observations. Both publicly available and administrative documents make available some materials necessary for the researcher to better understand strategic initiatives implementation context, processes and practices. They were examined especially to draw out meaningful themes, focusing on improving capabilities, issues and outcomes in implementing strategic initiatives to attain strategic renewal, and how such relate to linkages with the firm's products, culture and relevant situational factors.

The description of success defined by the interviewees influenced the definition of effectiveness utilized in association with outcomes. This also had implication for the delineation of initiatives and project success using positive and negative elements. Successful initiatives and related projects are defined as interviewees depict them, in terms of positive initiative/project characteristics (eg, quality) and negative ones (eg, expediency measures to prevent halting), matching with literature and findings to support and improve theory. Interviewing the CEO or General Manager from the firm is necessary as this informant is 'gatekeeper' or facilitator of access, has extensive influence, is key in social network, can provide vital understanding of collectivity/community, roles, activities and practices, and will be responding to first completed analyses. This interview is also necessary to support the results from document analysis, interviewing of middle managers and observation.

For the primary source data from semi-structured interviews at each firm was also conducted in-depth interviewing of at least seven (7) middle managers, individual respondents from diverse areas in the firm with major responsibility for the initiative and also those responsible for major aspects of associated multiple projects. Respondents were therefore a mixture of executives who report directly to General Manager and Chief Executive Officer, and in some instances those who reported to that high-level group, and are responsible for some major element of the strategic initiative implementation. In this way, depending on the firm, respondents can involve a

synthesis of areas including purchasing, sales and marketing, production, accounting, human resource and engineering informants. Interviews were scheduled and carried out during site visits to the firm.

The interview guide or schedule, notebook and pens, recording device and batteries, database utilized and transcription as required, all supported best practice in data collection and analysis. An interview guide with two sections on initiatives implementation and renewal incorporating elements of culture and related structure; and with mainly open-ended questions and probes, was utilized. This allowed respondents to tell about the evolution, real-time and planned happenings in the system of strategic initiatives implementation. The interviews being conducted lasted approximately 90 minutes, and were taped and transcribed, to support the results from document analysis and observation.

Observations, also made during site visits, and of non-participant type, along with the document analysis, served to support and/or refute findings from interview, as the researcher is afforded the opportunity to address how individuals and groups interact in attaining and representing achievements linking to the research questions. Outcomes from these helped in understanding strategic initiatives and activities, as well as processes and practices linked to action, as the researcher listened to, reviewed, observed, recorded, studied, and clarified information as different individuals and groups interacted and accomplished outcomes in implementing strategic initiatives. For each initiative, the observation in non-participant fashion of managers and other stakeholders in activities implementing the initiative is to support the results from document analysis and interviewing and allowed comparison of actual happening with official view and individual perspectives.

Each case was built and written up, then triangulation logic applied to data from interview, document analysis and observation of managers implementing initiatives; within case and then across data from three process-type initiatives from first firm. This involved a synthesis of areas and data concepts, as revisiting of data and themes occurred. The focus of replication logic applied at firms and within cases until all data is collected, supported comparisons made. The further cross-case analysis with qualitative methods (Eisenhardt, 1989a; 1989b; Miles and Huberman, 1994), considered strategic initiative(s) linkages with the firm's products, culture and other

relevant situational factors, and initiatives of both firms. This matching of similarities or variances to research question, conceptual framework and thematic analysis, and linking of positive and negative elements, as well as differing views, enhanced analysis.

Where inconsistencies or gaps occurred, checks and rechecks as well as further investigation, modification and analysis were completed. These elements helped identify solutions and ways for improvement. They enhanced the contribution, for as there are conflicting prescriptions surrounding strategic initiatives management and middle management roles, data collection and analysis is expected to result in an empirical foundation and new theory and framework to resolve these conflicts.

Data collection at each firm was completed in about four months. Completing the case-writing process for the firm took about three months, with one month for refinement of analysis, it being necessary to revisit the cases and the data for consistency checks. Data analysis and completion was finished by the year 2014. The timeline is provided in Appendix R. Leaving the data collection context was guided or influenced by:

- ✓ sufficiency of data collection and analysed - when no new theoretical or conceptual insights are generated
- ✓ urging from PhD supervisors
- ✓ progress or closure from the initiative or firm.

Formal leave taking was done with orderly withdrawal and without causing any harm, having made arrangements for relevant persons to validate the findings and accuracy of descriptions.

3.5.4 Conclusion Drawing, Verification and Linkage with Theory

Results from the interviews, discussions and observations were used to support the document analysis as well as theory from the literature review, facilitating comparisons among cases or associated units and elements. Results from the method of document analysis helped to evaluate elements pertaining to factors and characteristics that indicate achievement or success levels with strategic initiatives implementation. Other factors representing level of strategic renewal, project management success and middle management learning and skill improvement were highlighted. Relatively important basic strategic elements such as orientation, innovation, integration, and cost control were considered. Emphasis was placed on the use of these elements and associated factors where this further informs the research.

It is intended that the research on strategic initiatives implementation be holistic and as systematic as possible. This was done by identifying the related factors of strategic project management, middle management and strategic renewal that might influence improvement and attainment of capabilities and advantages for firms. Within the context of strategic imperatives facing enterprises; any existence or lack of factors or particular strategic elements should indicate the level of extent to which the strategy is practiced and level of effectiveness of related skilled supports to improve capabilities. An inductive approach to theory development was maintained as the researcher accounted for emergent themes, analyzed and wrote up theoretical suggestions that facilitated understanding of context, perceptions, actions, behaviour and influences. Enhancing the analysis for example, was the identification of 'prospector' firms (Miles and Snow, 1978), 'development pioneers' (Hambrick, 1983), with capability and tendency for innovation, and likely to have strong 'research and development' (Walker et al, 2003), to 'lead industry change' (Desarbo et al, 2005).

Strategic initiatives types ascertained and linked to project types show the firm's focus in implementation, whether internal or external. The types of managers involved in strategic initiatives and strategic project management and their related experience indicate how initiatives are initiated, developed and evaluated. The duration of the initiative gave some indication as to the period for implementation and so duration of renewal processes. How managers and other relevant personnel engage in activities in implementing initiatives or managing related projects have inferences for learning and capability development. As strategic project management methodologies or processes can be linked to elements of innovation, diversification, performance and learning, these too were matched to associated themes or content to be analyzed. Ultimately, as substitution may be possible especially in relation to characteristics, this researcher considered disaggregated variable measures in focusing and bounding the data.

The proposed framework was fine-tuned at the end of the research. The framework is expected to facilitate an approach to build practical guidelines and better implement strategic initiatives for new and/or improved capabilities and renewal. This conceptual framework also has implications for improvement in strategic project management functions, middle management roles, and improvement in organizational learning. It is

to enable firms to realize the maximum possible results with strategic initiatives, to aid in securing and sustaining competitive advantage.

Techniques used to analyze the data, also summarily describe the situation studied to determine level of support of knowledge claims and make conclusive statements.

Analysis is made within and across cases and such analysis used to support descriptive summary of the situation studied and determine whether the results observed generalize to other situations and cases. Validity and reliability are supported and in using appropriate measures, even alternative explanations of results are considered and eliminated; and conclusions are drawn concerning generalizations to situations other than that observed.

Flexibility is incorporated in the study and framework, having regard for necessary verification, priorities of businesses under consideration, and for the structure to allow identification and development of pertinent, easily implemented, recommendations to provide immediate value to the business, initiatives and associated objectives. For major recommendations, likely implementation timelines required to effect desired improvements within an acceptable time frame, are indicated. In proceeding with analysis, the researcher, using results obtained, provides any necessary medium-term or more far-reaching recommendations. All recommendations are evaluated for reasonableness, practicality, cost and impact. Where appropriate, the designation of the person who should take responsibility for implementation of the recommendation is indicated. Local, regional and especially international standards of performance are considered and the research seeks to ensure that recommendations incorporate these.

Perspectives on firms' processes, practices and evaluation (Miles and Snow, 1978; Burgelman, 1991; Floyd and Wooldridge, 1992; Barnett and Burgelman, 1996; Brown and Eisenhardt, 1997; Crossan et al, 1999; Blackler et al, 2000; Lovas and Ghoshal, 2000; Jarzabkowski, 2003), inform examination and analysis of data on initiatives. Document analysis and literature review are incorporated with data from interviews and observation. The researcher searched for 'repeatable regularities' (Kaplan, 1964). This approach is taken since with strategic initiatives, strategic project management, and strategic renewal; process, content and context especially entrenched within the organizations, would need to be integrated for optimal analysis and interpretation. The firms' formal strategy and renewal elements experienced over an appropriate timeframe,

and their initiatives implementation and renewal processes, are addressed. This was done from the viewpoint of organizational learning through middle management and strategic project management in effective activity. This formed the basis for the linkage between initiatives, projects, management, and learning.

The variation, selection, and retention processes for strategic initiatives in firms operating in Barbados, are incorporated in the study, along with any influencing factors from middle management and strategic project management that bring new and/or improved capabilities and renewal. Learning and activity perspectives guide data search while strategy process theory (Bower, 1970; Burgelman, 1994), also informed the model and analysis.

3.6 Ethics, Quality Control, Challenges and Limitations

This section considers the ethical conduct of the research, involving communicating the purpose of the research and its technique to participants or even taking notes publicly, so they can understand the intent in interviewing, observing and documenting their activities. It also reflects on alleviating fears about the researcher's purpose and presence and revealing of specific identification of firms or workers. Other challenges and limitations, especially validity, reliability and generalizability, are addressed.

3.6.1 Ethics

In conducting research, 'ethical issues may arise at the different stages, but there are potential solutions' (Punch, 2005). Participation in a social activity 'disrupts the subject's regular activities and the researcher has the obligation to cause no harm or discomfort and to make any shortcomings known' (Babbie, 2007). The researcher sought to identify a problem which solution will benefit those involved in the study, appropriately convey the purpose of the study, and respect participants and research sites, not putting them at risk. Consideration of ethical issues such as confidentiality and participants' honest responses contributed to reliability as well as other measures (Appendix F3: Approaches or Tactics to Uphold Design and Analysis) including recorded interviews transcribed as written narratives tracking the research process, yet not fully identifying participants. 'Gatekeepers' or individuals in authority were approached for access, and a pilot study used. Responses and insights were traded with

factors such as need not to impinge too heavily on executive and manager valuable time. Names and other confidential elements were disguised to assure the firm anonymity.

3.6.2 Quality Control and Related Challenges

'Stakeholder and risk analysis, obtaining informed consent, and seeking measures to maintain objectivity, reliability and validity' (Easterby-Smith et al, 2002; Greener, 2008) were all addressed. The 'threats to validity' (Saunders et al, 2007) associated with case study method include for interviews and observation - risks of observer, subject and author bias respectively. As 'meaning is subject to multiple interpretation, triangulation' (Denzin, 1989) was employed so that the combination of multiple methods helped reduce errors and improve construct validity. Moreover, this allowed opportunity for 'maximizing data collection depth and breadth' (Yin, 2003), 'strengthen confidence in findings' (Denzin, 1989), and trustworthiness of the data. In acknowledging 'constraints of reliability and validity' (Kidder and Judd, 1986) measures and appropriate techniques from researchers such as Yin (2003), Neuman (2006), and Babbie (2007), were incorporated to ensure that the level of research and results quality is upheld. Even in observation, the process was structured to enhance efficiency, minimize bias and allow replication and verification for more objective findings.

Using managers from diverse areas in the firm allowed the researcher to address implications for different groups, varieties or variations in data. The researcher faced the 'problem of access in acute form' (Saunders et al, 2007), but was able to access appropriate sources in the expected timeframe so this did not unduly affect the ability to gain primary and secondary data. Access to data 'depends on corporate interest' (Harrigan, 1983) but the researcher was flexible; mindful that 'a good case study investigator should ask good questions, be a good listener, be adaptive and flexible, have a firm grasp of the issues being studied, and be unbiased by preconceived notions' (Yin, 2003). Lessons learned and output from the pilot study provided a starting point. Checks were made for consistency – so the information is considered reliable accurate and precise. Theory, methods and validation measures were used to support the research using qualitative case study of strategic initiatives implementation phenomena.

3.7 Conceptual Framework and Summary

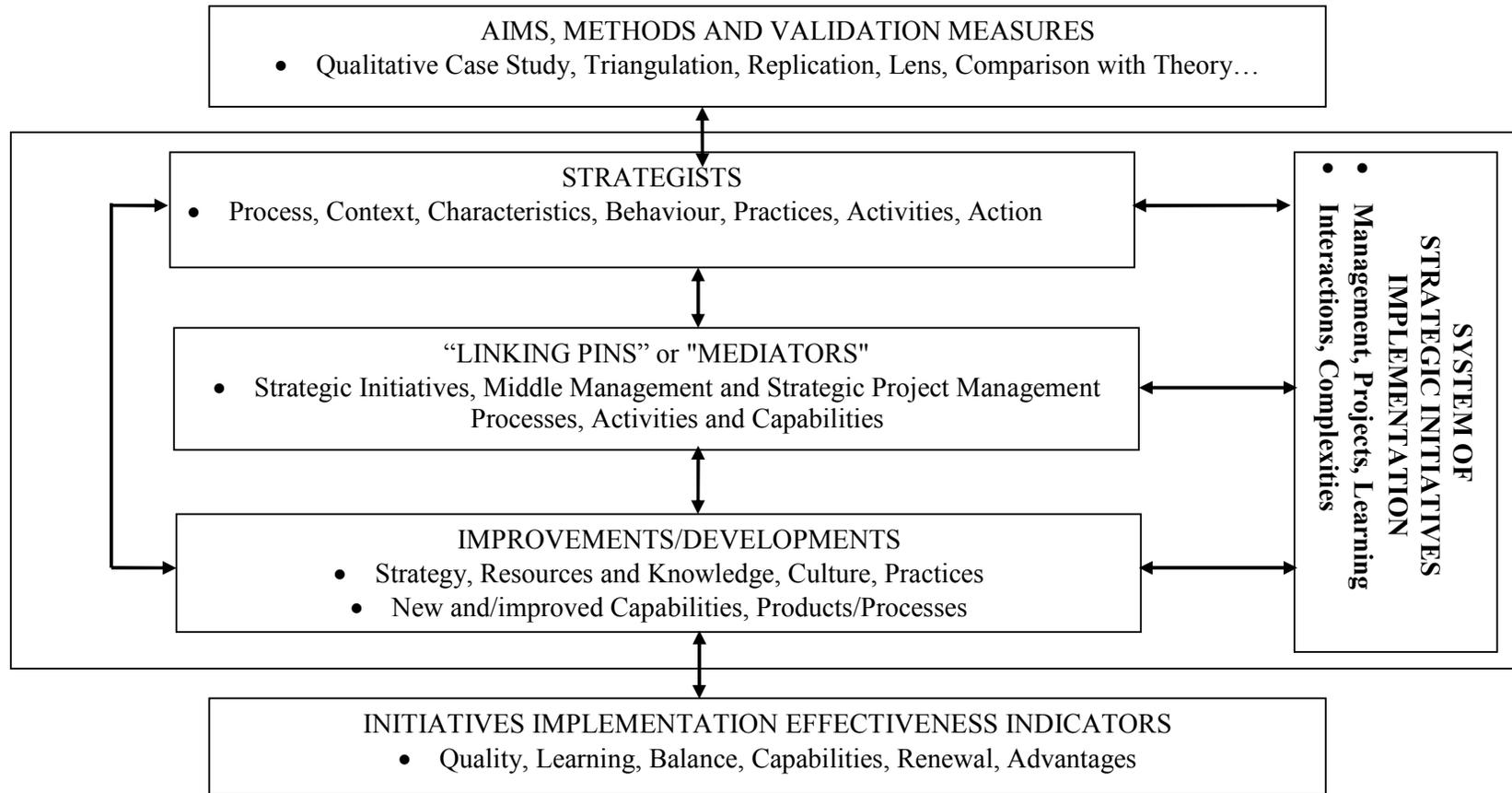
Research paradigm, theory, questions, methods, design and conceptual framework influence and support each other. This section summarises these elements and serves in effect as a synopsis linked to the data analysis, conclusions and recommendations. The research study is expected to contribute to literature and practice in various ways, although enduring some limitations considered as data is interpreted. Literature suggests that conducting research concentrating on the inner context of firms can more directly inform their competitiveness. Characteristics of strategic initiatives are considered as the research focuses on aspects of their implementation through middle management utilizing strategic project management to improve capabilities and renewal. The conceptual framework depicts systems and elements in strategic initiatives implementation. The summary connects theory and methodology factors crucial in informing analysis and interpretation and future research direction.

3.7.1 Conceptual Framework

In accordance with Miles and Huberman (1994) and Silverman (2005), data was analyzed by use of public sphere information, supervisor's advice, reviewing in light of research questions, realist approaches such as narrative and use of software programs such as NVivo, fieldnotes and transcripts, content analysis and thematic analysis. Steps were taken to maintain consistency, reliability and validity. Following Miles and Huberman (1994) a conceptual framework (Figure 7) is provided for this study integrating strategic initiatives implementation and strategic project management, to ascertain outcomes and strategic renewal.

Strategic initiatives implementation is the phenomena of interest. Additionally guided concerning relationships and underlying key principles and assumptions (Bacharach, 1989; Weick, 1995), these are indicated and elements described, connections at the top, middle and lower levels made. Theory and rationale generating the research aims and questions are integrated in the framework allowing processes and activities to be mapped to influences, and informed by empirical study.

Figure 7: Conceptual Framework: Study of SII to Improve Capabilities and Strategic Renewal



Source: Adapted from Miles and Huberman (1994)

With no conceptual framework specific to strategic initiatives and projects linkage in implementation and renewal, models of Farjoun (2002), Okumus (2003), supplemented from Eisenhardt (1989b), Floyd and Wooldridge (1992a; 1982b, 1997), Burgelman (1993), Brown and Eisenhardt (1997), Lovas and Ghoshal (2000), and Jarzabkowski (2003); inform Figure 6, research study, data collection and analysis. Advantageous results expected to link or sustain strategic initiatives implementation, projects and strategic renewal, are shown in Figure 7, the Conceptual Framework.

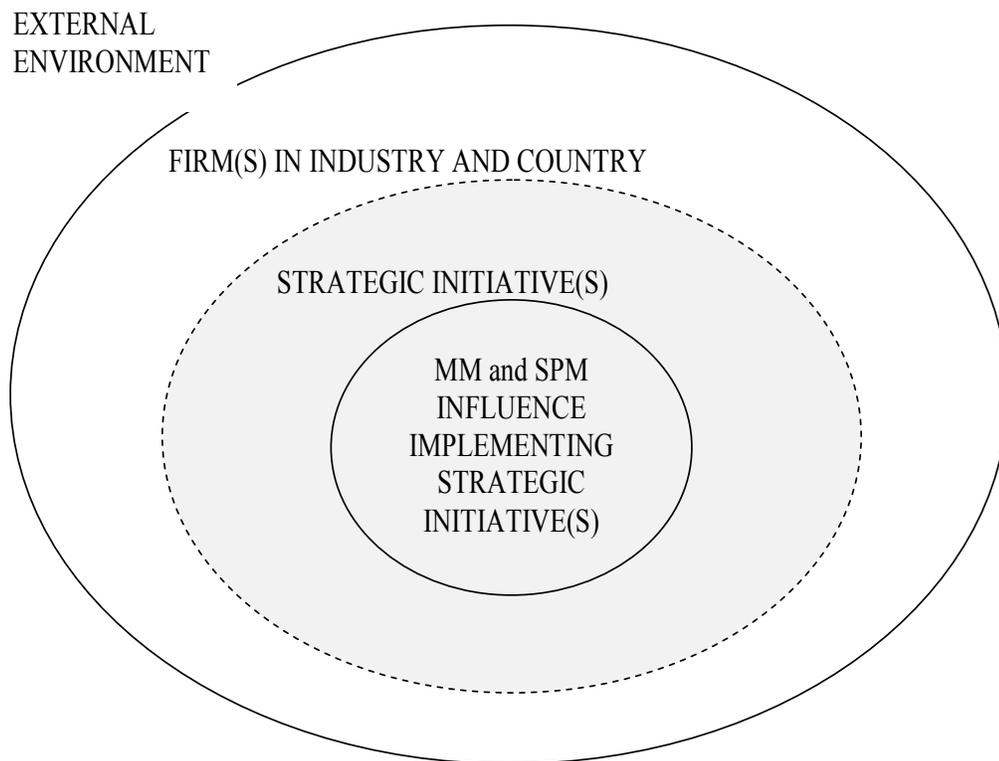
The design - roles, positions, perspectives and relationships of strategists, 'linking-pins' or 'mediators', and other influences - are depicted, along with characteristics and outcomes of strategic initiatives implemented. These persons, events or developments help facilitate improvements, and the expected characteristics and outcomes of strategic initiatives implementation are portrayed. It is notable however that the framework is informed from theory and logic and enlightened from the empirical data collected and analyzed. The main objective of the study is to examine and explore how implementation of strategic initiatives through strategic project management, contributes to new and/or improved capabilities. The sub-areas to the main question focuses on the role of strategic project management in implementing initiatives and the influence that the middle manager has in both strategic project management and implementation of strategic initiative to improve capabilities.

Triangulation, perusal for discrepancy in evidence, and comparison with literature or of theory, are means employed to corroborate the analysis of data from interviews, observation and documents. The focus is on strategy process. However, content and context are necessarily considered as they help to explain characteristics, behavior, activities and actions in the system of initiatives implementation and related projects, heeding quality, timing, capabilities, learning, renewal and outcomes. In using a 'bins' approach, Figure 7 visually indicates 'roles, activities and influences' (Miles and Huberman, 1994), and the characteristics and outcomes of initiatives implementation. The framework depicts linkages and interactions, including the logic that strategic initiatives implementation will be influenced by strategists, 'linking pins' or 'mediators', and other context/situational and cultural factors. Moreover, empirical data will suggest how initiatives implementation will influence these elements, and how elements influence each other. Figure 7, indicates that both strategists and capabilities

impact on 'mediators' and improvements, as managers and other personnel develop, discover and learn at various levels to improve processes and action. It also serves to focus and bound the data, limiting the aspects of initiatives, activities, units of observation, kinds of outcomes, and types of analyses undertaken and completed. In the first instance, the key informant recommended the cases or initiatives selected while the researcher questioned so as to consider variation and within-case decisions on managers, processes, activities and timeframes. 'Replication strategy' (Yin, 2003) was applied for other sites, initiatives and managers, being guided by theory and research questions. The process was considered 'saturated when all incidents were readily classified and sufficient numbers of regularities emerged' (Lincoln and Guba, 1985). Figure 8, seeks to distinctly denote what is expected to be fully addressed, the unit of analysis strategic initiatives, as it impacted by external context. Embedded in such context, it is subject to influences by strategic management and middle management, especially in implementation. It is therefore specified within the firm, to enable the data to be focussed and bound.

Research question and conceptual framework influence and support each other, and the findings, data analysis, conclusions and theory building. The study therefore considered strategic initiatives linked to product and process improvement and associated projects. As the literature reveals conceptually how initiatives and projects are implemented, the study collected empirical data heeding variations under different orientations, conditions and cultures. Data collection also considered timeframes and other factors involved in and impacting the starting, improving and finishing of initiatives, and indicating success or meaningfulness of outcomes. The extent of the effectiveness is expected to be manifest through quality and timing of the strategic initiatives implementation, related learning and developing, balance in activities to explore and exploit, nature and extent of improvement in capabilities and products/processes, and strategic renewal.

Figure 8: The Strategic Initiative as the Unit of Analysis



Note: The boundary ---- denotes limits of the analysis; focusing and bounding

3.7.2 Summary

In this chapter, the focus has been on the 'ontological and epistemological principles associated with research strategy' (Sarantakos, 2006). This guides the choice of qualitative research, the way in which it is designed and conducted including the means and theoretical perspective influencing collecting and analyzing data, and the understanding of how firm personnel implement strategic initiatives to improve capabilities and effect strategic renewal. Moreover, in order to obtain better appreciation of influences from strategic project management and middle management implementing initiatives to improve capabilities and renewal for firms, an interpretative paradigm chosen facilitates the making of comparisons between strategic initiatives.

There were four parts to the methodology. First, the research aim was declared where linkage was made to the knowledge gaps and the contribution specified. The research philosophy of interpretive paradigm with qualitative research was deemed the best

choice to better understand middle management and strategic project management influences in strategic initiatives implementation. The research structure was then discussed whereby it was found that a process approach is appropriate as it best helps plan for describing initiatives as unit of analysis, their implementation and outcomes; and that utilizing case study research emphasizes the perspectives of individuals implementing initiatives in two large manufacturing firms.

The research design was addressed next, specifying country, industry, firm and unit. This also involved case study design, data collection methods and procedures, including interviews with interview questions justified and linked to research questions, observation and document analysis. Data analysis is also explained, with means and procedures for data reduction and display, conclusion drawing, verification and linkage with theory. Addressed also were ethics, quality control challenges and limitations, complementing the research questions, conceptual framework and unit of analysis.

The conceptual framework is applied in study within the manufacturing sector and generates important implications for that sector, but there can be generalizability limitations across other industries. Other research can collect data across other sector, providing opportunities for further comparison, and focus more on the external context of firms, comparing firms in other industries and based in other countries, and on knowledge management and organizational renewal. The next section presents empirical data collected and overview of findings.

Chapter 4: Data Collection - Findings on Initiatives Context

4.1 Introduction

As case study involves a detailed description of the setting (Stake, 1995), this section describes the context of the strategic initiatives. It is in effect, an overview of findings. It presents relevant background information about the strategic initiatives, incorporating findings in terms of business environment, country, market, industry and manufacturing, and competition and performance. It describes the firms involved in the study. These are important to guide the focus and interpretations in the sections on further analysis and conclusions. It is supported from literature review, methodology and ethics refined from the pilot study and following replication logic. It elaborates data collected, being obtained from the firm's databases, journals or other publications supporting document analysis, discussions with 'gatekeepers' and experts in industry and firms. It sustains the interview data and observation data mainly of middle managers and strategic project management influences on strategic initiatives. The study, which covers the time frame from August 2011, incorporates the manufacturing industry which is directly affected by globalization and change. It includes more specifically, private sector organizations in the food and beverage sub-sector, implementing strategic initiatives.

4.2 Firms' and Initiatives' Environment and Shared Context

4.2.1 Barbados Context and Market

The background of the study supporting this research is Barbados, a British Commonwealth member. In terms of GDP per capita it is ranked 51st in the world as its standard of living is moderately high; with per capita income approximately BDS\$24,000 (Barbados Statistical Service (BSS), 2011), while its latest National Strategic Plan 2005-2025 envisions further prosperity especially through diversification and restructuring. It has a relatively stable market structure; but nevertheless, its market-based economy is relatively small with industries, firms and individuals constrained by factors including cost, interest and exchange rates, a hurricane season and heavy dependency on the tourism product.

Low short-term orientation, moderate power distance, individualism, masculinity, and uncertainty avoidance (Hofstede, 2000; 2001), included in Barbados cultural elements, link to the main national trends of relatively safe, orderly and comfortable society and

its Government's democratic-leadership style. However, Barbados' special and peculiar structural and institutional characteristics impact its economic growth processes, constrains its ability to compete, increases vulnerability to external events, and limits its capacity for adjustment and transformation in structuring its economy (BMHLE, 2003).

Although having a diverse range of business sectors with culture and craft, entertainment and other professional services; with Tourism now focal in employment, economic activity and foreign exchange earnings (BIDC, 2007), Barbados is focusing on strengthening the manufacturing sector. In doing so it must heed internal constraints; involving limited natural resources for transformation into economic gains, general market rigidities, and few instruments for policy and investment purposes (BMHLE, 2003). As recessionary markets may drive firms to renew, especially in the manufacturing sector, 'fit and fitness' (Beer et al, 2005) are most relevant given the need to continually develop capabilities through initiatives to both exploit and explore to maintain advantage in sector and market. Appendix I 3 provides additional findings concerning the context of the strategic initiatives.

4.2.2 Industry and Manufacturing

The industry considered in the study will be the manufacturing sector. This is chosen as it drives an agenda for re-engineering, experimentation, innovation and renewal – critical to strategic initiatives initiation, development and implementation. This sector involves developing or transforming products, services and processes. It is a sector that is vital worldwide. Its necessary contribution to Gross Domestic Product (GDP) varies according to country. Manufacturing contribution to world GDP stood at around 14% in 2009 and is currently at 17%. Appendix I 1a, shows the world's leading manufacturing nations 2010 manufacturing contribution to national GDP including Germany (20.7% GDP), China (43% GDP), Japan (17.6% GDP), United Kingdom (11.5% GDP) and US (12.7% GDP) (The US Census Bureau, 2011). There has been a downward trend in manufacturing worldwide during 2000 to 2009 and countries still rely on the services sector. The average annual percentage output per hour for manufacturing in Germany, Japan, and the United Kingdom 2008-2009 shows decline in this sector, sharply so for Germany and Japan (Appendix I 1a), although US appears to be recovering.

In Germany, currency and manufacturing sales are falling, impacting competitiveness. In Japan, the effects of natural disaster of earthquake and tsunami that it has just experienced has dire consequences for its manufacturing industry, while technological advances in manufacturing impact those employed in its sector. The manufacturing industry is especially vital to Germany, China and Japan, countries that depend on manufacturing exports, and on interlinkages globally. 'US and China are Japan's important export areas' (Baskaran and Muchie, 2011), for example; and the majority of countries' exports globally comprise those from the manufacturing sector, which is expected to contribute to higher growth rates overtime.

Both manufacturing and its subsectors show the element of complexity. Major impacts such as trade liberalization and high energy prices are factors that indicate that its environment is also dynamic. In Barbados it is necessary to increase the levels of production and exports in manufacturing. Previously, 'developing countries prospered from protectionism arrangements but the lack of competition resulted in highly concentrated domestic industries that suffer from diseconomies of scale' (Lewis-Bynoe et al, 2002). Manufacturing is vitally important to adding value and wealth to a nation, and a country's manufacturing exports indicates its ability for international competition, and the productivity and innovation levels of such manufacturing firms.

The manufacturing sector in Barbados is of crucial importance, and comprises 342 companies, employing approximately 9,600 persons, exporting BDS\$490 million, contributing 8.6 percent to GDP, and receiving support from Government of BDS\$65 million, attracting \$91m commercial credit (Barbados Industrial Development Corporation (BIDC), 2007, 2008; Central Bank of Barbados (CBB), 2010). There are also negative impacts as the sector experiences contraction especially in light manufacturing, including Chemicals, Non-metallic mineral, and Furniture. However, positive increases occur in Food, Beverages and Electronics, the 'largest subsector in Barbados manufacturing industry' (BIDC, 2008).

Barbados, a developing country with a population of approximately 286,000 (The US Census Bureau, 2011), has well developed infrastructure and vibrant private sector with some large, well-established manufacturing firms crucial to growth in the competitive, dynamic market. However there is lack of research literature on strategic initiatives implementation in its firms. This needs to be addressed, for trade liberalization has

potentially negative impacts for the Caribbean manufacturing sector. This can translate to tremendous price competition for Barbados manufacturing industry and compromise of their future survival, requiring 'reorganization of production processes to increase efficiency, and compete effectively in the new global trading arrangement' (Lewis-Bynoe et al, 2002).

This research on strategic initiatives implementation incorporates a study involving the dynamic manufacturing industry and focuses on the dominant subsector of Food and Beverages within the context of Barbados. This subsector is also vital to Barbados economy generally as it also supports the Tourism industry, currently Barbados' largest foreign exchange earning sector. An additional phenomena being experienced by this sector is the erosion of its competitiveness, for example its imports are over BDS\$335 million, more than half the entire manufacturing exports of BDS\$490 million (BIDC, 2010; CBB, 2011). Manufacturing firms need to better balance exploitation and exploration activities to enhance competitiveness.

In Barbados, a small developing nation, the manufacturing process comprises goods transformed from raw material to new product, assembling components to form a new product, or a combination of these two ways. Barbados manufacturers must compete with those from other regional and international economies, whose overheads including cost of wages are usually much lower. The process of trade liberalization brings great challenges to the manufacturing sector. The resulting increase in imports will mean 'a decrease in domestic market share for firms currently operating in Barbados, and elements of production cost, productivity, niche marketing, product development and devising new growth strategies need to be heeded' (Barbados Private Sector Trade Team, 2003). The National Strategic Plan 2005-2025 (Barbados Ministry of Finance and Economic Affairs, 2005), based on sectoral strategic plans, emphasizes initiatives to support capability development especially through upgrading the human resource base and further business and economic activity; to achieve strategic objectives, plans and goals. On average, over 128,700 persons are employed in Barbados and 7.5% (9,628) work in Manufacturing. Organizations will need to strengthen and build capacity and capabilities to support strategic planning and action, and their knowledge and management systems will need greater linkages to improve competitiveness and advantages.

Barbados is focusing on its manufacturing sector to continue to formally place industrial development as a national priority. Enterprises in the manufacturing sector in Barbados, relative to those globally, tend to be a combination of small and medium-sized (SMS) and large firmly established firms, mainly private-sector based. In Barbados, earliest and major contributors to industrial activity or manufacturing include:

Mount Gay Distilleries (established 1918)

The West Indies Rum Distilleries (established 1983)

Bico Limited (established 1901)

Purity Bakeries (established 1901)

Goddards Enterprises Limited (established 1939)

Banks Breweries (established 1958)

Their staff and management undergo development especially locally through the University of the West Indies (UWI), Barbados Community College (BCC), Samuel Jackman Prescod Polytechnic (SJPP), and Barbados Institute of Management and Productivity (BIMAP). This improvement in capabilities can assist with abilities to participate effectively in trade negotiations locally, regionally and internationally; and to benefit from the advice and innovation of experts.

The Barbados Industrial Development Corporation (BIDC), envisions Barbados with vibrant, competitive manufacturing and small business sectors characterized by emerging and financially strong companies committed to originality and continuous growth (BIDC, 2008). It supports the classification of manufacturing production in Barbados under '12 major categories within which approximately 116 product types are produced, the largest categories in terms of operations and products being: food and beverages and tobacco, paper products, printing, chemicals and chemical products, and fabricated metal products' (BIDC, 2006). The food, beverages and tobacco category which contributes approximately 40% to the Manufacturing sector percentage value of GDP (BSS, 2011); comprises 'margarine/lard, biscuits, fruit juices, sauces, condiments, rum cakes, rum, bagels, sugar, molasses, ice cream, processed meats and fish, carbonated drinks, beer, flour, potato chips and cigars' (BPSTT, 2003). The firms chosen for this research are of the food and beverage category, obtained from the Barbados Stock Exchange list of firms, which face a highly competitive context locally, regionally and internationally.

The venture of regional firms into the manufacturing sector stems from import substitution, foreign investment (enclave) and food processing. There is still a drive to be self sufficient in manufactured goods and to promote exports, while balancing protectionism and free trade. Local companies that produce goods and services in Barbados are represented by the Barbados Manufacturers' Association (BMA). Moreover, the Fiscal Incentives (Amendment) Act 2001 is one legislation that allows incentives to firms that produce 'approved' products with local value added, for such firms are eligible for benefits such as exemption from certain customs duties and their dividends from income tax during a specified timeframe. The Barbados Government, especially through the productivity council and related partners, seek opportunities to reposition the Barbados manufacturing sector. This goes as far as scope for re-engineering and developing new technologies, and assessing root problems, performance, processes and innovation. For example, the government seeks financial assistance from the Inter-American Development Bank (IADB) (Deloitte, 2011), so that policies and legislation can be established to facilitate growth of alternative energy initiatives and generate savings in energy, electricity cost, importation of oil, and other expensive conventional energy sources. The identification of growth areas, enabling environment, strategic partners and the link of performance management to strategy are also important aspects.

4.2.3 Competition and Performance

Globalization and recessionary elements impact developed and developing nations and the Caribbean. The current global recession and financial crisis was triggered in 2007 by 'the collapse of the sub-prime mortgage market in the US, affecting almost all countries and all sectors of the global economy' (Baskaran and Muchie, 2011).

'With rising energy prices and other pressures, world GDP growth slowed, the rate declining from 3.9% in 2006 to 3.6% in 2007, while growth in Latin America and the Caribbean was then at 5.1%; and developing economies growth rate overall at 7.9% impacted also by higher commodity prices raising current account deficits of about one-third of developing countries to over 19% GDP in 2008-2009, the severity lessening into 2010 when world GDP rose by 3.6% over the previous year'. (IBRD, 2009).

Increasing demands for energy from emerging economies, such as China and India, impacted prices - especially of primary commodities. In 2008 therefore, world industrial production declined, more so in countries dependent on manufacturing exports, such as Germany, and Japan. The declining trend in Germany, Japan, United Kingdom and United States continued sharply into 2009, some recovery experienced by these in 2010 (Appendix I 1b). In 2006, global trade in manufacturing increased: However, in 2007 few countries besides Asia, China and India experienced growth while Europe's performance, including that of the UK appeared balanced. Inflationary and other pressures in 2008 made market conditions weak and even Japan and the UK experienced declining levels in manufacturing output (US Census Bureau, 2011).

Barbados, experiences special circumstances as 'a small island developing state (SIDS) with characteristics such as remoteness and isolation, openness, susceptibility to natural disasters and environmental change, limited diversification, poverty, and limited capacity' (BMHLE, 2003). Slowdown in the economy worldwide has therefore negatively impacted Barbados; and there is now excess capacity in economic sectors including the manufacturing sector; even though traditionally per capita income and purchasing power have not been relatively low. The characteristics constrain Barbados ability to import inputs to production, and transportation costs of both inputs and outputs are high. It is therefore worrisome, that the growing local demand for manufactured products is being met more by imports (BPSTT, 2003) which continued rise indicates high competition regionally and extra-regionally.

Appendix I 1c, further shows that output in the Barbados Manufacturing sector, which consists mainly of light manufacturing and small firms contributing to foreign exchange earnings; contracted by 4.8 per cent in 2008, in contrast to an increase of 2.4 per cent in 2007, and 1.3 per cent in 2006, when the three year growth averaged 2.6 percent (Barbados Statistical Service, 2011). Chemicals, non-metallic mineral products, and furniture production, experienced downturns relative to improvements in other key sub-sectors; and in 2007, increases were specifically linked to beverages, rum and food products (Central Bank of Barbados, 2010). In 2008, miscellaneous food and beverages production and electronics output rose by 12% and 9.8% respectively; but by 2009 manufacturing exports overall were reduced by 11%, and most other sub-

sectors in manufacturing showed a decline in growth (Barbados Statistical Service, 2011; Central Bank of Barbados, 2010).

The Barbados manufacturing sector continues to contribute to its gross domestic product (GDP) at an average rate of approximately 7% (Appendix I 1c). Food, beverages and tobacco is the largest sub-sector with over 74 firms employing approximately 3,000 persons (37%) of total manufacturing sector employees (BIDC, 2003). This sub-sector contributed 40% of manufacturing sector output in 2009, manufacturing then contributing 6.5% to GDP (BSS, 2011).

Government intervenes in the economy through 'industrial policies or actions designed to target particular sectors to increase levels of productivity or importance' (Pack, 2000); so the framework for enterprise development and performance is provided (European Commission, 2005), and growth and development prospects enhanced. However, 'Government must ensure that regulations do not lag behind business developments, nor impede the conduct or progress of business' (McChesney, 1987). Interactions among the firm's resources and knowledge bases supports building capabilities to support learning and innovation, and apart from employee sharing and experience, partnering and interacting with other firms at trade fairs, associations and meetings support means for renewal.

International and regional forces impact the manufacturing industry, compelling greater competitiveness and the removal of specific country barriers (Appendix I 3). In Barbados, Loan Guarantees, the Fiscal Incentives Act, Industrial Incentives (Factory Construction) Act 1965, Small Business Development Act 1999, Special Development Areas Act 21/1996, and other legislation are also of relevance, along with exemption of new firms or investment from special taxes including corporation tax and administrative duties to increase investment, learning and development. Barbados National Strategic Plan 2005-2025 stipulates that 'a strategy to enhance the capacity to export manufactured goods involves manufacturing developing sectoral linkages with Tourism and Agriculture to improve research and development and stimulate demand' (BMFEA, 2005). The manufacturing sector is vitally important to the economic development of Barbados, and 'market opportunities and competitiveness must be addressed' (BPSTT, 2003) with strategies incorporating initiatives involving process and product development and greater market penetration.

4.2.4 Sub-Sector and Firms in Strategic Initiatives Implementation

The study concentrates more on implementation and influences from micro-level. Two public limited companies are incorporated in the study as strategic initiatives implementation context.

4.2.4.1 The First Firm

As a limited company in Barbados, with offices in the City of Bridgetown near the seaport, the First Firm, manufactures ice cream and cold storage products such as novelties, milk, frozen bread and harbor cold storage. Owned by over 350 shareholders, it is engaged in exports to nine other Caribbean countries - Antigua, Belize, Dominica, Grenada, Guyana, St. Kitts, St. Lucia, St. Vincent and Trinidad and Tobago. The majority of its revenue is from ice cream sales. Its structure (Appendix J 1a) and culture will influence the system and outcomes of strategic initiatives implementation.

Established since 1967, the First Firm recognizes that the upheaval in financial markets especially USA and UK, may impact Tourism and the firm indirectly. Among the challenges which the First Firm experiences are rising costs of major raw materials imported for manufacture of its products, increasing energy costs which adversely impact profit margins, high oil prices which increase freight, raw material, fuel and packaging costs, irregularities experienced internally especially from human resources capabilities, and a fire suffered in August 2009 which completely destroyed their ice cream factory, raw materials warehouse and engineering department.

The occurrence of the fire, brought the need to shift production of ice cream to two Canadian manufacturers who met specifications so as to continue supplying both local and export markets until construction and commission of a new modern factory. As their cold store was not damaged, operations continue fully there. This Firm's intentions link to its overall objectives regarding reducing its inefficiencies, energy demands and vulnerability to fuel prices fluctuating internationally. Its choice of alternative energy project is to reduce dependency on oil. Its strategic initiatives currently include greater cost efficiency, alternative energy and energy efficiency. Middle management at this firm include Human Resource, Financial Controlling, Sales, Accounting, Cold Storage and Commercial/Engineering.

Appendix J 1b, shows that for the First Firm, revenue for the five-year period 2006-2010 declined overall by approximately four percent, while operating cost rose by about 22%. In 2010, revenue at BDS\$12,971,670 helped secure gross profit of BDS\$4,049,291. Profit before corporation tax was only BDS\$250,883, being severely eroded by operating expenses which rose steeply by 22% this year. The trend in figures overall show that the company is capable of performing well (it experienced significant increase in production, sales and profits in 2008). Significant constraints are now being faced after losses experienced from the fire in 2009. With the current downturn in the economy and rising inflation, high operating costs exist, and these rose steadily from 2007 to 2009, but there is a decline in 2010, perhaps as a result of the new initiative to concentrate on alternative sources of power, thereby cutting costs.

4.2.4.2 The Second Firm

The Second Firm has been a manufacturer of bread and bakery products since 1930. These include fresh bread, rolls, cakes, pastries, and variety bread products. Its production of 60 different products, is for an extensive sales and distribution network islandwide, daily to auto-marts, hotels, mini-marts, restaurants and supermarkets. In addition to wholesale, it is involved in retail of its products including a wide selection of refreshments, snacks and sandwiches. It has a good reputation for maintaining high levels of customer satisfaction, strives to introduce new offerings to the market, and complies with vigorous standards for health and quality. As the largest bakery locally, it retains ownership of two of the best bakery goods brand names regionally and is also represented in the marketplace with other brands and trademarks.

Approximately 200 persons are employed at this firm, which is now constrained by impacts from the business environment, including rising oil prices which fuels increases in costs of raw materials and other inputs to production and sales. In addition to effects from the international environment, its main raw material, wheat for flour, is being impacted by constraints of scarcity and increases in price which the firm previously sought to absorb. In countries such as Australia, Canada, India, Russia and USA, poor yields of wheat are caused by unfavourable weather conditions. The high increases of around 24% in price and costs including those of other raw materials, labour and utilities, negatively impact levels of production, sales and gross profit. The

cost of doing business is also increasing through changing legislation and standards including labelling requirements. The price increases are compounded by recent sales returns from some wholesale customers especially, which can be attributed to some extent to impacts from the current economic constraints.

The Second Firm is impacted by current and ongoing global recession which economic, social and other effects leave the firm more vulnerable to forces including competitors' potential to export to the local market with products differing in form, variety and lower price. Rising unemployment and reduction in purchasing power, reduced customer loyalty, choice of healthier options or trends, and limited growth options challenge the firm to better knowledge of its market, especially segment and demographics to compete on aspects other than price. In addition, market entry and other strategies of competing conglomerates can mean that they more control and constrain the supply chain.

This Firm's strategy encompasses customer satisfaction, quality, and improved plant/production efficiencies. It therefore also invests in new equipment, improving efficiencies in operations and service, and training programmes for staff. The choice of strategic initiatives at the Second Firm links its internal, specific and general environments, although the main focus is on inner context as they seek to improve capabilities and core competencies. The three major initiatives undertaken focus on reducing wastages, improving customer service, and enhancing supervisory or managerial competencies to support a reorientation in the firm's strategy. These strategic initiatives appear to surround process improvement and a look at new markets as the local market seems expensive to operate in and is experiencing increasing competitive trends. The projects supporting the three initiatives are not mutually exclusive but complementary - overall portfolio to support the drive to improve capabilities and advantages. The strategic initiatives are also expected to impel strategic renewal, better position the firm and gain greater advantages in a competitive market and dynamic environment.

The Second Firm intends to improve now and continue doing so in the future to remain competitive. The graph depicting the performance gap (Appendix J2a) shows the actual representing the firm or industry trend. Although the firm strives to keep abreast with market demand and technological advancements, its current levels of productivity are threatened by certain inefficiencies in plant and process performance. The firm's

management strives to rectify any irregular variations in its actual line of performance. They do so by undertaking strategic initiatives and projects, implementing strategy to reap substantial benefits in the long run.

The parent company of the Second Firm is a publicly traded Barbados firm, operating in Barbados, and in 20 other countries in the Caribbean, Central, North and South America, employing approximately 4,412 employees. It engages in joint venture arrangements with partners; and is mainly involved in catering, finance, import and distribution, and manufacturing – the food and beverage sub-sector of which the Second Firm falls under. The Organization Structure of the Second Firm Parent Company is provided in Appendix J 2b. Appendix J 2c, provides the Organization Chart for the Second Firm. Its internal and external environment in terms of structure and culture, regarding its Barbados operations, is linked with the overall strategy. It is constrained as a subsidiary (O'Brien et al, 2013), by Head Office elements corporate, resources and other subsidiary interactions. Its middle managers must be capable of reconfiguring resources and improving capabilities and performance (Subramaniam and Watson, 2006), to effect strategic renewal. Its main competitors locally include other bakeries operating locally, not owned by its parent company. Worldwide for this type of business, competition is increasing, and this highlights the need for it to better brand, or engage in takeovers, partnerships or joint ventures.

Persons perceived as key management at the Second Firm include the General Manager (middle manager for the parent company), Financial Controller, Sales and Distribution Manager, Operations Manager, Human Resources Manager, Service Delivery Manager and Route Manager. Other key supervisory personnel especially slated for succession include Supervisors in Production, Accounting, and Stores. During observation in data collection, other information was also provided by managers and operational staff. Chapter 3 and Appendix D, E and F, detail the themes and approaches applied to analyzing the data. The description of the Strategic Initiatives and analysis of findings are presented in Chapters 5 and 6.

Chapter 5: Analysis of Data and Findings From Case Studies

5.1 Introduction

This Chapter, as with the previous and the two following, is guided by the research objectives, research questions, theory, methods, and the data collected. This Chapter reveals in-depth case study of the selected strategic initiatives, found to be based on the firm's strategic processes and practices, and management and other personnel endeavours in executing them - however oriented to strategy, project, market, technology and learning requirements. They are explored to determine how the firm utilizes managerial, strategic project management and other processes and practices to improve capabilities, renewal, competitiveness and advantages. Some characteristics, activities and other elements of the cases studied are provided in Appendix K and K1.

The data collected is presented using an interactive process approach, the focus more internal, as the data is reduced, displayed, verified and compared with theory. During the analysis, data is inherently linked to structure and culture of the firm. This approach is complemented by organizational learning theory and activity theory applied in discussion of findings, analysis and results, for these to prove instructive in contribution to theory and practice. Data from the strategic initiatives A, B and C is presented and analyzed within case and across cases. The same approach is followed for Initiatives D, E and F. This approach is the basis for further analysis, discussion and interpretation (Chapter 6), as it helps to build and strengthen themes in analysis through triangulation and replication, and the revealing of similarities and differences.

5.2 Analytic Themes Applied to Data on Strategic Initiatives Implementation

Strategies are utilized for analyzing the data through codes and themes, acknowledging context and framework, linking with research paradigm and perspective. The coding process and application of themes described in section 3.5.3.1, allows detailed description and analysis of initiatives and activities, impacts and influences, so further analysis across all six cases is possible. This therefore enhances comparison of interactions, capabilities and outcomes. The firm's and initiatives' dynamic external environment will significantly influence the internal processes, practices and implementation activities. Given these and forces internally generating change and

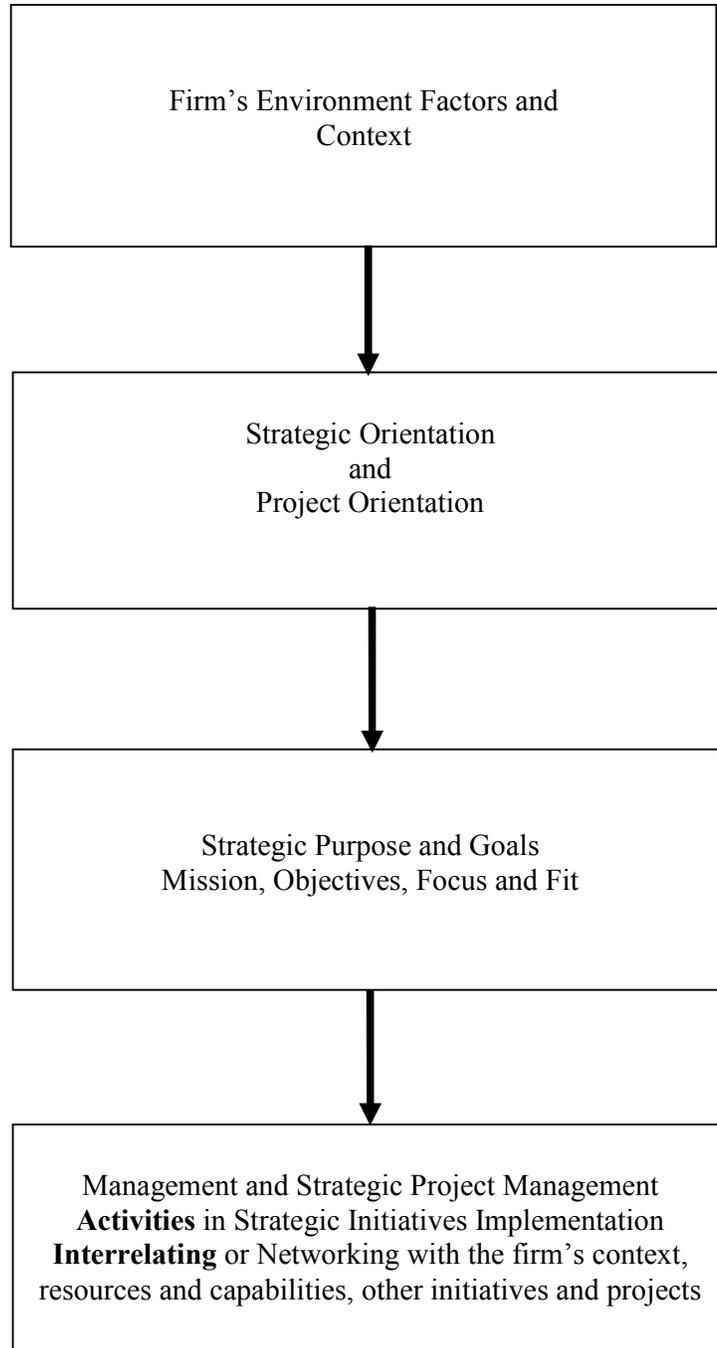
demanding responses, firms implementing initiatives for fit must constantly seek ways to improve capabilities and reduce vulnerabilities.

Elements of choices, structure and culture within the context of the Firms implementing strategic initiatives in the Food and Beverage Section of the Barbados Manufacturing Sector are indicated in Figure 8, which illustrates that the business environment requirements, strategy and project orientations, inform choices, goals and objectives. These elements, with middle management and strategic project management, influence strategic initiatives and renewal activities, interactions and outcomes. This links with the theory, research questions, methodology including case study design, and the flexible conceptual framework in Figure 7, which although open to the unexpected from the data collected, is informed from theories and prior research. These sources combined, offer potential categories influenced from initial reading of data (Bloomberg and Volpe, 2012) so induction aids coding, organizing, generating categories, and identifying patterns and themes. This facilitates the process of analysis for research findings to be more dependable and accurate, to explain and add to new theory.

Appendix F - F1a, F1b, F2a, indicate how the researcher uncovered patterns of activity, action and meaning. Appendix F, G and H, indicate the process of how documents and data of strategic initiatives were examined, coded and analyzed, to assess the interactions and outcomes or performance where available. As the unit of analysis is being examined under multiple-case study design (Yin, 2003), each strategic initiative can be regarded as a single sub-unit in the data analysis, replication logic facilitating further exploration of similar and contrasting results. The analysis of data was carried out using qualitative data analysis methods for case study as explained by Miles and Huberman (1994), which 'allows precision and the delimiting of instances' (Ford, 2004; Gibbs, 2007) of initiatives. Replication logic also allowed data collected from document analysis, observation and interviewing to be verified and modified. Examining such data incorporated interpretive aspects to inform data analysis.

Strategic initiatives implementation is described in terms of themes, patterns of association, flow of events and context, as persons 'engage in practical activity, with actions and emotions structured by the situation, cultural practices, and current projects and concerns' (Patterson and Williams, 2002).

Figure 9: General Structure, Culture, Context of Strategic Initiatives



Incorporating a constructivist perspective, allowed data to be viewed, heeding interactions and 'social networks" (Nespor and Barylske, 1991). The researcher engaged ethnographic approach, blending interpretive with constructivist, recognizing that theory can enable rather than limit new insights that continually emerge. Supplemented by other means, thematic analysis was preferred, as it is most commonly used in capturing complexities of meaning (Guest et al, 2012), in text from qualitative data, heeding interactions. From formal approach in this research, it allows analysis to contribute to knowledge and practice.

The researcher reanalyzed the data and collapsed first-level codes into a smaller number based on suitability of the data and the research objectives, 'holding the final number of major themes to a minimum' (Creswell, 2007), to keep the analysis coherent and reporting 'elegant' (Wolcott, 1994; Saldana, 2013). This research uses four major themes – Execution, Influences, Effectiveness and Outcomes. For purposes of rich analysis, it employs the major categories – Orientation, Strategic Initiatives Complexities, Strategic Project Management, Middle Management, Capabilities, Improvements, Strategic Renewal, and Consequences (Appendix F1a, F1b), as headings for findings and interpretation.

When triangulated in the analysis, results from the data collaborate but there are instances where they refute. Appendix G1 to G4 facilitated comparison and allowed the researcher to determine elements conforming or not conforming to existing theory. Appendix F 1a, F 1b, F2a and H1 to H5, show how the categories, themes, dimensions, actions or interactions are linked, so associated impacts and implications of strategic initiatives implementation phenomena were ascertained. The facts, prescribed meanings, developed themes, extracted essences, and evidence presented, heed validity and link with theory. From results of the analysis of primary and secondary data, the researcher determined what evidence or occurrences were similar or differing confirming or refuting and adding to theory.

5.3 Cases of Strategic Initiatives Implementation - A, B, C: First Firm

In this section, the cases or strategic initiatives are explored to determine how the firm proceeds in changing its competitive basis. There is analysis of how it utilizes

managerial, strategic project management and other processes and practices to improve capabilities, strategic renewal and advantages.

5.3.0 Approach to Analysis of Case Data, Strategic Initiatives A, B and C.

The process approach, complemented by the lens of activity theory and organizational learning theory combined, allows the analysis to incorporate how learning facilitates improvement of capabilities and strategic renewal. Activities including objectives and objects, subjects, tools, rules, division of labour, community and outcomes, incorporate interactions and strategic learning at individual, project and organization levels. These influence areas internally and externally engaged in development and discovery in strategic initiatives for strategic renewal. The outcome of the specialist area of strategic initiatives, can be quite far reaching so the approach in this section is 'combined' (Miles and Huberman, 1994; Bloomberg and Volpe, 2012), to synthesize all the data sources and insights. This creates analysis and interpretation that is integrated and holistic. Following Section 3.5, and appendix F, G and H, the analysis is guided by major categories and themes as corroborating patterns and elements are matched to the research questions, theoretical and conceptual framework. These are linked with the firms' context, culture and configurations related to implementation of the strategic initiative(s), and allow for credible conclusions, insights and theory development.

The essences extracted from themes used as principal reference points or headings for the case study analysis, are also highlighted in direct quotes, descriptions and review, to enhance flow and interpretation. They support insights presented. The related tables and figures created, allow comparison, so both connected relationships and disparities can be heeded to assist with identification of common problems and allow refinement of any areas unique to any case. This supports the completion of all case studies and cross-case analysis, using qualitative analysis methods (Eisenhardt, 1989a; Miles and Huberman, 1994; Miles et al, 2013), to further develop the conceptual understanding. These are linked to activities and learning in implementation, facilitating better strategic renewal. As more than one strategic initiative is involved, interpretation of factors enhancing strategic initiatives implementation and of processes and practices, interrelationships and interactions within and across initiatives and context prove instructive.

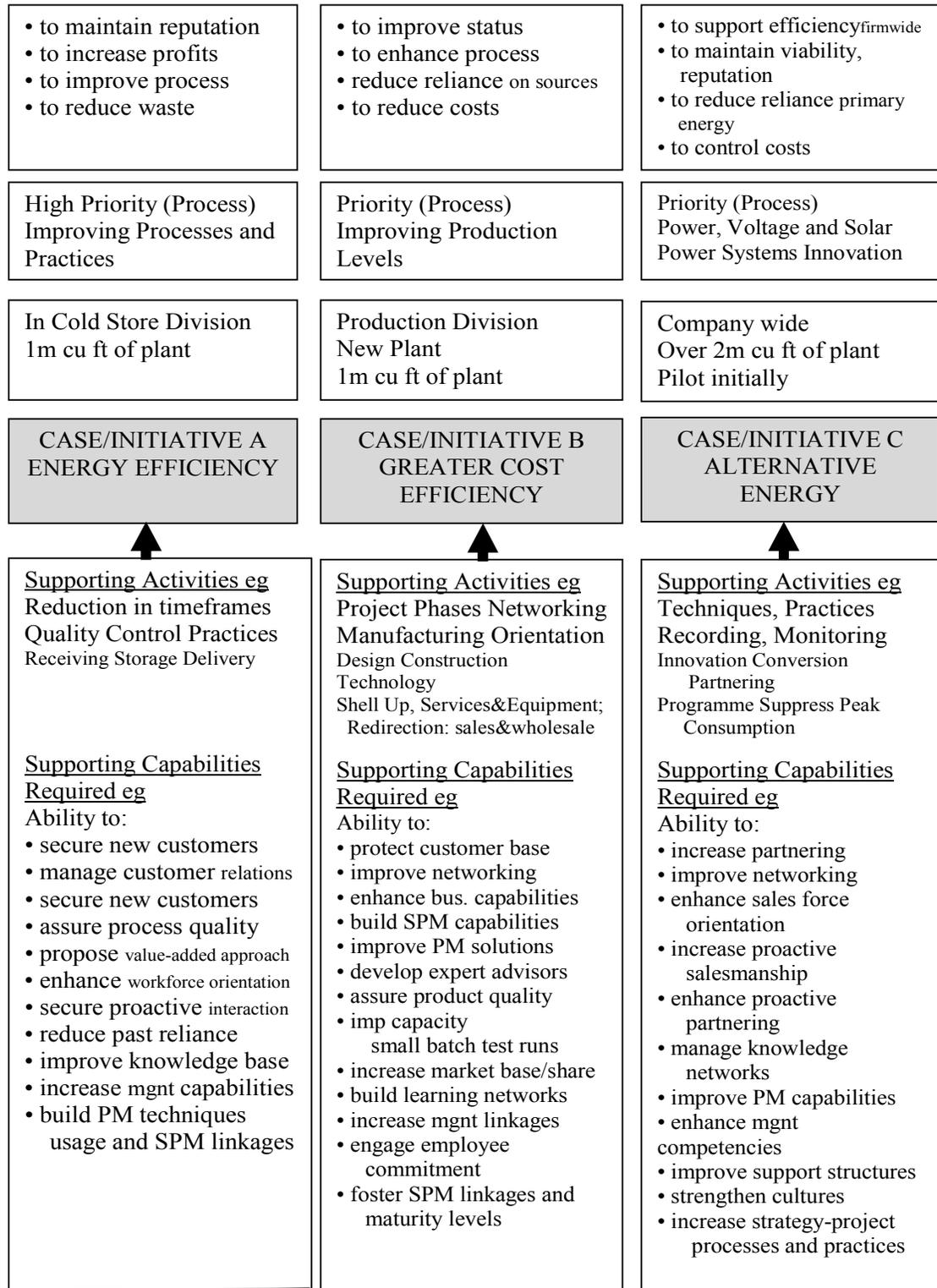
5.3.1 Strategy Execution - Orientations and Strategic Initiatives Complexities

The category of orientation relates to both strategy and projects, and to related choices to proactively or reactively improve strategic fit. These concern balancing planning and performance links to meet requirements of both the market and the firm, as managers pursue efficient or innovative elements for strategic renewal through strategic initiatives. Certain industries need innovative strategic management and more aggressiveness in their orientation to boost strategic renewal and advantageous outcomes. Manufacturing is an industry, that can 'heed and combine key dimensions of strategic orientation' (Venkatraman, 1989; Sabherwal and Chan, 2001; Morgan and Strong, 2003), which infer that the firm's diverse functional units align to its needs, market, innovation and learning requirements to maximize value added.

The First Firm's main values include customer-focus and innovation. Its major objectives are provided in Appendix J 3. The elements in Figure 10, reflecting these objectives, are linked to capabilities, new market opportunities, sales, operating and other costs, and production capacity and quality. In the manufacturing industry, there exists proactiveness which links to being risk averse. At this Firm, there is sense of strategy as vision and long-term direction, with power shaping its formulation. Attention is paid to plan-perform links to support analysis or defend core competencies.

The firm's vigilance and attention to flexibility in vision and range of plans, links to some concentration on future performance. However, its activities indicate the need to be more aggressive given the possibility of inertia intrinsic in strong culture, management and structure. This manufacturing firm is sensitive to costs and although relationships exist with partners locally, regionally and internationally, both prospects and challenges are inherent in its strategic initiatives implementation. Figure 9 supports Figure 10, which indicates goals and details objectives, supporting activities and capabilities involved with strategic initiatives. These are interconnected with the firm's context and strategic orientations. In addition to the cost and efficiency focus, strategies are linked to differentiation based on product variation and customer responsiveness, and these are reflected in type and timeframe of initiatives implemented.

Figure 10: First Firm Initiatives for Case Study: With Main Supporting Linkages, Activities.



According to a respondent, 'not many initiatives have been implemented over the last five years, and the company has changed as it has evolved'. (Interviewee 3, 2011). Appendix K provides characteristics of the strategic initiatives studied. Changes at the Firm, according to the goals provided, are to pursue synergies in market, cost, technology, and management. Literature (Osegowitsch, 2001), supports the viability of this, as these can enhance decision making and strategic management. Cost synergy can occur in almost any dimension of the firm's activities (Kreitner, 2009). Examples of the First Firm's endeavours include efforts to reduce wastage, produce different products in the same facility and distribute different products through the same channels. To support the execution of the three strategic initiatives, all in progress during the timeframe of the study, the Firm engaged activities, and resources were deployed and monitored. A respondent provided insight:

'Our environmentally conscious firm focuses on alternative energy and efficiency, initiatives to contribute to growth, competitiveness and realignment.' (Interviewee 1, 2011).

The manufacturing industry has an environment that is challenging for its firms, especially those locally, facing substantial foreign competition. How the firm chooses to position itself strategically can impact its configuration of activities, performance and outcomes. An interviewee provided information, backed by document analysis, that:

'This firm is the leader in its market domestically. It aims to meet standards in the world market, and this with technology are major forces impacting. The firm is not a driver of technology. Support is garnered from partners or associates with whom a good relationship is maintained - such as BIDC and the Chamber of Commerce.' (Interviewee 5, 2011).

The First Firm interrelates with stakeholders who also present both opportunities and threats. It operates under standards and requirements from certain stakeholders. An example of one presenting significant force for change is the World Trade Organisation (WTO), which requires removal of protectionist legislation, encouraging the Firm to partner with at least two international brands. The First Firm finds it difficult to compete with extra-regional manufacturers who benefit from economies of scale. The annual meeting of the Caribbean Common Market (CARICOM) group still allows the Firm advice and representation in certain areas, and concessions include environmental levy being 30% less to reduce cost. Table 4, highlights the inter-linkages in processes, practices and activities, as outcomes are pursued.

Table 4: Summary of Content, Processes, Activities and Expected outcome(s) for each Strategic Initiative A, B and C

S. I N I T I A T I V E	Content	Process(es)	Activities	Expected Outcome(s)
A	<p>►Energy Efficiency to reduce wastages, improve profitability and reputation.</p> <ul style="list-style-type: none"> ●Use of Energy Saving, conservation, and improve gas/diesel supply 	<p>◆Emphasizing units in SII common elements. ◆Middle managers and other staff cooperate to a certain extent to benefit from common linkages. ◆Key focus on resource usage, capabilities and timeframes or targets in SPM and SII for SR.</p>	<p>◆Different organizing of resources and skills in particular section(s) to effect synergies or integrative elements.</p> <ul style="list-style-type: none"> ◆Explored and maintained some linkages between staff at same levels, across levels, and on tasks or projects executing SIs 	<p>◆Increased integration of improved processes and practices into the firm's routines and competencies as SPM and SII are undertaken.</p> <ul style="list-style-type: none"> ◆Conserve use of expensive energy sources. ◆Support time and cost saving. ◆Enhance capabilities to meet quality and other customer or stakeholder demands in viable timeframe.
B	<p>►Greater Cost Efficiency to reduce costs and reliance and improve status.</p> <ul style="list-style-type: none"> ●Provision of better services and new plant and equipment 	<p>◆Aligning SIs with projects and with the firm's overall strategy or mission. ◆Seeking to renew strategy or survive. ◆Meetings. ◆Attention to phase completion.</p>	<p>◆Partnerships with other firms, sources and stakeholders.</p> <ul style="list-style-type: none"> ◆Links with those performing project contractual actions to attain outcomes from SII. 	<p>◆Significantly reduced costs.</p> <ul style="list-style-type: none"> ◆Reduced use of or reliance on electricity. ◆Ability to meet needs of customers and partners in more timely fashion. ◆Increase manufacturing or production levels.
C	<p>►Alternative Energy to control costs, reduce primary energy reliance and maintain viability.</p> <ul style="list-style-type: none"> ●Use of Hydrogen Booster Geo-thermal cooling, Photo-voltaic and Solar 	<p>◆Maintaining orientation linked to strategy, projects market and innovation requirements in SII. ◆Monitoring and evaluation. ◆Communication, sharing and adjustments within and across projects and SIs.</p>	<p>◆Networking in SII to enhance information gathering, sharing and upgrade of systems and performance.</p> <ul style="list-style-type: none"> ◆Securing and maintaining requirements of stakeholders both of the firm and from external forces. 	<p>◆Performance enhanced by viable less-costly power sources.</p> <ul style="list-style-type: none"> ◆Innovation expected to boost best practices and contribute to the firm's competitiveness and reputation in SR. ◆Synergies and reduced reliance on scarce fossil fuel especially to decrease vulnerabilities.

A respondent expresses the impacts of some severe constraints on processes affecting activities of the strategic initiatives:

'The bound rate on ice cream, and associated exemption for local firms, needs to be renewed. Ice cream is not seen as a dairy product and so does not benefit from subsidized Agriculture elements. Moreover, the local Dairy Firm cannot supply to The First Firm as it has to meet local and other dairy product needs. Other constraints include that the First Firm produces at around \$7 per litre compared with some large overseas firms who produce at around 87 cents to \$1.15 per litre.'

(Interviewee 7, 2011).

With performance inconsistent and profits elusive in recent years, the First firm finds it critical to be proactive or adapt effectively to industry conditions or requirements in its dynamic environment. These include changing demands of information, supplier, partner, customer, taste and production technology. According to a respondent, other impacting aspects include 'government red tape, smart energy fund rate to be lowered, risk averse banks, product evolution strategy, large manufacturing market factors, and seasonal demand' (Interviewee 5, 2011).

The decision was made by top management to increase efficiencies, and reduce total energy demand and vulnerability to fluctuating world oil prices, at this facility. This will also enhance the firm's reputation with staff and customers. This firm is pursuing innovative projects which are risky, but can enable huge benefits if the strategic initiatives are effectively implemented and good outcomes result. A respondent declared that 'the firm and section tries to keep on the cutting-edge of technology, although there has been a 'lag' because of resources and the tremendous amount of pressure since the fire'. (Interviewee 2, 2011). The First Firm therefore finds it necessary to consider both exploitation and exploration, incorporating the adoption of new technologies depending on its resources and abilities.

Energy Efficiency Initiative (Case A), was therefore initiated, developed and implemented. Strategic Initiative B, Greater Cost Efficiency, was implemented, as in August 2009 a fire completely destroyed the ice cream factory, raw materials warehouse and engineering department. Stringencies are still reflected in its performance. The cold storage section of the plant was not damaged but change was great. The manufacturing processes of this firm use enormous amounts of energy. A revolutionary Alternative Energy Initiative (Case C), was therefore targeted after

seeking to understand specific aspects of use of different source of energy to reduce dependency on electricity and fossil fuel, resources attracting very high costs on an ongoing basis. Associated projects assist effectiveness. The rationale and alliances of these are also to support the purpose and management of strategies at various levels of the firm. Appendix K1 details further elements of initiatives and the firm. Appendix L, provides a matrix of objectives and project linkages for strategic initiatives A, B and C.

At the First Firm, the activities and practices also support the drive to attain added value, improve and grow the firm. These efforts are complemented by attention to critical success factors, as a respondent indicates the focus on outcomes:

'Strategic initiatives contribute to growth; support planning and design, and responses to business environment elements. There is a tendency to improve and compete'. (Interviewee 1, 2011).

Despite this respondent's views on supporting elements and responsiveness, data provided indicates the reality that the firm needs to avoid penalties from stakeholders or further high loss in profits. To reduce costs and substantially improve standards and practices, this firm can better engage in more significant shared activities. This is supported from both data and the literature (Vygotsky, 1978; Sannino et al, 2009), which also suggests the need to provide means for 'analyzing a wider range of relations' to better 'reinforce activities and their consistency'.

The First Firm also seeks to some extent, to pursue synergy in management and associated structures. Literature (Kreitner, 2009), supports the management team pursuit of the utilization of their complementary skills, and efforts to maximize use of talents of those in administrative positions who have multiple skills. However, in the strong culture, the need to improve communication (Beer, 2002), in tandem with this, is necessary to enhance linkages and performance. Although personnel at the First Firm involved with activities in strategic initiatives implementation, appreciate top management decisionmaking and support of activities, a respondent declares that 'communication at the plant is not optimal' (Interviewee 5, 2011), 'so full outcomes from initiatives are not known by all staff'. This respondent indicates that although the management at the First Firm is able to make the vision clear and to gain a certain level of commitment, consensus is not at optimum to sustain integrated learning, review and alignment. Another respondent concurs, with more about resistance to change, telling

that 'levels of support to the strategy involve how responsible staff is, as some can be reluctant to make changes' (Interviewee 1, 2011).

The data indicates that this firm can be encouraged to better 'blend top-down and bottom-up management' (Hart, 1992), especially to support its futuristic stance on innovation. This firm is improvement oriented however, so information systems are maintained and there is focus on developing state-of-the-art. Data analysis reveals the need to further enrich these through greater provision of learning opportunities, especially linked to implementing strategic initiatives through strategic project management. To support the three initiatives, the blending and balancing of strategy, project orientation and culture to support change and adaptation is key.

Data analysis reveals that management at this firm have strong focus on how labour is divided or responsibilities organized. This is commendable. It helps the firm 'absorb and accommodate change, experimentation, collective judgement and preservation of dissent' (Orton and Weick, 1990). At the firm, an adaptive culture 'incorporating relevant shared values' (Schein, 1992) promotes risk-taking, reliance, proactiveness, sharing, enthusiasm and receptiveness. However, interactions that exist can be enhanced, although 'direct communication to and from Executive Directors and middle management, is to and from both team members and contractors' (Interviewee 3, 2011). The administrative system can facilitate the firm's future capacity to adapt by expressing and emphasizing how to advance innovative activity (Miles et al, 1978).

Innovation drive and the tendency to improve and compete, is evidence of the firm continually striving to attain strategic fit, and hence market and other requirements, while reducing pressures and enhancing learning. A respondent declares that:

'Ice cream technology and technological knowledge is important; and these, including information technology are invested in and utilized. Changes in product offering are to be in line with current trends and requirements; change in plant especially by increasing size and capacity'.
(Interviewee 5, 2011).

This respondent and a majority of others indicate their awareness that 'Market and innovation, crucial to strategic orientation' (Noble et al, 2002), assist the firm to attain long-term success. The First Firm's strategy and strategic initiatives are to a certain extent linked to its project portfolio and to both external and internal environment and systems. Staff view this Firm as a 'Prospector' producing a product not vital to human

existence. It focuses on value, management dedication and training, strategic orientation and activities, meeting regulatory and other requirements, good corporate citizenship and partnership, research and technical assistance. Although constrained by level of profits, costs and revenues, certain resources, stakeholders and situations, the firm seeks through relationships, projects and other means, to flexibly implement strategy and pursue performance objectives, including growth and enhanced reputation.

‘There has been a recent move to diversify especially developing a portfolio involving food and services in sales – bread, pastries, wines, beverages, equipment...’ (Interviewee 2, 2011).

This respondent's indication of the firm's willingness to take risks, and diversify into areas that have linkages with the Second Firm, shows leeway for greater partnerships within the relevant industry. This can allow beneficial economies of scope or scale and greater synergistic elements. Strategic initiatives are not implemented often enough. This Firm is currently diversifying and seeking to penetrate markets, using results from project ideas. By reviewing and attending to business design and project strategy, the Firm seeks appropriate choice to help reverse the current trend, and improve outcomes including profits, market position and competitiveness. It allows a product or service to fortify the sales of one or more other products. Literature supports these endeavours to achieve 'market synergy' (Kreitner, 2009). However, the firm must be careful that its market orientation, 'more likely to result in incremental innovations, does not inhibit it from developing truly breakthrough innovations' (Chandy and Tellis, 1998), if it merely follows the market trend. By emphasizing 'creativity and innovative breakthroughs' (Berthon et al, 1999), it can even further enhance its capabilities and strategic renewal.

5.3.2 Strategic Initiatives Complexities including Activities, Culture, Dependencies

Appendix K3, details how the strategic initiatives are developed, incorporating aims, projects, activities and responsibilities. In implementing its strategic initiatives, the First Firm pursues goals, actions and interactions to secure a blend of capabilities and competencies that can result in added value. However, a more seamless and advantageous blend is necessary as a respondent recalls that 'strategic planning is not really seamless but implementation is to meet certain goals'. (Interviewee 7, 2011). There is therefore indication that in its base of strategic planning, the First Firm needs to more comprehensively address elements of 'structure, people, culture and control systems' (Kreitner, 2009). Given the complexities involved in executing strategy,

initiatives and projects, more flexible, yet on target, processes and systems of decisions, routines, activities and interrelations are required by management.

Stakeholder commitment is crucial and needs to be constantly garnered to support an enabling context. However, an interviewee stated that 'staff are not always totally for or supportive of the initiative so encouragement is vital' (Interviewee 5, 2011). Top management communicates the main elements of strategic initiatives, but full buy-in is not achieved. This is an indication that there is need to 'better drive the firm's competencies' (Cleland, 1999), to ensure more support for 'innovative projects' (Artto et al, 2007), for higher implementation success. Strategic Initiatives are subject to moderating constraints from within firm and across firms, industry and society. A respondent states the impact of some external environment forces:

'As a great percentage of operating cost is energy, its use is responsible for decrease in profitability and widely fluctuating revenues impacted mostly from fossil fuel.' (Interviewee 6, 2011).

The unprecedented changes in social, legal and economic institutions in economies (Child and Tse, 2001) can consequently increase critical strategic dilemmas for firms, given the current prolonged recessionary impacts. Constantly engaging best possible core processes, knowledge and practices should allow the firms, especially in manufacturing industry, to operate at optimal capacity, innovation and efficiency levels. However a respondent provides evidence that internal forces also impact greatly, as 'there has recently been 'lag' because of resources and the tremendous amount of pressure since the fire' (Interviewee 1, 2011), constraining effective renewal.

Strategic initiative(s) activities concentrate on upgrading and altering materials, layout and processes, improving coordination of resources, products and services, and measuring linked to cutting costs or reducing wastage to retain competitiveness. At the First Firm, electricity is the main means used to power the plant and its operations, especially those for storage and production. It also depends heavily on supplies associated with fossil fuel. By the year 2010, it became necessary for the First Firm to introduce austerity measures and with rotational lay-offs, some staff opted to leave. Some remaining are challenged by changing workforce and relationships, leaving low morale and high tensions within the usually strong culture. Powerful relationships exist within the firm's hierarchy and strong ties with stakeholders in the external environment, especially in linkages from its value chain. Top management holds

meetings each month, the five-year plan is reviewed, and this is the basis for communication and sharing, facilitating interactions.

'Interactions involve meetings, focus on activities and deadlines, maintaining required practices; and communication is carried out by face-to-face, intranet, telephone and other means'. (Interviewee 1, 2011).

The Chairman, having a strong personality, encourages an 'open-door to his office' policy, and perceptions and influences from the experienced Board of Directors, Executives and Middle Management and other Stakeholders can be powerful. However, high confidentiality is maintained and access to certain areas requires identification and entry of codes. Moreover, while the firm strives to be more flexible in its orientation and more integrative in its practice to better adjust to elements and situations in its business environment or strategic initiatives implementation context, a respondent commented on certain dependencies:

'Major issues involve finance and use of scarce resources. It is difficult to fund capital projects from cash flow. One-third of retained earnings are utilized; there is a credit issue. This year resources are not readily available to fund large initiatives or projects so these incur debt.'
(Interviewee 5, 2011).

This firm currently faces significant constraints financial and otherwise. Its need to continue to import its major product for sale to the domestic market clearly indicates additional weakness in its internal competencies and threat to its competitive advantage. However, although the associated partnering creates a strong dependency, fostering this and other stronger linkages can help alleviate the reduction in sales volume impacted by the prolonged economic downturn. Despite stronger areas of business supporting the weaker, profitability can still be elusive if core competencies are not consistently strengthened. A Respondent indicates that 'Cold Storage is relatively profitable but its computerization, currently at 25%, and other elements need to be upgraded especially to certification requirements, and use of technology can be increased' (Interviewee 1, 2011). Government assistance with financing for rebuilding, protectionist measures, and grants available for engaging in innovation associated with forms of renewable energy also help alleviate severe constraints. A respondent shows the importance of interrelations, in stating that 'government grants to manufacturer/producer attract lower interest rates and can be through international donors for specific reasons as the case of encouraging use of solar or renewable energy' (Interviewee 7, 2011).

For the First Firm, legal, economic and other influences or external forces are not controllable. These include corporation tax and value-added-tax increase, inflation and continued increase in oil prices, costs of raw materials and shipping. Conformance to government and other national, regional and international rules and regulations is required, especially standards institutions requirements for design and specifications and product content; Ministry of Health (MOH) and Ministry of Agriculture (MOA) requirement for manufacturing process and products entering and leaving to meet appropriate standard. Customer satisfaction is looked after more, so that they get what they want in terms of quality. Dealing with their grievances in appropriate and timely manner is vital as even their taste impacts cost, demand and sales, associated with strategic initiatives outcomes. 'Proactiveness and futurity' (Venkatraman, 1989), are important elements of the firm's strategic orientation that drives the activities surrounding strategic initiatives. A respondent clarifies that 'the firm has been proactive as it can in dealing with external change forces' (Interviewee 4, 2011).

Internal forces can be more manageable, but forces and actions depend on conditions, and degree of response depends on seriousness of forces. Data analysis reveals that where impacts are serious, response is immediate. Conflicts generated from interrelationships and partnering can be alleviated or resolved through managers, supervisors and other staff better conferring. In this way, the 'system of connections, communication' (Okumus, 2003), and verification support that few unusual and problematic aspects occur from internal forces generally. Internal forces and good stakeholder interrelationships have implications especially for continuity and culture. A respondent indicates that:

'Response to change is extremely fast. The old plant was lost in August 2009 and in a matter of weeks the Firm obtained a waiver from Government and met with manufacturers in Canada. Although flavours were reduced, the product continued on the shelves of outlets.'

(Interviewee 1, 2011)

Despite middle manager checking with the Chairman on a frequent basis to ascertain particular instructions, and the swift response to internal forces, both revenue and expenses are rising and importing is found to be more expensive than manufacturing. Strategy and Project orientation, structure, culture and other linkages also impact strategic initiatives initiation, planning and development. Appendix K1, K3 and other data analysis, indicates that the firm's activities allow strategic initiatives to 'fit with the

strategic content and context' (Beer et al, 2005), but the largely top-down approach which a respondent confirms below, can be improved to better enhance interactions.

“Initiatives are identified by the Chairman who with the pertinent Directors and Managers identifies relevant teams through who the goals, requirements and implementation are spread.”

(Interviewee 2, 2011).

Employees feel that strategic initiatives chosen for implementation are justified but some indicate that their suggestions could be incorporated more, so satisfaction levels are not at peak. According to a respondent: 'Apart from just effects from the fire, staff turnover is high. The level of autonomy is not optimum' (Interviewee 4, 2011).

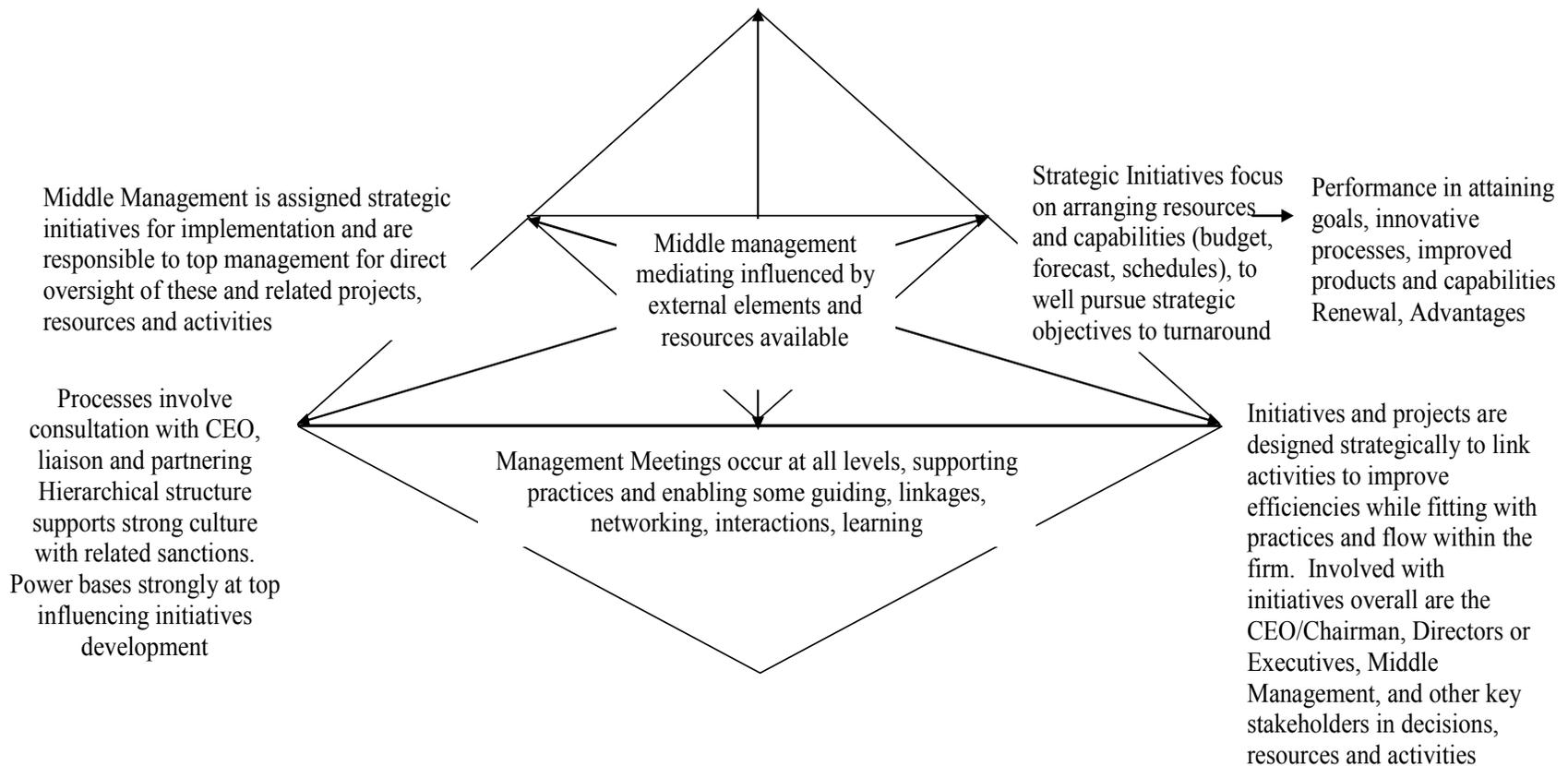
As examples, the position of Sales Director has been removed, Sales now linked more directly to the Commercial Director who has taken on additional oversight of the Sales Manager (Appendix J1a). Despite the number of staff, the Human Resources Manager is not full-time. These indicate that structure and power in First Firm still has strong hierarchical authoritarian base, concentrating more on product to increase profits. This has implications for communication levels in strategic initiatives implementation.

Participatory approaches are still employed with certain personnel involved in making decisions. The firm benefits further from incorporating their views, so knowledge and learning can be enhanced. However, staff can try more 'sharing of knowledge, skills and competencies contained in each of them' (Lin, 1999). A respondent highlights certain capabilities: how 'middle management and other persons benefit from their own experience and the use of techniques, which help them best consider factors and ways and means of implementing.' (Interviewee 1, 2011).

Although power distance at this Firm is fairly high, uncertainty acceptance and tolerance (Hofstede, 2000; 2001) is commendable, and the realization that knowledge is a great base of power influencing rates of learning and developing. Yet external environment is currently the major force impacting decisions, and 'objectives of all strategic initiatives are linked to economics, competitiveness and flexibility' (Interviewee 3, 2011). Figure 11, realized from empirical data results, supported by literature (Senge, 1990; Engestrom, 1999; Scarbrough et al, 2004; Jarzabkowski, 2005), highlights how the firm through activities and interconnections, seeks to maintain its system of strategic initiatives implementation.

Figure 11: The Activity System of Strategic Initiatives Implementation in the First Firm

To analyze, manage or communicate strategy, meetings occur - Chairman/CEO with top management, functional communication between executives, meetings of middle management and of heads of section with relevant staff and other personnel. General staff meetings occur.
 Database is used within sections and access to database across sections is restricted
 Middle management is assigned strategic initiatives for implementation and can engage strategic project management



Stress components from the dynamic environment of the manufacturing industry heavily impacts the First Firm, compelling it through its activities and dependencies, to strategic renewal, restructuring, and quality at the heart of its input-output relationship focus. It is even impacted by regulations such as labeling and dietary restrictions from international markets, while locally the monopoly electrical utility company conducts audits, influencing its usage and efforts at diversifying power sources. Figure 11 confirms that the strategy originates from top management. Middle managers mediate coordinating activities and resources to implement strategy. The trends and associated challenges highlight necessity and importance of the initiatives chosen, and how elements, rules and communication interact in their management.

Appendix K3 specifies the strategic initiatives, activities and associated responsibilities, and shows that they are all expected to have a duration of over one (1) year. Appendix M, details the activities, consequences and inferences of strategic initiatives A, B and C. The Energy Efficiency Initiative (Case A), was developed and implemented with the intention to secure goals involving reduction in inefficiencies in the use of resources, especially equipment and fuel. It targets reduction in costs in areas of receiving, storage and delivery operations, especially in the Cold Storage Section. Strategic goals link to the Firm's routines, processes and practices and therefore support strategic initiatives and the intricately interlinked activities associated (Appendix K3). There is a drive for excellence, supporting the focus on improving quality, customer service and profits. Profitable aspects of operations can continue especially at the commercial cold storage facility of about 1m cu ft, until the ice cream plant is rebuilt. Committed staff help build strong cultural links, as indicated by an interview respondent:

“ There is dedication of a fantastic staff. If there is not commitment there will be delay in the initiative and there is incentive not to cause it to fail as this would mean departmental failure. Top and Middle management are very proud of the Department.” (Interviewee 1, 2011).

Activities observed for Strategic Initiative A, highlighted resources under expertise of trained personnel, with time constraints. Scarce, expensive power sources such as electricity were in operation, to facilitate the movement of the main product to and from storage areas for sale at the plant or various outlets or locations. The Cold Storage Section and Strategic Initiative A, interacts with both commercial and non-commercial entities, with oversight from the Customs Authority. Containers needed to be released

through stamp from the Barbados Port Inc., and can be of various size capacity, while suppliers are of varying patronage. Activities involve facilities, equipment, competencies and techniques involved in facilitating and charging for storage and maintenance of items, while monitoring energy usage and efficiency. The elements impacting the resources linked to extraction, storage and retrieval are recorded and verified or certified. Where there is a query or irregularity special procedures apply. Activities and personnel interlinkages and interactions help with timely attainment of objectives, to secure the attainment of planned outcomes.

Activities monitored are verified with signatures required from authorised personnel including middle managers. Employee remuneration is also influenced by level of activity, duration and performance. Checks are made to ensure fair distribution of work in the sections. Given the nature of its markets, customers and stakeholders as detailed in Chapter 4, this Firm has partners and networks locally, regionally and internationally, and their related activities and interactions impact strategic initiatives implementation. There are also fairly strict procedures concerning financial transactions and maintenance of quality.

The First Firm is experiencing increased competition and in such cases, the benefit from prospective revenue is lost. Resources have to be deployed to meet additional targets to help secure much needed profits. These, along with late documentation and associated factors, are examples of elements that constrain or hinder activities scheduling and performance, and commitment to current strategic initiatives. The manager can be impacted negatively or positively by these, by reports on the performance of his/her section and by other external elements such as the application of Government directives impacting policies and resources. Depending on their level in the firm's hierarchy, managers attend meetings at Executive and Board level, and confer with staff at departmental level, as well as other stakeholders as necessary, to counteract or resolve conflicts and enhance processes.

Commercial, Sales, Administrative and Engineering processes and practices are also primed to support the Strategic Initiative A, Energy Efficiency, activities. In addition, activities that assist with monitoring and control to ensure reduction in energy usage involve use of information technology and technical resources, and auditing to support increase in performance levels. Strategic Initiative A, is complemented by Strategic

Initiative C, as both have elements of alternative energy incorporated, and are informed from its Pilot project which is under the ambit of the Commercial Director. This indicates viable interaction of this Director with the Cold Storage Director. This Pilot project supports all three initiatives as it seeks to reduce energy costs, support alternative energy and sustain power for the new plant through means to attract solar energy. The Engineering Coordinator who supervises the Pilot project, indicated that Messo and Value added monitoring equipment and processes are utilized, and photovoltaic inverters employed for high efficiency and cost effectiveness. In addition, activities also surround the monitoring of sales from vehicles with refrigeration solar powered and engaging with appropriate equipment and partners. As a respondent declares:

‘Staff engage in ordering/purchasing, tidying, getting drivers/salesmen who with handheld electronic devices improve ordering, billing, delivery and feedback; plugging/recharging equipment overnight, installing panels on roof, use of mobile vans and solar house, partnering with BIDC, use of natural gas, generators, compressors, energy audits...’ (Interviewee 5, 2011).

For the First Firm, energy usage is linked to decreased profitability and widely fluctuating revenues. Deficiencies are highlighted by a respondent, who stated that ‘during the last two-and-a-half years of work with the company it has not been making profits’ (Interviewee 6, 2011). To increase profits, main focus is on cutting costs through efficiencies in energy use, use of solar and other alternative energy, and provisions for new products. However, the Firm also at times reorganizes staff to add value, and engages the whole Firm to reap expected benefits.

Strategic Initiative B, of Greater Cost Efficiency, targets creating and improving business processes that will increase capabilities, plant capacity, productivity levels and its product brand. This initiative implemented is intended to secure goals involving producing once again from the local home base, effect greater efficiencies in cost and increase production levels of ice cream to meet local and overseas market needs.

Reliance on an overseas manufacturer to supply its main product to specification for local and export markets, the imports, associated charges, and the focus on quality impacts cost levels. The decision was made, therefore, to construct and commission a new modern factory near the original one. This plant rebuilding project, is focal to Initiative B, and is now in progress, its life-cycle following a three-phase approach,

combining resources both in-house and from external partners, with expertise and other complementary capabilities. Staff are expected to be supportive.

“If the change is likely to be traumatic, communication and dissemination of information, input, feedback, sharing and involvement is important. Job protection is linked to keenness and viability. If resistance is foreseen, then one must motivate and break down resistance.” (Interviewee 2, 2011).

This input from a respondent, indicates that the First Firm needs to find better ways to distribute its competencies so as to best mobilize individual and social commitment (Amin and Cohendet, 2004). Some impacts from the external environment that can hinder completion of this initiative includes management negotiation for eligibility for concession, waiver or subsidy especially through Government application of a bound rate that will allow the First Firm recovery of \$6m expected to drive the completion of the Plant Rebuilding Project. After an executive meeting the Researcher was informed that if this amount is not recoverable, the Firm can choose to shift importation from as far abroad as Canada, to more regional bases such as the Forum of Caribbean, African and Pacific States (CARIFORUM) and CARICOM countries. Still standards have to be maintained such as a CARICOM certificate of value and origin. There is a change in Government in Barbados and the Firm hopes that any new policy can make a difference to its access to concessions and funding to aid completion of this initiative.

Strategic Initiative C, is being implemented to enable use of alternative energy to power the plant, relevant equipment or supports at the firm, and a solar house commercial endeavour. These are also to increase effectiveness in processes related to delivery and storage of the main and subsidiary products, to ensure faster time to market and enhanced customer services, to maintain viability. A respondent finds that “the pace of business is currently slow” (Interviewee 8, 2011). Given its need to meet customer requirements in timely fashion, there is a drive to innovate and develop new techniques or services and new markets or partnerships. This Initiative's activities and outcomes are expected to enhance tools and networking, capable of improving the firm's relationship and reputation with customers and other stakeholders.

A respondent highlights the Firm's awareness of and concern with some adverse impacts from the external environment:

‘With recession, there is decrease in money available to cope. The habits of people and their lifestyle also impact the Firm's operations.’
(Interviewee 1, 2011).

Findings from the data, reveal that the manufacturing industry has intensified its efforts to improve quality and searched for alternative energy when scarcity and associated unbearable rising costs started to impact its base sources. The First Firm can benefit from opportunities to be eligible for further capital and other allowances from the government and other partners. The food and beverage sub-sector is required to reduce level of carbon emissions and demonstrate such related measures in their manufacturing processes. In response, the First Firm is utilizing forms of renewable energy to replace non-renewable fuel sources such as electricity and fossil fuels. They are especially seeking those fuel sources that are environmentally friendly, for example avoiding carbon-dioxide emissions that contribute to global warming. They harness alternative energy for conversion to electricity, and consider natural gas as another contributing energy source to power plant and supports. Diesel generators with hydrogen booster for efficient fuel burning are utilized, to ensure that less use is made of the resources of the firm that is sole provider of electricity on the island. The programme to suppress peak load energy consumption, and the mobile solar house project, to enhance customer service and sales, are also expected to help stakeholders or partners make related and appropriate decisions and investments. This can be used to make products and services more accessible to a wider market.

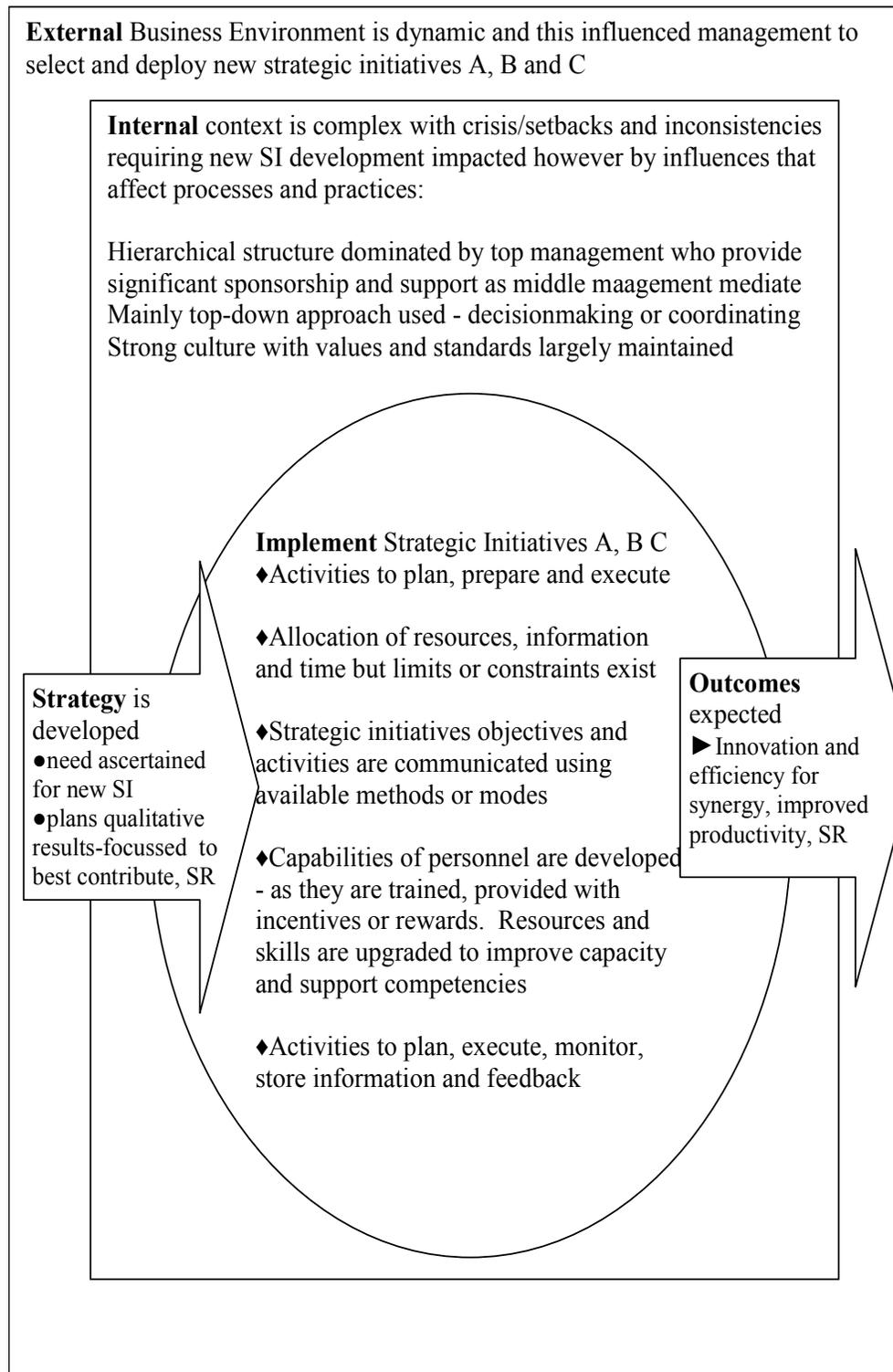
Appendix K, highlights the strategic initiatives and associated projects, including linkages and the drive to secure viable partnerships with other firms in industry, manufacturing or otherwise. A respondent indicates that part of the rationale behind this element to enhance interactions, is that 'as this firm is not currently in a position to manufacture, it creates synergies, aligning with other products of other firms' (Interviewee 8, 2011). Appendix K1, reveals that some degree of strategic project management and outsourcing are involved with the three cases of strategic initiatives implementation at the First Firm. Forces from both its external and internal environment have significantly affected processes. Linkages exist within and between the initiatives planned and implemented. Middle management especially in areas of Sales and Customer Service are crucial to these endeavours. How they employ strategic project management in implementation is important to the level of success with endeavours for strategic renewal.

5.3.3 Strategic Project Management Influences in Implementing Initiatives

The effects of project management and initiatives development in facilitating satisfactory outcomes of strategic renewal are examined in this research. Although the strategy and strategic initiatives of the First Firm, related to the requirements of both external and internal environment and systems, are to some extent connected to its project portfolio, its strategic project management system still needs significant improvement. Such improvements are to afford the Firm better support for the quantity, range and mixture of its projects and the means and configuration of project(s), programme(s), portfolio(s) and other related elements through which strategic project management is distributed. The configuration is to facilitate enhanced decision making and maturity to support overall strategy. Literature supports such a system built with strategic fit among activities (Porter, 2008). A respondent indicates that staff need such guidance: 'With ideas from Management, in implementation the focus of staff is on what one should do and how to do it' (Interviewee 3, 2011). Appendix L, provides a matrix of objectives and project linkages for strategic initiatives A, B and C. This reveals linkages between projects within and across initiatives supporting strategic objectives.

Data analysis reveals however, that higher levels of project management maturity can further develop viable interlinkages, and sustain the Firm's strategic initiatives implementation system. The First Firm can, through associated management, tools, and networking, improve its capabilities, and the corresponding results it achieves in projects, programmes and initiatives, as its personnel perform activities to achieve outcomes. The elements of power or control, configuration, knowledge, learning and expertise, are integrated with strategic project management considerations. Moreover, value or success from projects can be assessed through performance metrics focusing on both tangible and intangible assets (Jugdev and Thomas, 2002), with a basis in traditional criteria measuring project performance and status. These elements can be further enhanced through an integrated, organic approach in implementing initiatives. Elements of such integration in the First Firm, are depicted in Figure 12, which shows how the strategic initiatives A, B and C, within their context, interrelate with impacts and influences, especially in implementation.

Figure 12: Impacts and Influences on Strategic Initiatives A, B and C.



Adapted from Okumus (2003); Data Collection Strategic Initiatives A, B, C.

Regarding the level of maturity (Gareis, 2004), of their strategic project management design, on a scale of one to five (1-5) (Appendix Q), the First Firm can be said to be barely at level three (3). Furthermore, knowledge which they are able to garner or retain from consultants and contractors is low. Reliance on such outside parties can be decreased if the First Firm's systems containing knowledge, learning, sharing and networking is significantly increased, while still maintaining business community interactions. They can more effectively combine strategy processes and practices to help 'prevent merely muddling through' (Simon, 1964). A respondent finds that 'human resources are adequate, casual labour is resorted to if necessary and a cadre of workers retained, and machinery is adequate but could be increased (Interviewee 1, 2011). This indicates that improving human and other resources can be key to enhancing the performance of strategic initiatives activities.

The rationale and alliance of projects within initiatives and across initiatives are also to support the firm's levels of strategic management, as it strives to heed constraints such as the need to have high-impact projects, meet time-to-market, quality and within budget objectives. A respondent shows that strategic initiatives implementation links with strategic planning:

'Initiatives and associated projects are implemented to meet estimates of time and cost and other end results as planned for meeting targets set and operational, budget and time constraints which are key since if not met they are not attractive after. (Interviewee 2, 2011)

Moreover, it is expected that the activities are to pursue the strategic initiatives objectives, and make goal attainment more certain through enhanced capabilities to effect renewal. 'Focus on products, technology, packaging, and customers, support the strategic initiatives implementation' (Interviewee 6, 2011).

'There is no real jostling for initiatives to be implemented but the timeframe of implementing ice cream versus cold storage initiatives presents the element of competitiveness' (Interviewee 1, 2011). This indicates consideration of interlinkages and initiatives impacting each other. Need and resources availability help determine sequencing of initiatives and associated projects and activities. Part of needs assessment as a basis for advocating new ideas and projects, comes from sessions at supermarkets, Barbados Manufacturers Exhibition (BMEX), other trade fairs regionally and internationally, and the ice cream alliance.

The Solar House Project links with Strategic Initiatives A and C, as waste reduction is expected, and avenues for increasing storage and sales of ice cream when the new plant goes into production at levels higher than in the past. Securing viable partnerships with firms in industry, manufacturing or otherwise, is supported. Focus on alternative energy means using solar power also ties in with Government and industry orientation.

'Once the initiative is chosen and developed, various techniques are associated with management of the implementation. Some efforts are outsourced and partners appropriately relied on. Meetings, focus on activities and deadlines, maintaining required practices...

Communication is carried out face-to-face, by intranet, telephone...

(Interviewee 8, 2011)

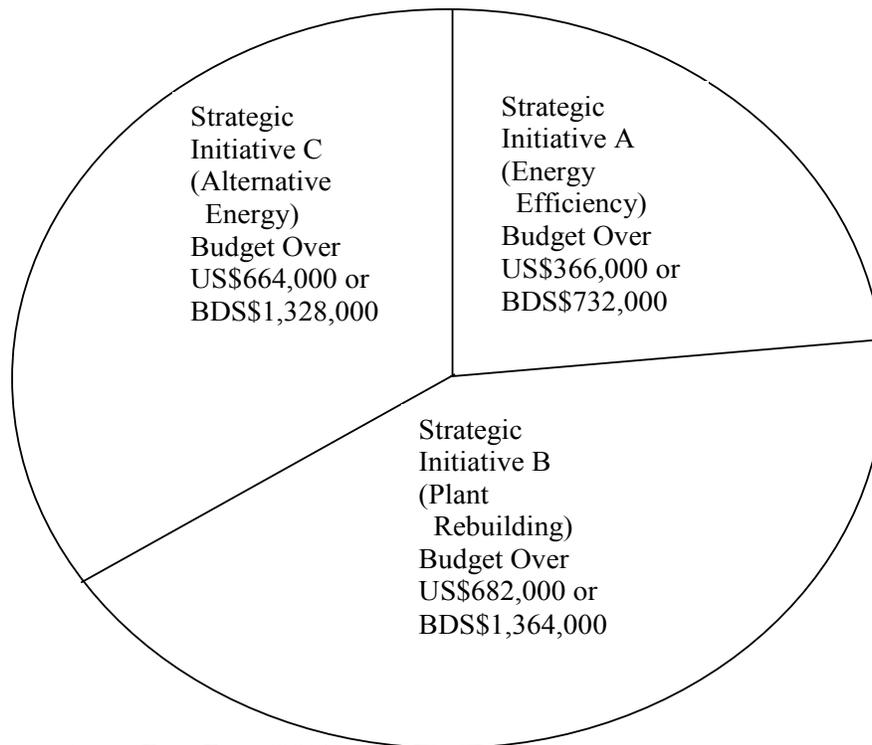
As the above respondent indicates, with regard to managing the strategic initiative, both external and internal interlinkages support the processes, practices and outcomes. The basis for further significant improvements in linkages, can be seen through concentration of resources allocated to initiative(s) indicated in Figure 13. Strategic Initiative B costs are greatest and along with Strategic Initiative C, this relies on outsourcing. Strategic initiative A costs are lowest, this being the only one not experiencing significant financial and other constraints, relying less on external sources. The activities of initiatives rely on training personnel, use of best practices and legislation referred and adhered to. Stringent controls are in place to ensure reduction of costs and hazards and increased safety as initiatives are implemented. The World Food Logistics Organization (WFLO) requirements are to be met, and also Hazard Analysis Critical Control Point (HACCP) standards have to be met so recording and logging is carried out, temperatures frequently checked and hazard analysis conducted. In addition, a respondent confirms the necessity for greater efficiency focus:

'There is focus on getting things done more efficiency and economically; but machinery and technology needs to be more sophisticated for managing and better dealing with human resources.' (Interviewee 3, 2011)

Appendix L, further provides additional insights into contribution of initiative or projects to attainment of objectives, goals and strategy. Strategic Initiative C involves multiple interactions, sponsors and local and international agency input. Strategic Initiative A, relies more on resources dedicated from the Firm. Strategic Initiative B, which attracts the highest amount of resources, comprised Plant Rebuilding planned in phases and relying significantly on input from external partners, contractors or suppliers. These phases and associated projects, attracted resources depending on size

and complexity. A respondent indicated that: 'In the short term the first phase is the biggest; but the second phase involving retail is expensive' (Interviewee 5, 2011). In Figure 13 is depicted, the 'share of the resources pie' or representation of the monetary value of each strategic initiative in comparison with the others. Initiatives A, B and C, are associated with significant costs and resource usage. Data analysis indicates that measures to monitor activities or projects are crucial, especially for Initiative B. So too are interactions to maintain linkages within or between projects and objectives overall.

Figure 13: First Firm's Strategic Initiatives likely share of the resources 'pie'.



Source: Respondents, First Firm (2011)

Activities support practices (Jarzabkowski, 2003; 2005), and processes. Interactions help to keep the focus on strategic orientation and vision as goals are pursued for renewal. Initiative A, seeks to reduce elements that raise operating costs, and vulnerabilities. Projects to support its implementation are highlighted in Appendix K and Appendix M. For example, the Efficiency of Harbour Cold Storage Chillrooms was improved through Natural Gas Deployment, while the facilities for the Firm were outfitted with energy-saving lighting. In the future, Harbour Cold Storage is expected to be refurbished to further increase capacity and efficient use of energy. The Firm is impelled to complete Strategic Initiative B, to benefit from efficiencies in

manufacturing, enhancement in processes of production and distribution, and improvement in levels of sales. In addition, modern equipment BDS\$3m, will assist the Firm to maintain reputation as leading manufacturer of ice cream in the region. Concerning the construction of the new plant in phases and the outsourcing of major deliverables, a respondent indicates that:

'The use of phases is best because certain decisions are pending and an immediate goal is to capture the shell of the building. Three main phases – Shell Up; Services and Equipment; Redirection of Sales Office and Wholesale.' (Interviewee 2, 2011)

Projects and activities to support Strategic Initiative B, are detailed in Appendix K, K1, K2, K3 and M. Appendix M, emphasizes the linkages of initiatives and projects with main objectives and their interconnections. The Alternative Energy Initiative C, is most innovative, to enhance processes, through the use of Power Voltage and Solar Power Systems. It is to assist the Firm to maintain economic and competitive viability, and reputation as a leading innovator. 'Innovation represents a core process of strategic renewal' (Bessant et al, 2005). A respondent indicates associated interactions:

'Diesel generators were purchased from private firm and facilitated at least 40% reduction in high usage in the day. Experts in the area began working strictly on solar; ideal as the roof is flat to accommodate adequate panels required.' (Interviewee 7, 2011)

The Pilot project connected to Strategic Initiative C, 'involves both plant and vehicles; the major significant change involving a cost of \$1.2m' (Interviewee 2, 2011). This respondent provides evidence that the First Firm's 'strategic orientation' (Zhou et al, 2005), is supported with strategic initiative activities that favour innovation, and that it seeks interaction in such activities and associated projects. Associated costs are also significant. To support these endeavours, there are modified compressors, water recycling and the availability of windpower, some of these more expensive linkages being basis to attain targets.

With systems available to manage or smooth initial power spikes, monitoring of kilovolt ampere (kVA) to determine electricity demand, checking peak demand, use of a power factor correction system, and use of diesel and natural gas at non-peak times for the entire facility, are incorporated in activities in strategic initiatives implementation (Appendix M). Literature supports incorporating such capabilities, embedded in activities and routines for addressing related problems (Schreyögg and

Kliesch-Eberl, 2007). When the cost of electricity from the local supplier reached \$100,000 initially, generators were purchased from a private firm and facilitated at least 40% reduction in high usage in the day. However there is difficulty sourcing these and rental involves the same supplier of electricity. Moreover, when natural gas or propane is tried instead of electrical powering, the harmful emissions can be a factor limiting such use. Investing in a generator is nevertheless perceived as a more efficient and powerful option. A manager declares that:

'It is expected to contribute to increasing cooperation and operation effectiveness, and decrease reliance on electrical energy. It will allow more control over electricity costs, bearing in mind that the licence is with the electricity utility company. This will also subsidise other techniques and will also link with initiatives involving solar energy that attract associated subsidies.' (Interviewee 3, 2011)

This is an example of how 'middle management influence perspectives and practices in the firm' (Jarzabkowski, 2003), coordinating and integrating decisions and the configuration of activities and communication linkages. The implementation of the projects and connections between these, as well as interactions between both projects and initiatives, have implications for developing the interventions, the firm's partnerships and maturity levels, and related opportunities to further build community and practices, with both internal and external linkages. After the requirement to implement, feedback becomes vital in performance of activities. Strategic Initiative C, even in enhancing customer services and core competencies, is also expected to support Initiative A, energy efficiency, perceived to be company-wide. Some networking within and between resources and partners occurs therefore, to support the linkages required among initiatives and projects. However, despite some focus on interrelations, interactions and integration, management can still more effectively 'blend exploitation and exploration tendencies' (Levinthal and March, 1993). A respondent supports this:

'For the plant and rebuilding, planning is not optimal so better planning is necessary – 2 years to 3 years more realistic. Better prioritizing is required especially in how resources are allocated to initiatives or projects – solar or plant.' (Interviewee 4, 2011)

It is not best practice to perform strategic initiatives in isolation from strategic planning, as managers should account for all personnel to be engaged in activities associated with strategic initiatives from selection to performance. Despite certain strengths in implementing therefore, there are still related planning-implementation weaknesses.

The First Firm is not lacking in skills but it outsources given current constraints and mainly to save cost as well as being financially prudent based on workers' contracts. Competence and performance are also included in criteria that inform decisions. It however realizes that producing or importing from a base as far afield as Canada, allows it more vulnerabilities especially from increasing transportation costs. The subsequent switch to regional bases, does not however allow it exemption from freight charges or alleviation connected to the bound rate. The lack of access to subsidies afforded its international competitors can hinder the increasing of revenues or profits and make them continually elusive. These factors, along with difficulties in accessing compensation expected from its insurers, and related credit issues, can impact its future commitment to completing Strategic Initiative B. For this initiative, Project Management involves contracts with Architects, Quantity Surveyors, Structural Engineers, Service Engineers, and subcontracted Mechanical Services. A respondent comments on interlinkages:

'Project Management within the firm therefore involves liaising with these to get what is wanted; being aware of the plan including measurements, budget or cost, timeframe and scheduling; and monitoring for quality, tracking, communicating and checking on things done including coordination and control, reporting including to shareholders and directors.' (Interviewee 2, 2011)

Although the First Firm does not hesitate in sourcing, resources whether from internal or external source, are not always adequate so it needs to identify needs and benefits, better prioritize and meet requirements for disbursement especially as finance and timeframes mutually impact. Sources of funding include Government, banks and BIDD, and linked to the funding is specification or conditionalities - for example a business plan is required supported with financial statements. Firms are also required to ensure that money is used in the manner declared, and in the case of technical assistance apart from technical bureaucrats, funding agency and BIDD, there are technical personnel on site and the Financial Controller relied on. A respondent indicates the need to prioritize.

'The sourcing of resources and materials is closely linked to funding in a timeframe. One is so limited in meeting criteria (no money if criteria not met). Prioritizing is thus required especially in how resources are allocated to initiatives or projects – solar or plant. Purchase order numbers are linked to how money is budgeted or spread/dispensed over the initiative or project lifetime.'

(Interviewee 4, 2011)

For Strategic Initiative B, time slippage occurred and even when work was expected to be back to planned levels and productivity continue by June and certainly by September, severe financial and other elements previously seen as facilitating, negatively impacted. This indicates the need in strategic initiatives implementation, to establish a more 'comprehensive configuration' (Lawson and Samson, 2001), especially when major elements of the Initiative are outsourced. A respondent confirms these constraints.

'The plant rebuilding is not fully under the firm's direct control, but a team of Architects and Engineers work with those technically trained, and with the CEO and Commercial Director who are involved on a day-to-day basis.' (Interviewee 2, 2011)

Another respondent indicates that the First Firm can more strategically handle projects and initiatives to attain excellence:

'In the case of the Production Building, problems are experienced with funding or finance for the project. The government is expected to provide grants; the EU also through alternative energy support. With a phased approach and technical assistance, Switzerland and Austria are also expected to support.' (Interviewee 5, 2011)

Data also reveals the need to better support the 'coordinating of activities and their dependencies' (Glouberman and Mintzberg, 2001), in strategic initiatives implementation. Generally, it is indicated that although initiatives usually go according to the plan or timeframe, Strategic Initiative B is impacted by the Plant Rebuilding Project which is well past the deadline and a lapse has occurred. So far, only the shell of the building has been captured or completed and certain decisions are pending for the other phases. Nevertheless the expertise of local and UK-based firms are combined to complete infrastructure including walls, floor and roof, with knowledge of related installation of machinery and equipment and assisted by a manager from the First Firm to oversee correctness of design. Besides a state-of-the-art plant, updated computer software including Microsoft project, Platinum batchmaster and other techniques are engaged to ensure better production and storage, with associated safety and security. Such technology development is also a means to enhance tools and techniques supporting activities, to derive greater value for the Firm.

Strategic Initiatives in the area of alternative energy are linked to suppressing peak overall consumption each month. The researcher observed the number and specification of solar panels with cables linked to panels and inverters converting energy and feeding into generators allowing peak load to be monitored. This Pilot

Project links to an Intranet Intelinet and Germany Server in realtime, to monitor and compare to the First Firm's generator, so resulting in configuration according to needs. Elements of safety, assurance, convenience and flexibility are heeded especially given the equipment and nature of the project, and efforts to minimize costs. Moreover, observation revealed that for monitoring and control purposes, project logs are incorporated to check at specific times, noting patterns or graphs on access to power, peaks and falls, stoppages, and variations. Maintenance is undertaken each year.

The management of the plant, energy and initiative also involves Plant Profile, Energy and Power, Annual Monitoring, Plant Monitoring, System Logbook, and Communication. In addition to use of Inverter manufacturing Germany PV systems website, linkages are made with projects by the country's top Engineers. These support the use of Photovoltaic Inverters, utilized for high efficiency and cost effectiveness. They allow system performance modeling and monitoring in terms of energy and production and also compatibility verification. Decisions of various routes to alternative energy use also involve consideration of drilling into the ground to make possible Geothermal Generator to better facilitate more efficient cooling of the plant and related systems. Entities connected with this area of alternative energy, attract power and technology consumers and suppliers. The solar panels from a reputable firm and a highly regarded designer are engaged. Supporting the alternative energy initiative is a programme (\$100,000; one month) targeted to manage the energy consumption load and both hardware and software are involved. These networking interactions inherent in the activities, help enhance capabilities and performance.

At the First Firm, both the top- and middle-management were mindful that the means of implementing the strategy and initiatives selected, had to be based on the knowledge and other capabilities specific to the initiative(s) and project(s) as well as those available for utilization firm-wide. There was also some awareness of the need to ensure that selected approaches fitted with both structure and environment, which requirements informed orientation, complexities, and practices. However, the management can enhance their 'utility and application of strategic project management' (Gareis, 2010), to better enable more mature learning mechanisms to enhance throughput in execution. Strategic project management can be functionally designed and managed to coordinate, interrelate and integrate for effective strategic initiatives

implementation. Middle management input is crucial to so designing for greater execution efficiency, improving capabilities, renewing and increasing advantages.

5.3.4 Middle Management Influences in Strategic Initiatives Implementation

Managers' influences, especially through project management intervention in strategic initiatives implementation to facilitate renewal and strategy realization, are noticeable at the First Firm. Despite the level of autonomy afforded middle management in implementation, at this Firm, sanction by top management is required to assure quality, performance assessment and control. A respondent supports this:

'At the beginning and end of the implementation, feedback is required and given to the Board on process and progress. A budget is set at approval. Significant changes are approved by the Board. Change requests have to be approved. Senior Management reports are required' (Interviewee 5, 2011)

Appendix J 1a, shows the main personnel involved in normal operations at the First Firm. Personnel significantly influencing decision making for strategic initiatives include Chairman and Chief Executive Officer, Cold Storage Director and Commercial Director. Personnel in the ice cream section are driven by sales and marketing; nurturing, market trends and best time to buy. Cold Storage operations are linked mainly to the Barbados Port Authority requirements for receipt, storage and redirection.

At the First Firm, formal strategy does not appear to allow middle management to make significant contribution to strategic initiatives initiation. A respondent declares that:

'The Chairman and Board of Directors determine the factors, and initiate initiatives. Middle management and top management are involved in other decisionmaking and delivery of the initiative.' (Interviewee 7, 2011)

The Chairman can convene meetings at short notice. This was observed by the researcher. In cases where the Chairman and executives impose strategic plans or targets on middle management, they neither ignore nor openly resist such downward spiral. Another respondent indicates:

'Implementation involves a collaborative effort mainly driven by business executives' sanction, and progress. The structure is informal with persons directly involved.' (Interviewee 5, 2011)

These respondents provide evidence of a generally hierarchical approach to management at this firm, with autonomy given to managers to implement strategic initiatives. A participatory management approach is employed then, to cultivate and

maintain middle management commitment. This is a shrewd approach and links to findings that middle management implements strategy by 'translating corporate strategy into action plans and individual objectives' (Currie and Proctor, 2005). It is also related to the necessity for a certain degree of uniformity in such a role, to achieve 'horizontal consistency at the firm's operating levels' (Floyd and Wooldridge, 1997), leading to enhanced capabilities, coordination in renewal and strategy realization. This is heeded to some extent as a project brief involves executive directors and middle managers who then, according to the nature of the initiative, gather the project teams to drive efforts.

Environmental dynamism has influenced strategic change in the First Firm, leading to some structural changes. 'De-layering middle managers' (Wheatley, 1992) has not been significantly pursued by top management at the First Firm, despite its focus on cost reduction and improving outcomes, and this is commendable, enabling it to retain its social network to a great extent. However, 'how work gets done and who does it' (Robbins and Coulter, 2007) has been altered to some extent. Given constraints from loss of the plant by fire, and likely hindrances to timely completion of the new one, role transition required for those directly associated with the manufacturing process, such as Operations and Production Manager, can hinder middle management contribution to strategy and implementation. For example, although the Production Manager is involved with collaboration especially related to product, production and marketing, the production department is still not fully functional without the Plant completed.

Middle Managers are 'instrumental in implementing the firm's strategy' (Jugdev and Muller, 2005), and interviewees at the First Firm agree unanimously that this is a primary role of their middle management despite the existence of certain constraints.

'Once the initiative is given, there is an obligation to implement it. However, there is inadequate sensitization. One has to carefully read or research. Although employees are appraised of what is happening, the long term path is not communicated – this links with the management style. The culture is top-down. Full communication is an issue.' (Interviewee 4, 2011)

The above respondent indicates that there are problems with communication. This links to the strength of the Firm's culture. To support the 'strategic orientation elements of innovation, a more purposeful, collective structure and culture' (Popper and Lipshitz, 1998), can enhance learning mechanisms and information use to support performance

gains. Data analysis reveals that middle management and others chosen as change agents can provide more guidance and support. Literature also maintains that to 'enhance contribution to strategy by middle management' (Floyd and Wooldridge, 1994), top management can invest in management development, so as to better bolster their proactiveness and alteration efforts. Managers at the First Firm are involved with activities and interpersonal relationships at work, and in terms of strategic initiatives implementation, middle management are involved from beginning to end, as a respondent confirms:

'The implementation starts with meetings. In implementing feedback occurs including on whether it is working or not and whether to go forward or abandon accordingly. As there are policies and work to be done; the structuring is up to the middle management to get it done by ways and means. Relationships with staff implementing are important. Middle managers indicate the objectives achieved as they would be in the charge of these. One knows when the end is near or reached when objectives are achieved. Unexpected occurrences prevent this.'

(Interviewee 1, 2011)

In their respective areas, middle managers ensure that everything is put together for the strategic initiative, and especially with manufacturing of products, that the team is sensitized to specifications and quality standards. They are pressured by international guidelines, Government policy, national values, physical environment constraints and other factors in addition to the firm's strategic or business plan. Their usual roles and responsibilities also constrain, as a respondent clarifies:

'The sales manager for example is expected to be on-the-road or in the field often but also to ensure that energy usage is monitored to contribute to efficiency and effectiveness.' (Interviewee 8, 2011).

Requirements and responsibilities therefore impinge on middle management support for the strategic and project orientation. Even with the still uncertain internal environment, there is some fear and resistance to change as inertia and ingrained habits can be difficult to overcome. There is fear of loss or replacement of the current CEO who may demit that office in the near future. The reality is that with the current hierarchical structure, the strategic role of the middle manager is not fully autonomous. Some persons are still wary of job loss or may seek employment elsewhere given the associated risks. However, support, communication and negotiation are being facilitated in the strong culture, which middle management seek to help modify to align with orientation, and to build and sustain key constituent support.

Examining the data using Floyd and Wooldridge (1992a), suggestions concerning middle management roles, revealed that the roles of middle management, implementing initiatives in the First Firm, are more influential downward, as indicated in Figure 14.

Figure 14: Middle Management Roles Related to Strategic Initiatives at First Firm

		Behavioural Activity	
		Upward Influence	Downward Influence
Cognitive Influence	Divergent		Facilitating Adaptability
	Integrative	Synthesizing Information	Implementing Deliberate Strategy

Sources: Floyd and Wooldridge, 1992a; Data Collection First Firm

Still, middle managers do perform the 'linking-pin' or 'mediator' role upward also, this being more integrative through the synthesizing of information to the extent especially that strategies implemented are not inappropriate. Their 'linking-pin' role is aided by persons at different levels in the firm, including operational staff, and especially in strategy implementation.

'The Chairman with relevant Directors and Managers identify relevant teams through who the goals, requirements and implementation are spread.' (Interviewee 2, 2011)

Middle management role in influencing upwardly needs to be further developed however, so their vital input, including interactions, capabilities and improvements can assist timely realization of strategic renewal and outcomes realization. It is important that the Management seek commitment from middle managers and supervisors so that they do not resist strategic decisions nor derail strategies, especially through inertia. 'Resistance from middle management can drastically lower the efficiency with which the decisions are implemented, if it does not completely stop them' from being implemented (Guth and Macmillian, 1986). This can cause failure of strategic initiatives implementation, which needs to be timely especially in this firm, industry and environment with high dynamism and competitiveness. Currently, middle

management at the First Firm hardly ever are in a position to sell ideas on strategic initiatives upwards, although with the opportunities to develop their capabilities, this can change over time, especially if a change in top management personnel occurs.

Middle management seemed fairly certain that a change in their established role is not imminent. However, 'swift communication' (Beer, 2002) and responsiveness are key to management supporting effectiveness. Meetings occur yearly, monthly, weekly and as necessary to plan, review, communicate, network, and maintain 'buy-in'. Meetings can be of Top Management, Top Management with Middle Management, of Middle Management, Middle Managers meet with respective staff for whom they are directly responsible, staff engage in company-wide meetings, and other meetings involve external and internal stakeholders. Although the main focus is on core competencies and markets, and top management has the most 'clout' in decision making and resource allocation, communication is maintained. It is even reflected in vision and mission statements, goals, plans, employee handbooks, and other written and verbal means to support execution processes and practices. Human resources and contractors are aware that performance to standard is expected and replacement or training can occur. Management retains a cadre of workers for any necessities of part-time employment.

The Financial Director is involved in all strategic initiatives, and although everyone's involvement in implementation is expected generally, whoever needs to be involved is considered in the teamwork, and it depends on the initiative, as highlighted in Appendix K3. A respondent declared that 'relevant individuals with knowledge and expertise are engaged in implementation of the initiatives' (Interviewee 4, 2011). As middle management implement, they are aware that major decisions need sanction of top management. Another respondent indicates supporting practices:

'These involve cutting costs internally, talking to union, stages, financing and procurement. Travel overseas is also involved, and using the best ideas, whoever fits is chosen. Other factors involved include equipment and costs generated internally. In the Cold Storage area, elements are shortlisted and training undertaken especially related to Engineering.'
(Interviewee 6, 2011)

In particular areas, aspects are 'short listed' using criteria to ensure that day-to-day management focuses on priorities first. However, it is notable that the practice of sourcing first and then considering internal elements such as costs after, is not conducive to optimal resource allocation. The Firm sometimes engages an Advisor to

assist in the supervision of implementation, but better measurement, monitoring and control can be facilitated by middle managers even as they communicate directly to and from contractors and team members. A respondent perceives that:

'Middle managers are relied on to ensure day-to-day management and realize outcomes. Staff need to be developed further to allow better alignment.' (Interviewee 4, 2011)

With their responsibilities involving delivery of the initiative, middle management focus on completion of activities economically and efficiently, acquiring and developing resources heeding needs and benefits. Apart from actions to ensure effective management of projects, approaches used in managing strategic initiatives include training involving personnel, best practices, legislation, codes of conduct and other requirements crucial to facilitating timely completion of activities. Middle management also facilitate intrinsic rewards that assist persons to be motivated to take appropriate action. They help empower certain employees, improve skills and abilities to support sound decisionmaking while assuring competencies in carrying out functions, building knowledge, assisting networking and evaluating strategic outcomes.

Further considerations and expertise are necessary as a respondent highlights:

'To establish plant catering to both local and overseas markets, it is necessary to have a contract manager, to decrease production costs, maintain compliance and operate on a larger scale.' (Interviewee 2, 2011)

Despite the need to progress and necessity to diversify, given constraints, major changes in job design occurred with all three initiatives. Such changes linked more to the common theme of seeking efficiency gains. Other changes are linked to constraints arising after the fire such as the Quality Control Officer leaving, the position to be filled again after new plant completion. Strategic Initiative A, well considered the number of employees per task each and the level of effort required to completion. The ways of operating machinery linked to type and level of fuel and electricity were closely monitored with a view to reducing timeframe, rework and associated costs. However,

'There is room for more usage of technology. Computerization of cold storage is needed as it is currently around 25% computerized. Although inventory is computerized, radio frequency technology, bar codes and movement to a paperless warehouse is required; and there is need to reduce the need to move produce twice.' (Interviewee 1, 2011)

This respondent highlights how the Firm needs to utilize information technology to more effectively support an innovative orientation. It 'transforms how value activities

are performed' (Porter, 2008), and the manipulation and channeling of information. With Strategic Initiative C, there was use of improved technology or computerization to assist accuracy, better communication with customers and reduction in heavy dependencies on partners, crucial materials or inputs. Advances for firm and industry and boosting sales and other outputs, are also sought. Instant inventory information and the facilitation of mobile payments are some developments associated with Strategic Initiative A. Activities of senior management and middle managers in the Alternative Energy Initiative C, include consideration of resources, measuring and monitoring, gaps/adaptations, timing of system changes, managing conflict and resistance, reporting, patterns and networks involving government, suppliers and contractors.

Management closely involved and committed drive the Initiatives and any interrelations with other areas. According to a respondent: 'there is hardly the case where lack of commitment stalls the initiative or endeavour' (Interviewee 7, 2011). Commitment supports good interactions. It 'promotes widely accepted values, and quicker response to problem rectification' (Robbins and Coulter, 2007). Strategic Initiative B, with the plant rebuilding project, benefitted from incorporating a project structure design, working with consultants, contractors and suppliers, as well as the firm's managerial and other personnel in seeking to effect and increase production efficiency. The new equipment and methods afforded through the new plant are expected to significantly boost automation and associated diversification. This is expected to benefit all areas, manufacturing and production, sales, storage and administration. Managers assist each other as necessary especially in their capacity as specialists in respective areas and in executive or managerial capacity. For example the Commercial Director meets with personnel in Sales, they seek to ensure the dissemination of relevant information to staff in other areas. Directors and Managers also confer on activities, effort, resources and their distribution in respective areas, assisted by external stakeholders as necessary.

Findings from data show that with regard to the allocation of resources, top management has major control while the onus is on middle management to make a strong case for additional resources to be disbursed if severe constraints impact and there is to be a variation from the plan. The Financial Controller and the Accountant are key to allocation or disbursement, tracking, and the lobbying to external parties such as Government for grants or relevant incentives, associated with the particular

initiative, sanctioned by the Chairman. Managers check on reports concerning measuring, monitoring and recording and verifies actions, signatures, routines and practices supporting standards and quality.

Decision making and administrative structures interrelate within the formal structures and routines of the firm, supported by the strength of elements in its culture. 'Culture impacts performance' (Sorensen, 2002), at this Firm. Managers are part of the elements influencing and influenced by the firm's context, and they help support the most value-creating initiatives. However, according to a respondent:

'The policy is laid down from top management. Top management makes the decision and middle management finds a way to make things happen. Free ownership of the initiative or project is not given but it is the basic responsibility of middle management. There is not a lot of interference at implementation. If major bumps occur there is intervention from top management but activities and management at implementation are not impeded.' (Interviewee 1, 2011)

Despite the top-down approach at this Firm, 'strong ties' (Coleman, 1990) exist, and 'relational embeddedness' (Nahapiet and Ghoshal, 1998), does not appear to adversely affect managers,. Middle management support and expertise is crucial, and in 'resolving conflicts effected by strategic initiatives' (Balogun and Johnson, 2004), they also prevent hindrances to interpretive factors. However, the data reveals that they need to 'better share information and improve practices and capabilities' (Wheeler, 2002) in their dynamic market and environment. In addition to interrelating with people and elements within the firm, the middle managers also have especial links with customers, suppliers and professional bodies, and can use their expert knowledge to propose initiative(s) and better influence solutions to strategic problems. Yet managing in a firm with prospector orientation, they seek and heed advice from external experts such as in renewable energy and energy efficiency. This is supported by a respondent who declares that: 'There is very strong reliance on BIDD funding and technical assistance and funding of energy audits over four years' (Interviewee 2, 2011).

In addition to critical exchange relationships with customers and suppliers (McEvily and Marcus, 2005), linkages required and sought are with countries internationally, and with CARICOM and CARIFORUM countries and others. Interactive relationships are with partners, and stakeholders from these areas help managers to better acknowledge responsibilities, linkages and constraints. Their management roles can therefore be

more clearly and significantly enhanced to support more innovative approaches and practices, cope with conflicts, and balance power impacts.

Middle-management at the First Firm appear to support the firm's values or principles vital to conducting its business. Although subject to the management review, they set rules at implementation, while making connections and synthesizing information. Their 'sensegiving assisting sensemaking' (Maitlis, 2005), supports activities, structure roles, and necessary social interaction. As a respondent states concerning values: 'the focus is on value to achieve results, ensuring safety or that staff is not in danger, profits, training and dedication' (Interviewee 1, 2011).

Middle managers are aware of the critical success factors and the reality being currently faced. Top management can therefore consider providing more leeway for middle management and other key personnel or stakeholders to persuade, negotiate, and cooperate in effective strategy making and implementation processes. In this way all management can be more focused on better resolution of conflicts and removal of implementation obstacles. In reality, these exist, and a respondent highlights this in stating that 'the biggest problem is the people factor – these are very resistant to change although they come around eventually' (Interviewee 5, 2011).

The capabilities of Middle Management can be constantly improved if initiatives, projects and products/services are to add value and renew. A 'middle-up-down style of management' (Nonaka, 1994), can assist improvement, allowing middle management to narrow the gap between perspectives of top- and lower-level management. Through their exemplary commitment, articulation of strategic vision, consideration of reality, and leadership, middle management at the First Firm show leeway for facilitating parallel knowledge creation and learning at managerial levels simultaneously. If they pursue such endeavour, they can also make possible the blending more of interactions, market requirements and innovation, for improvement in learning, capabilities, decision making, renewal and other outcomes and advantages.

5.3.5 Capabilities and Effectiveness Linkages

Innovative orientation, 'capabilities learning' (Crossan and Berdrow, 2003), and synergies facilitate middle management and project management execution of strategic initiatives to attain strategic objectives including change. Learning and networking can

help facilitate adaptation and innovation. The Chairman and the Top Management recognized this in working with middle management fostering their development and improving their role, responsibilities and proactiveness especially in their respective areas, to promote effectiveness. Middle management at the First Firm, whose capabilities and autonomy varied at times depending on their level in the firm, adopted best practices in their industry and related to their product(s), in implementing the strategic initiatives, heeding constraints informed from conditionalities of Government and Top Management. According to a respondent: 'there is research as the business experiences dynamic constant change, and to know exactly what changes are being experienced' (Interviewee 1, 2011). The initiatives share some linkages as highlighted in Table 5.

Changes are linked to the requirements from Government and other stakeholders locally, regionally and internationally so such constraints also significantly informed the processes, practices and activities of the First Firm. This firm is involved with at least six retail outlets as well as distribution to Canada. As it is considering further entry to international markets such as UK and USA, elements need to be structurally sound to meet specifications and legislative requirements. Quality is key, linked to capabilities. Top management checks on these assisted by middle management who are qualified especially in Refrigeration and Engineering, to assure quality and control.

'As it is involved with meat and dairy, the national and regulatory bodies will constrain activities so there will be focus on meeting especially the Europe and UK sanitary regulations and requirements.'

(Interviewee 2, 2011)

Adhering to legislation, codes of conduct and regulations is of importance to this firm which values its reputation in the industry and perceives it as critical to survival. Top Management invests in development of all staff, and in maintaining linkages with crucial stakeholders to enhance capabilities and capacity. Improving relevant skills and qualifications, attendance at trade fairs and seminars support the development endeavours. Managers focus especially on trends, how much to research, resources and current and future expenditure.

Table 5: Interactions of Strategic Initiative A with Strategic Initiative B and C

	Strategic Initiative A <u>Energy Efficiency</u> Projects or Activities	Strategic Initiative B <u>Greater Cost Efficiency</u> Impacted and Inference	Strategic Initiative C <u>Alternative Energy</u> Impacted and Inference
1	Energy Conservation Improve storage conditions	Some activities for B including elements of the pilot project are to reduce costs and sustain power for the cold storage section where A is mainly implemented. Outcomes from B will benefit A, as products produced in the new plant are expected to be stored in areas upgraded through A.	This complements A. It incorporates alternative energy and is informed from the pilot project in B. Middle managers interact closely, as outcomes from C are expected to impact firm-wide.
2	Energy Saving; Improve Supply	Some synergies exist. Some common monitoring equipment and processes. Photovoltaic elements have linkages. Sales area, fleet of vehicles and refrigeration systems benefit from solar-powered elements.	Some elements of monitoring for C can incorporate areas where A is being implemented. General training for C includes some of staff engaged with A and B. Outcomes from C will benefit A and B, as the elements of both have high energy usage which costs are expected to be reduced through outcomes from C.
3	Natural Gas/Diesel Fuel and Equipment Upgrade	This complements goals to enhance efficiency and to boost productivity, especially by increasing capacity and encouraging innovation in systems. Complementary focus on reducing wastages while striving to meet market demands and better compete.	This supports efforts to redesign elements in power source and supply enabling lower operating costs.

To 'improve capabilities' (Lee and Yang, 2000), means for accumulating and sharing knowledge and learning are vital. A respondent indicates:

'Sage Software is in use that allows solutions for accounting including payroll, management, human resources, time tracking, construction etcetera. A Programme called Tracker assists the Engineering Department in determining what has been or has to be done. These and spreadsheet assist strategic project management.'
(Interviewee 4, 2011)

In addition to information technology enhancing knowledge and skills, the learning that occurs to augment effectiveness, also depends on how well the particular manager understands context impacting strategic planning and implementation, and the degree of power s(he) can exert. Although middle managers interact and share expertise and knowledge in planning and problem-solving related to strategic initiatives, there is still leeway for improvement in skill mix and sharing across divisions or sections and upwards in the hierarchy. This is highlighted with the loss of the full critical skills that the Operations Manager represented especially to the conceptual complement of the Firm, as his job became defunct after the fire. Technical Supervisory and related support have to fill the gap, albeit in a more limited way.

While expertise at the First Firm is acknowledged, all staff can be made better aware of the need for flexibility and level of attainment of outcomes. 'Communication helps to generate learning vital in a dynamic environment' (Wang and Ahmed, 2003). Learning helps management to challenge the mission, culture and strategy constantly. A respondent indicating the necessity of this, states that: 'The First Firm must consider the viability of continuing to spend money on a new plant, given constraints it faces' (Interviewee 7, 2011). Within the strong culture at the First Firm, managers seek to employ their technical, interpersonal and managerial skills, and their abilities in coordinating resources and activities, to attain goals and create value. Middle managers and technical people in the area are aware of the issues, and an advisor is included in the supervising of implementation.

'Capabilities involved are also of general management especially marketing and production; technical expertise especially analytical, technical and communication including coordinating and reporting, and financial which is key to initiatives and implementation.'
(Interviewee 2, 2011)

The above respondent indicates the existing viable capabilities. These can be improved through 'organizational learning' (Senge, 1990), facilitated by 'middle-up-down management' (Nonaka and Takeuchi, 1995). Middle managers especially implementing the initiatives utilize their skills to better coordinate and integrate strategy processes and practices. The study revealed that overall, their behavior and actions are largely appropriate. However, despite the stress forces especially from the external environment, and their commitment and level of diligence in monitoring, decision making and problem solving, it is still somewhat difficult for them to overcome certain inertia forces impacting the system of strategic initiatives implementation. Their efforts in coordinating and integrating helped to support balances in the system, allowing an environment conducive to attaining goals and associated outcomes.

Middle management are engaged in elaboration and modification during implementation. They critically incorporate some elements of strategic project management and employ other means to sensitize the endeavour to existing situational factors, so that problems can be mediated, to improve processes, practices and outcomes in implementation. The extent of their efforts in doing so is also contingent on any limitations of their position and influence in the management laterally and in the firm's hierarchy, and their confidence especially of security of tenure. Severe constraints can therefore impact the improvement of capabilities in strategic initiatives implementation. As it is clearly necessary, the Chairman and Top Management can better develop the capabilities of middle managers, to facilitate a 'community of practice' (Cuel and Manfredi, 2006) and greater access to needed resources' (Gulati et al, 2000). This helps to more speedily enhance their role from administrative to strategically endemic. To reduce difficulties in implementation, as a respondent indicates:

'Factors also to be considered include financial limitations influencing feasibility, sanction, and ability to source adequate support including manpower and technical knowledge.'

(Interviewee 4, 2011)

The First Firm's strengths include its viable investors, pragmatic chairman and seven-member board of directors who are experienced – for example past permanent secretary, Head of Chamber of Commerce and Human Resources expert. These capabilities help assist middle management with benchmarking, auditing, assuring quality, compliance, further development of core competencies, and partnering or outsourcing. In addition,

the strategic initiatives themselves, improving efficiencies, rebuilding plant and using alternative energy; represent opportunities for decreasing reliance, diversification and advancement, and to increase sales and meet market demand or customer satisfaction. Mobile networking enhances the utility of available database, and assists the usage and increase of knowledge especially during the implementation of Strategic Initiative C. Aspects of strategic project management are employed.

‘The use of strategic project management ensures that the initiative process and product have successful output, necessary tools and techniques; and avoidance of cost overruns, quality, time and performance issues. It also facilitates and ensures better outcomes, structure and framework and leeway for better use of teamwork. It is acknowledged always that things could be done better and that lessons learned are to be passed on.’ (Interviewee 2, 2011)

Two respondents from the First Firm, confirm that research and development endeavours occur, especially associated with the new plant (Interviewee 7; Interviewee 2, 2011). This can be linked to increasing knowledge and learning to support both exploitation and exploration endeavours. A respondent stated that capabilities are even linked to skills in using machines, and to technology use in production including Microsoft excel, word and platinum batchmaster. Another complements this view indicating that capabilities can be improved especially related to refrigeration, electrical, and engineering knowhow (Interviewee 4; Interviewee 3, 2011). Refrigeration experts assist with regulation, monitoring and improving. Rather than rely solely on in-house expertise, experts are consulted as needed such as for the Renewable Energy Initiative C. Aspects of projects are also outsourced to reduce risks and costs or where partnering is more viable, such as with the Plant Rebuilding Project and the Energy Efficiency Initiative, where further expertise was engaged through request for proposal or tender. Competence and performance are included in criteria that inform the decision.

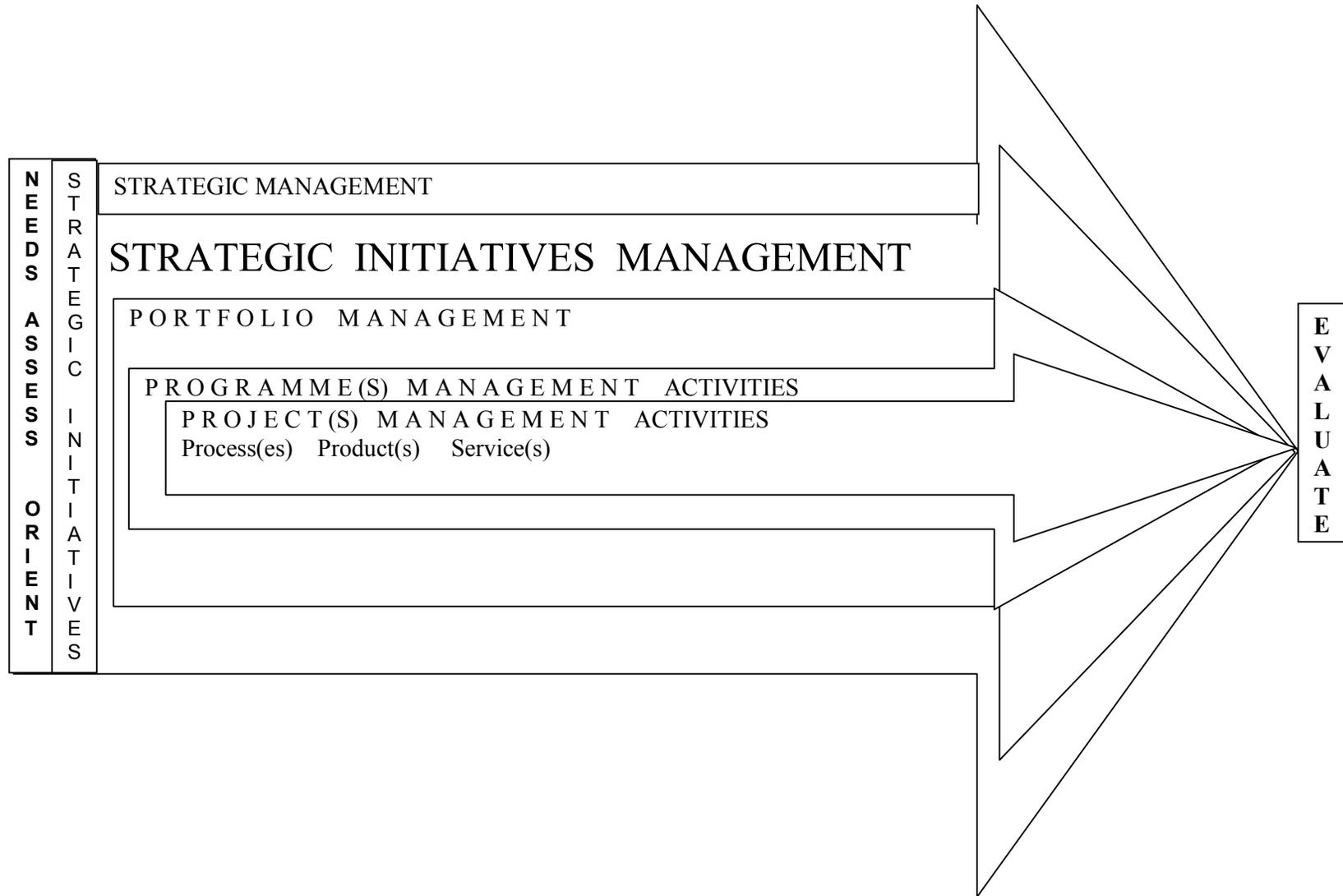
The First Firm can still further improve facilities for research, and enhance education and awareness of environmental aspects. Moreover, a more vibrant, firm-wide, integrative information system can better link manufacturing with sales, storage or warehousing, and improve sharing, communication and commitment. Even though a respondent indicated that there is good business management capability to put the project together and not let it get out of control (Interviewee 4, 2011), the Plant Rebuilding Project of Strategic Initiative B, is still behind schedule and likely to be

over cost. It is known that one must keep elements on track and that for every month not in production, costs have to be faced (Interviewee 2, 2011). At the First Firm, Management views of enhancing project management, functional coordination and firm-wide learning were limited, indications that the firm needs to augment its level of maturity relative to strategic project management. Figure 15 supports such insights.

A respondent finds it necessary for the First Firm to consider ways and means of increasing revenue (Interviewee 1, 2011). Figure 15, indicates how the First Firm can better formulate an approach to implementing its projects and initiatives to improve its auditing and evaluation of outcomes. Improvement in the First Firm's learning and maturity levels through newer approaches, such as redesigning of the firm and its processes to strategically innovate, can afford customers greater value and allow the firm to generate higher revenues. The empirical data results, that coalesce in Figure 15, support elements from literature (Ibbs and Kwak, 2002), as it highlights how the firm seeks to engage strategic project management approach, to improve capabilities and flexibility. To support its practices, and the management of performance of strategic initiatives the firm needs to seek better 'strategic alignment between portfolios, programs and projects' (Pennypacker and Ritchie, 2005). The First Firm's efforts at such linkages, assist their processes of decision making and their activities in implementing strategic initiatives to attain strategic goals.

Data analysis reveals the necessity of 'involving learning' (Kaplan and Norton, 2008), and facilitating feedback on the firm's performance, so that elements of strategy, objectives and strategic initiatives execution, can be updated. Scanning, research and interpretation currently facilitates learning and development. If shareholders are to expect the return of maximum value, the First Firm will need to strive harder to maintain vibrancy in its market(s). Better use of management capabilities in strategic project management can assist the Firm to processes alignment and practices improvement in key areas. More specifically, where it is possible to integrate the processes connected to its investments in strategic initiatives and related projects, this can better enhance their management and best practices as the associated activities are performed, and competencies and capabilities improved.

Figure 15: Strategic Project Management Approach to Improve Capabilities and Flexibility



Respondents concur that standards are to be maintained. This applies to even changes in product offering, machinery and equipment, and increased size and capacity of new plant, to be in line with new trends and upgrades. Most interviewees agree that technology, including information technology is invested in and utilized. However, a manager stated that tools are not very statistical or sophisticated and implications from this is that core competencies are not at optimum. In addition, 'there is ice cream technology and technical knowledge which is important'.

Currently 'two-thirds of production is sourced from two manufacturers' (Interviewee 5, 2011). This Firm needs to better identify, select, prioritize, assess and manage strategic initiatives, projects and other related work, to enable maximization of value. To assist with the essence of recapturing its core competencies, especially through completion of Plant Rebuilding, the First Firm can view and manage the initiatives or investments from a portfolio perspective. The resources demand and availability can be better assimilated being tied to overarching strategy, and the communication of requirements and procedures to support activities better aligned. This enables their potential value to be realized linked to overarching goals, heeding context.

There is leeway for increasing interactions socially within and across initiatives at the First Firm, to improve knowledge articulation and sharing. This can assist creation and adding of capabilities and value. However, to effectively manage this can require expensive financial, human and technological resource investment and maintenance of relevant activities to capture knowledge and develop approaches, contributions, infrastructure, use and sharing. Given current resource constraints, support for such maturity gains does not appear immediately high. The Firm's personnel perceive the value of more effective communication and sharing, which can enhance learning and knowledge, collective practice and capabilities. Such sharing and communication can be 'key to further developing employee cooperative relations' (Jarzabkowski, 2003) and networking. It also serves to improve their orientation and better perception of the need for their activities and contributions to be continually developmental in nature, to assist improving the firm's capabilities and strategic renewal.

Table 6: Summary of Suggestions to Enhance Capabilities and Effectiveness for Strategic Initiatives A, B and C

Suggestions			
	Steps to be Taken	To Avoid	To Attain
	<ul style="list-style-type: none"> ▶ Incorporate more interactive, learning and critical thinking approaches in activities or practices of strategic project management (SPM) and initiatives implementation (SII) 	<ul style="list-style-type: none"> ● poor knowledge management and learning ● high risks and severity of impacts 	<ul style="list-style-type: none"> ■ enhanced leadership and management support of vision, expectations, learning and capabilities at all levels in SII. ■ improved awareness of flaws/threats. ■ higher communication and conflict reduction.
	<ul style="list-style-type: none"> ▶ Better utilize more meetings and other techniques incorporating corporate, business and operational level personnel in planning and implementation linkages ▶ Better identify priorities ▶ Build greater interconnections 	<ul style="list-style-type: none"> ● poor value identification and weak culture ● poor levels of interaction and integration. ● low linkages of strategic and project orientation in SII. ● mismatch of SI objectives at different levels of the firm in SR. 	<ul style="list-style-type: none"> ■ reduction of objectives where cumbersome. ■ best provision and evaluation of value ■ more comprehensive interaction of units, individuals and groups in SPM and SII. ■ greater positive interactions both internally and externally with relevant stakeholders.
	<ul style="list-style-type: none"> ▶ Strengthen interactive linkages of management, with top management allowing middle management greater input to overall strategy from strategic planning ▶ Greater awareness of and use of frameworks or models 	<ul style="list-style-type: none"> ● low levels of competencies and capabilities. ● ineffective power relations ● goals and objectives mismatch in SII. ● poor planning or exchanges within or across SIs ● ineffective management development and styles ● failures 	<ul style="list-style-type: none"> ■ better means for enhancing learning/sharing at all levels ■ MM improve in synthesizing and championing ■ greater prioritization of SI and projects. Improved proactiveness and alteration in SR. ■ enhanced quality of plans and performance.
	<ul style="list-style-type: none"> ▶ Employ a PMO. ▶ Engage more projectized structure with SPM as nucleus, employing state-of-the-art in SII for strategic renewal (SR) ▶ Better design SII configurations for situation(s) 	<ul style="list-style-type: none"> ● problems in securing baseline and other data ● mismatch of indicators or criteria with results. ● poor project and initiatives management. ● poor measuring, monitoring and outcomes. ● failure meeting SI time, cost, scope targets 	<ul style="list-style-type: none"> ■ relevant, timely reporting and evaluation. ■ beneficial outcomes in SII and SR ■ better linkages of portfolios, programs, projects and activities in SPM. ■ specific capabilities, targets and requirements
	<ul style="list-style-type: none"> ▶ More relevant training and education of staff at all levels. ▶ Better configure and integrate 	<ul style="list-style-type: none"> ● constraints of both capacity and finance. ● poor coordination of resources in SII. ● poor deployment of competencies in SR. 	<ul style="list-style-type: none"> ■ enhanced core competencies and capabilities ■ greater use of available tools/techniques and enhanced ability to transfer learning
	<ul style="list-style-type: none"> ▶ Enhance means and improve systems of communication, incorporating clearer goals and expected results ▶ More proactive action to discourage hindrances 	<ul style="list-style-type: none"> ● little or poorly developed incentives ● poor perception of goals, outcomes and rewards. ● little cooperation ● conflicts within and between strategic initiatives 	<ul style="list-style-type: none"> ■ more comprehensive use of databases/software connecting activities, projects, SIs and units. ■ better ways to enhance commitment and achieve targets or outcomes

Table 6, highlights suggestions to avoid inefficiencies and to attain objectives and goals of strategic projects and initiatives.

Employees are supportive of initiative(s) implementation. Still, middle management can assure the development of their levels of competencies and better coordination of activities and management of dependencies, so that value is secured to better facilitate renewal.

‘Middle management must understand their role and take the initiative especially to realize effectiveness of performance; as management and staff are afforded learning and knowledge of different methods, including approaches used in other projects and how to use lessons learned to apply in future.’ (Interviewee 1, 2011).

There is evidence of integration of resources within initiative(s) but greater interaction can further enhance value to be created. Indications are that although there can be movement of supervisors between projects or initiatives to allow them to be more well rounded, appreciate others’ roles and significantly increase levels of learning, middle managers are not usually moved around. Rather, they undergo technical and managerial training with their roles perceived as specialized, distinct and defined. Nevertheless, they intermittently overlap where they interrelate, even as persons in their departments work cohesively. Sharing occurs at top management level however, allowing the assessment of resources and their usage, and communication related to activities and requirements. A respondent declares that 'staff is expected to interrelate and cooperate to achieve goals' (Interviewee 8, 2011)

Sales and logistics interlink for example, and these liaise with Accounts and Engineering, but there is need for better organization so that for example the Chief Financial Officer and the Engineering Department are both clear as to the planning being conducted, related to strategic initiatives and projects. Rather, focus is more on targets, product(s) and profit(s), even those resulting from initiatives. Even database for general access and maintenance mainly relates to information on sales and related comparative data over a five-year timeframe but not everyone has access to computers. However, good communication is relied on to prevent situations being combative, and sharing and learning also occurs as personnel interrelate with other staff and customers especially during purchasing and procurement, to support strategic initiatives activities. Purchasing, sales and marketing collaborate more and are better interconnected.

Databases can be specific to department or shared. Discussions occur in networks both formal and informal as emails and intranet are utilized and there is a public website.

The Technical and Human Resources Directors undergo and engage in training, including general, specialist and information technology. An individual can go on overseas training and share on return. Moreover a respondent indicates:

'Local and regional training and development programmes; international trade shows, document and literature dissemination to and from management allow staff to keep abreast of new trends.'
(Interviewee 2, 2011)

Financial resources, labour and research and development are crucial inputs to all initiatives, while upgrading mechanical resources for Energy Efficiency, improving scale/scope economies to support Greater Cost Efficiencies, and upgrading process technologies for Alternative Energy, are also vital. The middle managers providing specific leadership for each initiative support innovation and technology development, improving understanding of requirements, and meeting standards and quality; to at least prevent the development of unwanted outcomes. This Firm also seeks to improve its product(s) and provide novel experiences and delivery modes. Moreover, by providing and maintaining enabling structures and resources, valuable learning and activities are created and applied for capabilities to be improved and competitive benefits leveraged.

5.3.6 Improvements in Strategic Initiatives Implementation

This section considers how the firm develops improvement and sustainability levels. From the outset steps can be taken to manage change and performance so that mediating influences remain positive for effective strategic renewal. In addition to identifying needs related to initiatives and their projects, the benefit or outcome identified can be followed up through the taking of action to address problems especially in execution. Management sought to address issues, responsibilities and resource needs in timely fashion, to minimize negative impacts; and where possible implement the correct solutions without major disruption to normal operations.

'To spread risk and let cost be linked to quality are key' (Interviewee 8, 2011). Such a route to development even through reducing excess capacity, risks and opportunity costs, can enhance abilities, performance and responsiveness. The Firm can so secure success, more aggressive competitiveness and the Firm's survival. Improvements are

definitely sought. Respondent from the First Firm indicates that 'focus is also on innovations and diversifying' (Interviewee 3, 2011). In targeting the critical success factors linked to main goals however, time, capacity, expenditures, resources and value-added can be further addressed, which link to product and service value. These are important in attaining 'strategic value' (Jugdev and Muller, 2005), especially through maximizing both efficiency and effectiveness. The Firm's experience with Strategic Initiative B, critically highlights that if components are not completed in time for outcomes to allow opportunities to be grasped, revenues and even survival can be forfeited. There is need to focus on both 'tangible assets and intangible assets' (Jugdev et al, 2007), to assist the increasing of levels of maturity, excellence, value creation and return on investments.

An 'aggregate of project success' (Bloomquist and Muller, 2005), is success with programme, portfolio and strategic initiative. The 'success can be addressed in an integrated manner' (Shenhar et al, 2001), including benefits to the organization and preparing for the future' (Jugdev and Muller, 2005). At the First Firm, projects and activities associated with the strategic initiative are linked to operational problems which the middle manager seeks to solve, and the effects of the slow-down in the economy were not fully anticipated. Middle management, realizing that they are overseeing the modification of the daily practices in the Firm, seek means to achieve timely success. These include better monitoring of daily activities, as there are complexities involved in managing concurrent projects which resource demands overlap, effecting greater coordination throughout the firm. Moreover, they can establish a 'Projects Office' and enhance capabilities to manage the projects as a portfolio, to better attain strategic requirements.

The reality is that elements in each strategic initiative relied on Government and other stakeholders' policy and release of incentives, concessions or grants. Any stoppages, reduction or diversions impacted negatively on the overall strategic plan and specific strategic initiative(s) implementation expected to result in timely improvements. The frequency of arrivals of containers from the Port, as well as deliveries and collection from domestic firms, linked to level of revenue, impact the full efficacy of improvements from implementation of the Energy Efficiency Initiative A.

In undertaking Alternative Energy Initiative C endeavours, the First Firm is seeking to address an area of need crucial to its improvement, but also to progress in the manufacturing industry locally, regionally and internationally. This is also in keeping with Government's move to support innovations in this area and to make concessions, grants or funding available to support firms' pursuit of such endeavours. Additionally, there are firms willing to partner or form strategic alliances even related to technology, methods, skills and knowledge development associated with alternative energy.

Despite the interaction of Top Management, Middle Management and other employees with stakeholders, the impact of the external environment was a force to be reckoned with. Changes in elements, financial, economic and political especially, affected resources availability for the initiatives and particularly for projects of Strategic Initiative B, which Plant Rebuilding was stalled for a significant period of time. Still the First Firm retained focus on critical success factors. They expected these to assist implementation and completion of initiatives and projects. These are linked to their revenues, return-on-investment, reputation including impact on share price, competitiveness and survival. The critical success factors, shaped by the vision and goals linked to the strategy and strategic initiative(s), helped indicate how these were to be achieved.

The strategic initiatives implementation efforts link to rewards and satisfaction. These, including profits, are usually shared in the Firm, as management provide incentives to motivate employees to higher productivity levels. While there is no formal total quality management, level of success is measured, recorded and monitored with emphasis on the financial, and there is review of sales volume activity over particular timeframe, and performance audit (Interviewee 3, 2011). Other respondents support this and indicate that outcomes are favourably acceptable, although a small percentage of failure occurs. Monthly reporting also focuses on timelines which are always an issue, for although delays are not costed, loss of market share can occur. Where there is a perceived lack, corrective action is taken. In the case of the New Plant, 20 weeks more was the new estimated finish time. Even when there are initially drawbacks therefore, success and satisfaction are eventually reported by middle management to top management.

To meet legislation, standards and other requirements of Government, local, regional and international bodies; cost, energy and other types of audits also occur. These, along

with sharing of related skills and experiences, enhance the quality assurance of processes, services and products. Related research and development assists. Audits also inform and drive the need to further develop core competencies, decrease reliance in particular areas, improve areas of plant or processes and increase safety and security.

‘There are improvements in layout, equipment, bigger storage facilities, visitors’ gallery, and capacity including staff, people in the plant and equipment layout.’ (Interviewee 8, 2011)

According to the above respondent, and from observations, responses are in evidence at the First Firm through their diversifying, refurbishing of areas of Sales and Cold Storage, enhancing labs/rooms, improving vehicles and fleet, as well as plant and some related areas of technology. Benchmarking supports their improvement in layout and efforts at compliance, and partnerships with key stakeholders inform and support their procedures, acquisition, construction, installation, knowledge, abilities and usage. Operation of the old plant was neither easy nor cost effective so after completion of the new plant expectations are that improvements such as manufacturing in small batch and test runs can be realized. Moreover, in the quest to improve both current and future profits, the Firm, emphasizing prevention, engages in stringent measures to control operating expenses and inventory. It also seeks to increase revenue and secure customers both current and new. However this firm can still benefit more from constant review of goals, and the means, actions or activities for their attainment. Enhanced monitoring of progress at specific checkpoints agreed upon can further support execution stages.

The First Firm’s gross margins are not currently high (Appendix J 1b), although it is achieving some success in its focus on maintaining sales to its existing customers and satisfying their needs. The strategic initiatives therefore focus on improving processes to support quality product and service, including on-time deliveries. It is careful concerning price increases in current recessionary environment, needing to maintain high demand for its products, the revenue to sustain its current and future initiatives. It seeks to offer its existing product to new markets and engage with new products to markets both existing and new. It is also targeting higher-margin products through alliances or partnership with firms with greater efficiencies or economies of scale and scope.

Table 7: Some Effects or Consequences of Learning Characteristics and Capabilities in First Firm's Strategic Initiatives A, B and C

Literature and/or Research Gap(s)	Data Collection Results			
	Learning Characteristics in Strategic Initiative(s) (SIs) Environment and Processes	Focus in Activities and Practices	Effects in Improving Capabilities and Initiatives Outcomes	Contribution to New Theory
<ul style="list-style-type: none"> ●Roleau (2005) MM day-to-day activities under-researched. ●Fiol and Lyles (1985) Learning definition and occurrence rarely agreed on. ●Argyris (1979) Enabling double-loop learning through practices and systems. 	<ul style="list-style-type: none"> ■Some individual, group and firm level learning occurs within or across SIs ■Individual and group development. Analysis and correction occurs on daily and other basis. 	<ul style="list-style-type: none"> ◆Viable group, firm and community integration ◆Knowledge, sources and practices are examined. ◆Fair level of computerisation and databases. 	<ul style="list-style-type: none"> ◆Enhance skills and experience for best practice in SI implementation processes and outcomes ◆Added value 	<ul style="list-style-type: none"> ► Management pursued activities to incorporate staff, customers and other stakeholders to enhance goal attainment. SIs can contribute differently to SR.
<ul style="list-style-type: none"> ●Chakravarthy and Lorange (2007) Learning affects a firm's ability to perform and adapt to change. ●Balogun (2003) Need to harness the potential of middle managers 	<ul style="list-style-type: none"> ■Information generation and storage ■Knowledge managed ■Environment linked through learning network with fairly good communication but some obvious inconsistencies 	<ul style="list-style-type: none"> ◆Management - mainly top- and middle-management coordinated and communicated. ◆Sharing occurred but limited between initiatives and across units. Some teams collaborate. 	<ul style="list-style-type: none"> ◆Interactions were impacted by structure, culture, and other constraints, while both top and middle management influence how knowledge or learning flow 	<ul style="list-style-type: none"> ► Management made some attempts to enhance structure and flow of learning as knowledge and inter-relationships were developed, and the units and individuals retooled and reorganized in SII and SR.
<ul style="list-style-type: none"> ●Fiol and Lyles (1985) Associate past and future activities and promote sharing for exploitation. ●Hamel (1991) Learning promotes innovation efficiency. Triple-loop Learning 	<ul style="list-style-type: none"> ■Environment favours knowledge creation or generation ■Reflective practice promoted ■A history of learning potential in the Firm 	<ul style="list-style-type: none"> ◆Activities to implement the SI generated learning in individuals and groups at different pace. ◆Problem solving capabilities improved ◆Best practices focussed on quality and outcomes 	<ul style="list-style-type: none"> ◆MM through SPM or SII techniques facilitate innovative ideas, processes, products and services to attain outcomes. ◆Distinct competencies are improved. 	<ul style="list-style-type: none"> ► Learning through innovation and interactions, enhances competitiveness, and enables the firm to improve capabilities and advantages. ► Exploitation needs to be balanced with viable exploration.
Summary	<ul style="list-style-type: none"> ■Increasing dynamic forces and scarce resources make new capabilities crucial 	<ul style="list-style-type: none"> ◆Enabling supporting systems, networks and executing actions 	<ul style="list-style-type: none"> ◆Improving capacity, creativity and processes 	<ul style="list-style-type: none"> ► Processes of the Firm and Culture, and of Strategic Initiatives differ.

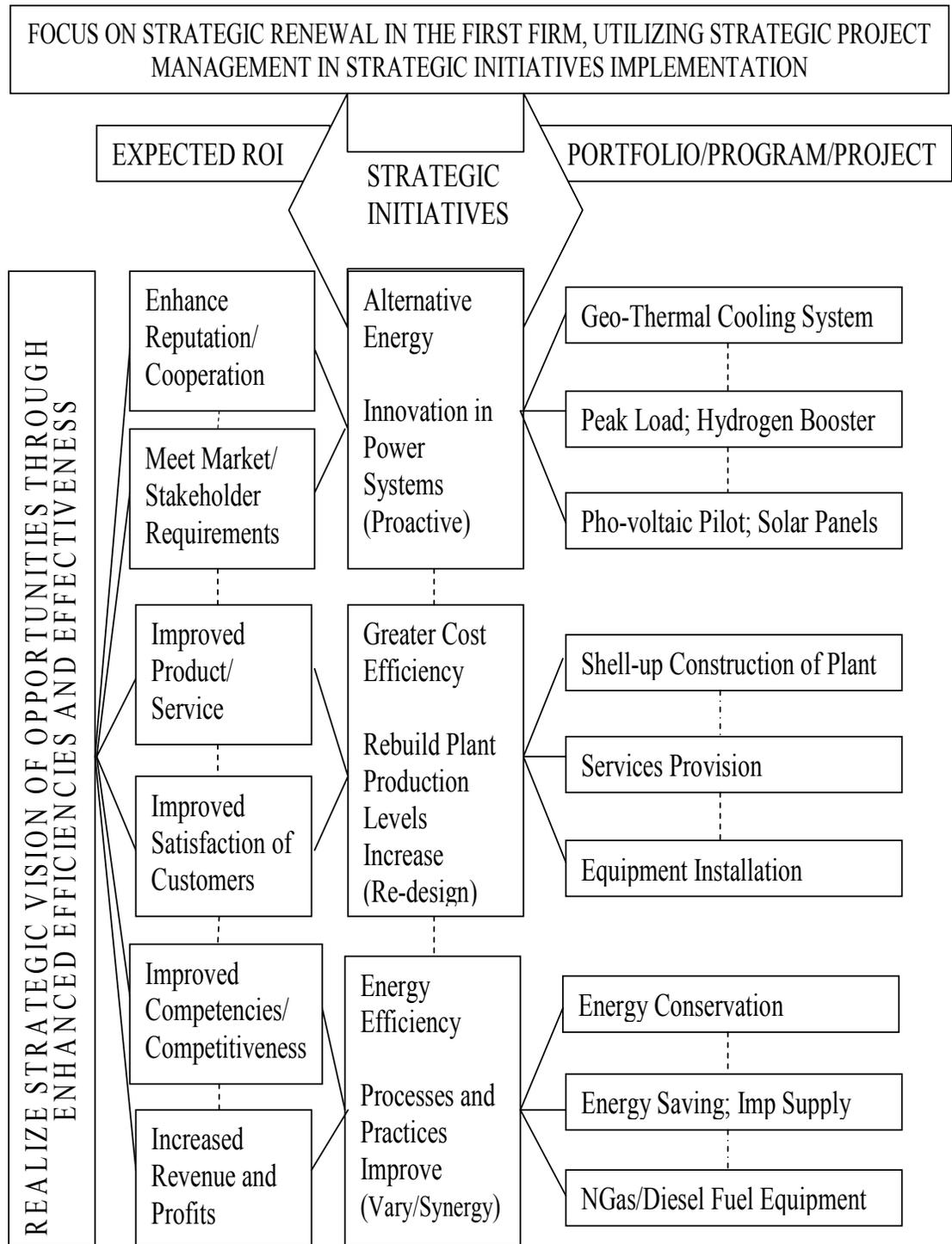
The First Firm seeks to be stringent in expenditure on capital investment and inventory supporting initiatives. It concentrates on minimizing variable costs, material costs and wastages, and ensuring that long-term relationships developed with suppliers or partners are mutually beneficial. This Firm contracts with viable enterprise to process its main product. Data analysis reveals that it has logistic strengths, but it needs to improve operational capacity to deliver to requirements of demand that indicates likely high profitability. Table 7, summarises some results of learning effects. It suggests the need to carefully manage changes, heeding interactions and effects. Despite some weaknesses associated with operational capacity, the Firm still has viable capabilities. It also has support politically, and of its sources, partners or stakeholders. Its strategic initiatives benefit from regulatory approval and finance from sources internal and external. These, include start-up capital with terms acceptable from preferred sources provided with a plan. The First Firm seeks where possible to retain employees and satisfy their intrinsic and extrinsic needs through measures such as adequate interaction, reward, and regard for their security and safety. Yet its endeavours in the areas of enhancing management, communication and research and development still have gaps that need to be filled to optimize strategic renewal, flexibility and fit.

5.3.7 Strategic Renewal as Outcome from Strategic Initiatives Implementation

By improving its productivity, efficiency and innovation levels, the First Firm pursues strategic renewal to contribute to its competitiveness, and to regrouping of the Firm and its industry. It facilitates strategic renewal, using strategic initiatives, engaging learning and linking levels of individuals, groups and firm, to benefit from their associated capabilities, while considering situational factors. A respondent finds that, 'the choice of strategic initiative is influenced by environment and culture' (Interviewee 8, 2011).

At the First Firm, there are definitely elements of stress signaling the need for strategic renewal. Certain elements indicate that the firm is maintaining some essential stability in short term while seeking to halt or turn around any decline and address any deficiencies, replenish resources and make operations more stable. Data analysis revealed that there are too high costs, new competitors and some shift in consumer demand. There is also the need to better respond to significant changes both internal and external.

Figure 16: Focus on Strategic Renewal in the First Firm



Areas for improvement at the First Firm, include communication within and between some areas, and more crucially, need to decrease reliance on suppliers, contractors or other partners. Attempts are made to balance efficiency and experimentation, as costs are cut across the firm as well as in selective areas, and the firm is forced to downsize and re-engineer in a drive for higher revenues and profits.

A respondent indicates that 'cost cutting can be on a whole or incremental basis' (Interviewee 6, 2011). Inertial tensions still appear to hinder the alleviation of top-down management with more creativity from bottom-up, especially to favour greater input from middle managers to better compel renewal. Strategy is still seen as an elitist activity driven from the top. This element helps make the strategic renewal challenging. A respondent indicates that at the First Firm, 'the strategic renewal is not revolutionary, and not as structured as it should be' (Interviewee 5, 2011). The extent of any revolutionary nature of strategic renewal can depend on the initiative(s) chosen for implementation to effect change. However, data analysis indicates that full utilization of the firm's capabilities are not currently being realized. This may be as a consequence of extreme pressures and limited time to develop more formal detailed plans.

Middle management engaged with strategic project management improving capabilities seek to facilitate strategic renewal, better utilizing innovation components while still heeding core competencies and their necessary upgrade. They facilitate the flow of information and social interaction patterns and knowledge that alter capabilities and actions required for renewal. Nevertheless, the data supports literature, that 'top management support and sanction' (Burgelman, 1984) of new activities and resources deployment, provides leeway for middle management influence in necessary integration of activities and initiatives to achieve cohesion for effective strategic renewal.

Figure 16, depicts some of the main elements of strategic renewal at the First Firm. The new initiatives and associated activities are required to be integrated into the firm's current set of resources, skills, competencies and routines. In so doing, valuable elements of the old still need to be retained. Moreover, while top management primarily control resource acquisition and deployment, they depend on middle management and supervisors to assist with interaction, enhanced knowledge and capabilities. Some managers are involved in setting or meeting regulatory processes or value at implementation and others generally, depending on their external influence.

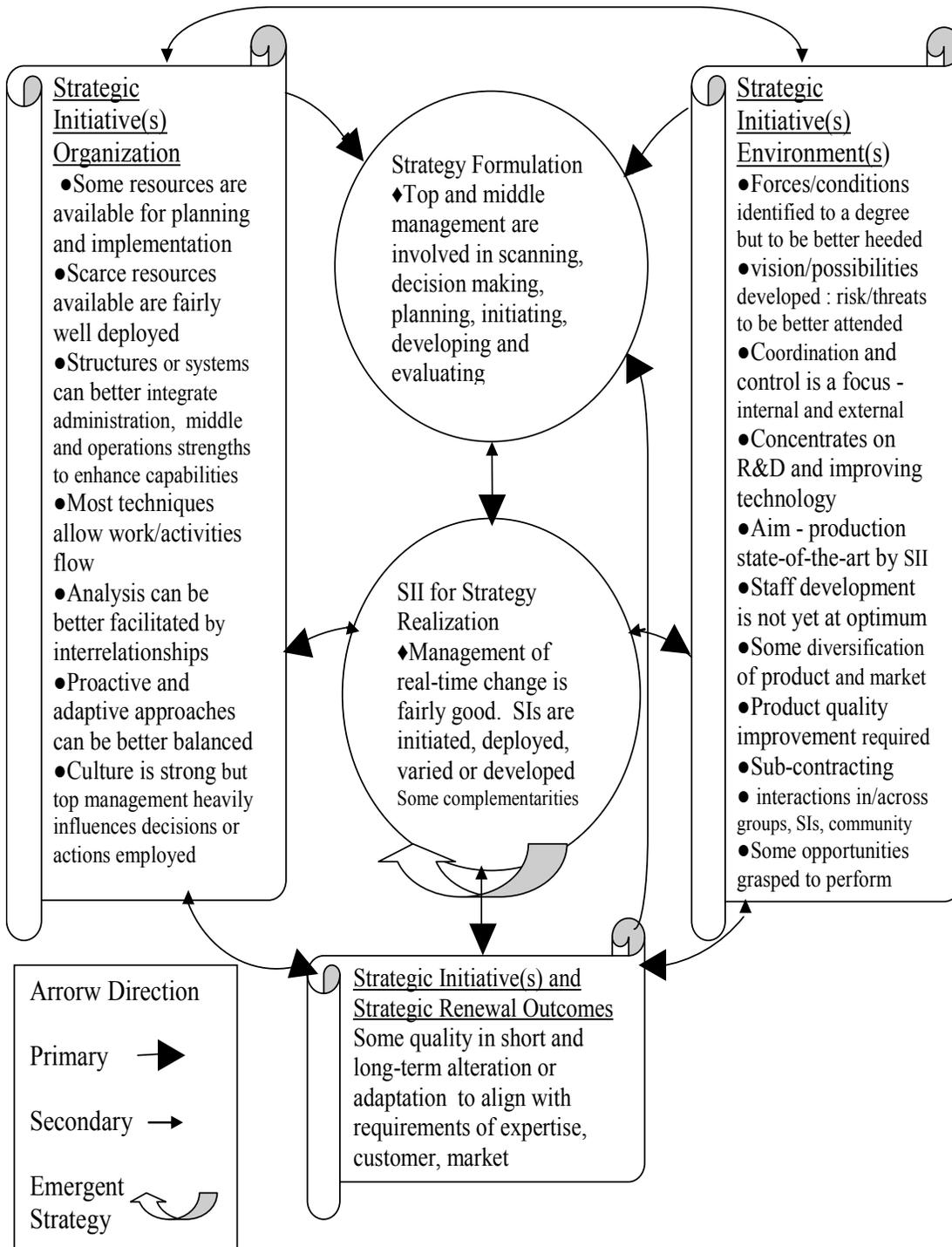
'At implementation, there is interaction with regulatory bodies associated with external and internal constraints. There is focus on being good corporate citizens, and always doing things right.'

(Interviewee 1, 2011)

Generally, regulatory values can involve customs, VAT, NIS, Government, price changes and other areas affecting the Firm and its strategic initiatives. Middle management input is vital, especially concerning capacity to better cope with demand. This can involve storage or freezer rooms, vehicles, machinery and equipment, staff, engineering and quality control. By improving its productivity, efficiency and innovation levels, the First Firm is further adding vital contribution to the Manufacturing industry, the wealth of the nation, and ability for international competition. It faces crisis, cost pressures, and the need to meet quality requirements while considering context and improving capabilities when striving to renew strategy and survive. These constraints are reflected in the objectives associated with the strategic initiatives it implements. The Firm seeks to contract and consolidate, and also considers aspects of retrenchment. Its renewal hinges also on how it organizes its initiatives and scope of activities. Aspects of change, behaviour and capacity, are integrated with improving capabilities linked to consequences involving, processes, product(s) and added value. Moreover, the outcomes of strategic initiatives and renewal, allow more provision of opportunities for the firm to enhance core competencies and fitness, to afford it more advantageous competitiveness.

In the First Firm, it is realized that implementation of the strategic initiatives requires altering patterns in the firm's activities, and effectively managing them heeding dynamism impacting the business environment. Implementation of the three strategic initiatives, have common linkages including an overarching requirement for greater efficiencies. The most relevant common linkages are indicated in Figure 16, showing elements including strategic orientation, goals, initiatives and projects focussing on strategic renewal in this Firm. Leeway exists for enhancing capabilities and maturity depending on the full utilization of strategic project management especially to support management proactiveness, redesigning, variation and synergies. New activities are being performed to retain stability yet penetrate new markets and grow in the long term. As a respondent indicates, the focus of the activities tie in with 'organizational realignment', a tendency to align strategy and operations, improve and compete. Figure 17, informed from the literature and data analysis, highlights such integration.

Figure 17: An Organic Representation of Strategic Initiatives A, B, C Implementation.



Source: Adapted from Farjoun (2002); Data Collection: Cases A, B, C, Second Firm

Figure 17, shows two areas vital to success with strategic initiatives in the long-term. These involve organising for adaptability, and heeding integrative elements of both internal and external environment, including financial, economic and cultural elements. Each project is expected to make contribution to the strategic initiative's objective and ultimately to the Firm's strategic mission and vision. Its vision and initiatives link to its orientation to requirements from the external business environment.

'The First Firm seeks to align with the products of other firms. As it is not currently in a position to manufacture, it creates synergies with the three biggest ice cream producers in the world. When the World Trade Organization (WTO) was joined, and there were endeavours to expand, it was seen as strategically sensible to align with the two biggest powers manufacturing for the Caribbean area.' (Interviewee 7, 2011)

This respondent indicates that the Firm's perception of renewal is therefore through short-term achievement of goals as well as long-term potential future performance possibilities. Its current capacity and capabilities affect how it prioritizes and sequences its projects accounting for resources, utilization and demand. Its efforts at partnership are commendable as in some cases the more reputable firm provides equipment and other aspects at their own cost, specialties on products, and aid with marketing, media and advertising support. Progress in executing the projects will impact the 'health' of the related initiatives and the entire portfolio, and the achievement of objectives expected to lead to added value and strategic renewal.

The behaviour and capabilities of the firm's resources are linked to both intended and unintended consequences. Management needs to be diligent in communicating requirements, trends and progress so that triumph can occur in the midst of opportunities and threats. Management controls were utilized especially to aid with definition, deployment and modification of competencies and resources (especially financial) so as to facilitate the alignment of perceptions and reduction of conflicts. Where middle management position is still perceived as 'linking pins', however, this can be changed in the future to allow them more to experiment with innovative ideas and select initiatives. They can also use these processes and others associated with their role more critically and creatively. This can assist the Firm to better prioritize, through considering more initiatives and project benefits against quality of resources needed, to enhance both maturity and excellence, with a view to attaining renewal in

more timely fashion. In this way, the Firm can strengthen its products and market position.

5.3.8 Consequences and Value Added Outcomes in Implementing Initiatives

The First Firm makes some attempts to interlink all strategic initiatives, as there are some mutual dependencies in their resource usage and outcomes. The means for their management point toward certain elements of strategic project management. To sustain and enhance the interlinkages, top management input is vital and feedback necessary. The organization's understanding of project management as a strategic asset (Jugdev and Muller, 2005), is a key criterion that this Firm needs to use more as a basis for success with projects, initiatives and strategic renewal in both short- and long-term. The overarching theme associated with initiatives, indicate that they are rationale choices. As the kilowatt cost of electricity in Barbados is high, heavy reliance on electricity is compounded by high costs associated with usage of fossil fuel and related by-products, so the Firm is striving to get these costs well down, especially for cold storage and ice cream. It benefits from cooperation from its personnel, as well as assistance from stakeholders, with measures or alternatives to secure improvements and attain goals.

There was some resistance and hindrances but commitment of staff and other key teams influenced levels of support to the strategy. According to a respondent:

'Certain staff can be reluctant to make changes. Constant monitoring is required to prevent or deal with difficulties and to realize goals'.

(Interviewee 1, 2011)

The degree of engagement of management, projects and capabilities impacted performance, added value, and other outcomes. 'Value creation' (Kaplan and Norton, 2004) can be better assisted through improving interactions, especially interlinkages with governments, markets and associated professional bodies and standards, and other factors influencing strategic initiatives, management, capabilities and renewal. This can help reduce constraining impacts such as occurred when recessionary and other forces, affected completion of some projects and initiatives and hindered renewal. Strategic project management facilitates management input to qualitative decision making, increased consensus and professional practice, thereby benefitting strategic initiatives implementation, improving the levels of learning, outcomes and renewal at

the Firm. The level of effectiveness in attaining such is impacted also by internal environment structural, cultural and other influences.

'Value-creating problems involve a reduction in manufacturing costs' (Nikerson et al, 2007). The First Firm appears to have searched for these to inform goals and strategic initiatives. To some extent, it will also have benefitted from considering changes to strategic value as it adapted to some setbacks arising during implementation. The Firm realized that it needs to avoid compromising its core competencies by developing unwanted processes or products which it has no capacity to market. Its vision and mission influenced how it increased efficiency, effectiveness and value for shareholders and stakeholders, as it managed the initiatives for strategic renewal and survival. However, as it sought to improve fitness and performance, data analysis indicates that difficulties are being experienced in implementing single projects concurrently, given resource and technological constraints. Management, while applying some aspects of strategic project management, can find its full application too complex and challenging to organize and learn from its processes for improvement. Supporting factors still need to be fully developed, including its level of incorporation of middle management and strategic project management into strategy processes.

Within the First Firm, top management encourage middle management, and there is evidence of their role incorporating both directing or supervising and sustaining implementation of strategic initiatives. However, expectations of these and other key stakeholders about the role of middle management, 'still ambiguous' (Wooldridge et al, 2008), can consequentially result in their role transition in strategy being inhibited. In this Firm, top management are still protecting their self interests, limiting flexibility and autonomy of middle management. This can limit their further developing, especially where the middle management capabilities and powerful linkages with other stakeholders, may obviously indicate strong leeway for a more active strategic role for them. Some middle managers, hesitant to upset the status quo, may perceive the current arrangement of power as ideal in the hierarchy, but others indicate dissent or dissatisfaction, especially from the viewpoint of hindering optimal communication. Nevertheless, middle management efforts and activities supporting implementation promoted exemplar attitudes, flexibility, and effectiveness, as the focus remained on increasing fit, competitiveness and satisfaction.

Management in the First Firm, still relies on traditional performance objectives. These are linked to capacity, timelines and time-to-market, expenditure and performance of initiatives, projects and related resources and activities. Reliance of just these elements can not be enough if value is to be fully distributed. More focus can be given to the level of value-added linked to success realized through the initiative and firm, and to further encompassing potential gains for future survival. At this Firm, the appropriate insight, activities, attitudes and efforts, as they gained amplification firm-wide, helped to improve processes and projects and ultimately enhance more effective implementation and operations, to assist with the creation of higher value. The First Firm has chosen to perform some of its activities differently and to perform others in ways different to rivals. However, it also needs to 'better combine activities' (Porter, 2008). Figure 17, also suggests the need to carefully manage changes, heeding interactions and effects.

Management, decision, technical and resource allocation capabilities support the activities. Appendix M, provides consequences and inferences of initiatives' activities. Encumbrances have occurred, so certain roles, resources, capabilities and stakeholder support need to be improved. To support strategic renewal, pervading the activities of the First Firm is the overriding theme of efficiency or lower costs, sustained by improving customer service and value delivery. Outcomes from this theme are expected to result in positive changes. A respondent finds that 'experience of change includes reduction in energy bills' as alternative energy allows 'converting of elements' of the plant and vehicles 'to solar energy source' (Interviewee 4, 2011).

Another respondent provided insights that readiness level of staff, experience in the job, necessity to invest in training or safety, extra financing required, teamwork, need for full technological upgrade in areas, and industry use of initiatives outcomes, are factors of relevance in assessing performance. With the dynamic business environment now a key factor impacting strategy making and implementation, this Firm has been forced from any notion of stability. Rather, it has to effect near transformation processes to sustain it. This is so as situations warrant strategic change and urgent throughput execution involving knowledge diffusion and appropriate blend of individual and collective learning.

Table 8: Results for Strategic Initiatives A, B and C - Summative Effects or Consequences

Some aspects of Literature on Strategic Initiatives Implementation (SII)	Research Gap(s)	SI	Data Collection Results			
			Strategic Initiative (SI) Definition. (Why, When and Where are they Formulated and Employed?)	Strategic Initiative Composition. (Who, What and How are they Involved?)	Effects in Implementation	Results/Output and Outcome including Strategic Renewal
<ul style="list-style-type: none"> ●Morgan and Strong (2003) Diverse functional units to align to needs/requirements ●Kreitner (2009) Cost synergies to occur in dimensions of activities. Address structure, people, culture, control. ●Sannino et al (2009) Engage in significant shared activities. ●Beer (2002) ; Okumus (2003). Communication to enhance ‘fitness’, connections, verification. ●Schein (1992) Incorporate relevant shared values. SIs to fit with content and context (Beer et al, 2005). ●Crossan and Berdrow (2003) Learning for SR. ●Scarborough et al (2004) Learning in projects to maintain SII system. 	<ul style="list-style-type: none"> ●Processes and practices to be combined in analysis ●Better investigate day-to-day activities of middle management involved in intricately interlinked SII activities ●Analyse wider range of relations and learning ●More exploration and exploitation linkages needed to improve SPM and SII capabilities ●Strategic renewal (SR) needs to be supported by improving capabilities. ●Flexibility, agility and integration are necessary elements for new models 	A	<ul style="list-style-type: none"> ■Domestic production costs high (eg energy, labour etc) Strategic elements to cut costs after fire destruction Stakeholder requirements ■2009 to 2013 (5 years) ■Cold Storage Section 	<ul style="list-style-type: none"> ■Top management ■Cold Storage Director Middle Management Other Staff, Engineer ■Distribution, Sales ■Barbados Port Inc Engage in activities 	<ul style="list-style-type: none"> ◆Multiple skills of managers enhanced ◆KPIs, Milestones to be better developed Reinforce consistency in activities or practices Communication improvement needed 	<ul style="list-style-type: none"> ► More efficient processes/practices Some targets reached. Most SI ideas and activities support SR competencies. Faced moderating constraints
		B	<ul style="list-style-type: none"> ■Need to reduce waste, and enhance c.service quality Necessary to build new plant and improve process technologies Customer expectations ■2008 to 2013 (5 years) ■In Sales and Customer Service elements 	<ul style="list-style-type: none"> ■Top management ■Commercial Director, MMs, Supervisors, Staff ■Receiving ■Outsource, Partners ■Complements SII goals, objectives Involved in processes and activities 	<ul style="list-style-type: none"> ◆Management capabilities utilized in SII activities ◆More consistency to be reinforced in SII processes and activities ◆Communication improvement needed ◆With outsourcing, needs better monitoring 	<ul style="list-style-type: none"> ► Some elements are disadvantageous but met some key targets and milestones ► SII capabilities help to face SR realities ► High risk impacts manifested so rent or penalties to be avoided
		C	<ul style="list-style-type: none"> ■Need to reduce reliance, innovate and enhance technology. Strategic choice alternative energy through power systems innovation ■Over one year initially ■Firmwide and links some stakeholders• 	<ul style="list-style-type: none"> ■Top management ■Commercial Director, MMs, Supervisors, Staff ■Wholesalers/Retailers ■Complements SII and other objectives Involved in activities 	<ul style="list-style-type: none"> ◆CSFs attended to ◆Activities to be more significantly shared Talents and multiple skills of admin staff utilized but needed to enhance consensus. Strong focus on resources division and organization 	<ul style="list-style-type: none"> ► Drive to attain value added ► Some strategic fit ► Competencies and learning enhanced ► Innovation Drive to lead to longer term advantages

Data analysis reveals a need to maximize exchange of information and accumulation of experience and knowledge to better facilitate learning and coordination. This makes manifest a gap that can adversely affect optimum goal attainment. In the light of research gaps, Table 8, presents a summary of results from data collection and analysis, connected to implementation effects. Middle management currently mediate top management vision or strategic orientation and the actualities of project and operational management in strategic initiatives implementation. In their 'socialization processes' (Floyd and Layne, 2000), middle management help facilitate strategy and project orientation and execution, including the attending ambiguity and conflict associated with these. Through their capabilities, they make possible the adjustment required through activities implementing new initiatives with projects that are innovative. They interact as necessary with key stakeholders, and leverage information, knowledge and other capabilities, to facilitate effective outcomes adding value to the firm and industry.

'By instructing, communicating, recording and reporting; as well as coordinating endeavours with those of other sections involved with the initiative and associated projects, better resource usage and meeting targets can occur.' (Interviewee 8, 2011).

This respondent above shows that mechanisms exist for capturing knowledge and these can be improved to enhance learning capabilities. When implementing strategic initiatives, gains can be made from improving the interconnected linkages of the activities and awareness of interdependencies between them as value is created. With such gains, this Firm can prioritize, allocate and utilize resources more effectively. The Firm still has to be careful that performance in one activity does not adversely affect that of others, as one area's improvements can translate to corresponding improvements in others, allowing best fit. There is consistency between each initiative related activities and the overall strategy. However, data analysis reveals that, where possible, activities can be reinforced across initiatives to optimize efforts to attain goals, including efficiency which appears to permeate the focus of many activities.

The Firm can improve collaboration in its structures, processes and routines supporting activities so that across strategic initiatives, interconnections and interactions become advantageous. A positive effect of more effective interlinkages, is to help counteract the significant effect of external impacts on all strategic initiatives and related activities. For example, Government standards and performance targets considerably influence the firm's activities and outcomes. If consideration of these had been better integrated in

decisionmaking for strategic initiatives, the factor of change in Government policy occurring during the implementation timeframe may have impacted less. Lack of perceived proactiveness by the Firm has rendered defunct its ability to benefit from 'protectionist' element of bond rates, which removal has left it more open to competitive elements it may not be immediately able to bear.

Possible dissension between current and past policy by Government was contained in the interim by both top and middle management encouraging staff generally to conserve, cut costs in areas where still possible, and utilize resources more effectively. For example concurrent approaches were used in execution rather than sequential. In addition, relevant personnel were especially encouraged to utilize critical interpersonal relationships, networks and available resources. These were vital in lobbying and seeking alternative solutions while waiting for final decision and associated processes through Government to be effected. The First Firm, through its strategic initiatives, recognizes the value of creating new processes, inventions, services, upgrades and linkages, as well as strengthening conformance and community relationships. However, it needs to further enhance skills, knowledge, information systems, networks, teamwork and culture, to at least facilitate more timely and successful implementation and viable outcomes.

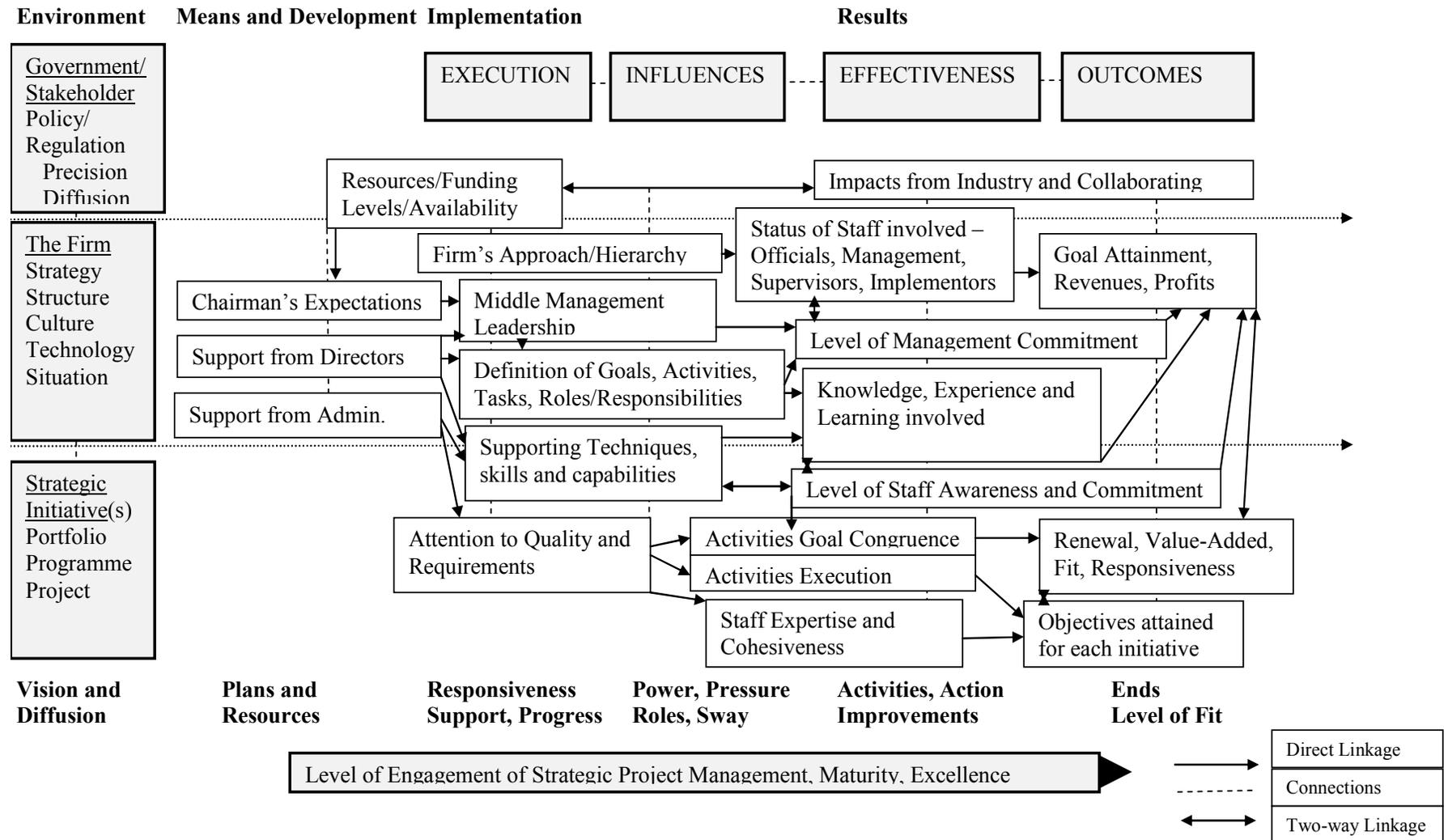
5.3.9 Summary

Preferences for strategic projects over other strategic initiatives implementation means, relate to orientations, strategy, structure, culture, power, capabilities and other linkages. Factors such as the business environment, the resources and constraints and means for developing and analyzing related elements can be incorporated in decisionmaking that supports actions. In Figure 18, is shown most important elements and directional relationships in strategic initiatives implementation in the Firm, illustrating how some factors influence others. Government or other primary stakeholders precisely diffuse regulation, requirements or related resource and other assistance. The Firm responds according to the availability and level of resources and partnering. It may change its structure or approach to be in line with any new positioning being pursued. The Firm's influential Chairman and CEO informed from environment and stakeholder impacts, made choices concerning the type of strategy and initiatives to follow. Being assisted by top management including directors and administrative staff, middle management

was powerfully influenced to lead implementation. Means employed involved elements of consistency between activities, techniques and outcomes. Projects were utilized to support implementation of all initiatives. However, more reinforcement between activities across initiatives could be focused on. This is to enable learning processes in executing them, to more influence improvements, and help optimize efforts to attain outcomes, fitting with requirements to enhance excellence and value.

The liaison of top and middle management especially Sales, Production and Customer Services with each other and with other executives in supporting functions, is critical to success with projects and initiatives, and the realization of strategy and strategic renewal. Figure 18, supports that fundamental bases of power, management and control connected to the strategic initiatives relate to choices, direction and assessment of their respective processes and practices supporting activities and outcomes. At the First firm, initiatives initiation and development is influenced more by top management. Middle management liaison of Commercial, Cold Storage, Personnel Services, Administrative and other roles significant in contribution to the means of strategic initiatives implementation can be more interrelated. The capabilities also need to be better diffused for best results in influencing strategic renewal and competitiveness.

Figure 18: Major Factors in the Firm's System of Strategic Initiatives Implementation



5.4 Cases of Strategic Initiatives Implementation – D, E, F: Second Firm

5.4.0 Approach to Analysis of Case Data - Strategic Initiatives D, E and F

The data analysis approach for the Second Firm, replicates that from the First Firm, presented from section 3.5. Again, a process approach is used, focus is more internal, codes and themes guide organizing and describing, matching to research questions and conceptual framework (Appendix F, G and H, and Figure 7). Appendix F1 indicates how when respondents discuss their experiences, resulting text facilitates coding leading to content and thematic analysis. Document analysis, interview data and observation allowed analysis of strategic initiatives including activities, behaviour, influences and outcomes. For the data collected, some descriptors remained intact, some were deleted and new ones added (Bloomberg and Volpe, 2012). Appendix H2, H4, H5c, H5d, support this effort to facilitate the analysis and interpretation being integrated and holistic. Utilization of direct quotes or descriptions support the evidence. Tables and Figures support analytical comparison. Replication and triangulation support completion of analysis of initiatives and cross-case analysis using qualitative data analysis methods (Miles and Huberman, 1994). These help to further advance conceptual understanding. Problems and opportunities both common and differing allow refinement of any areas unique to any initiative. Interactions proved instructive. Checks on corroboration supports credibility linked to reliability of conclusions, implications, confirmation or challenging of theory and new theory development.

5.4.1 Strategy Execution: - Orientations and Strategic Initiatives Complexities

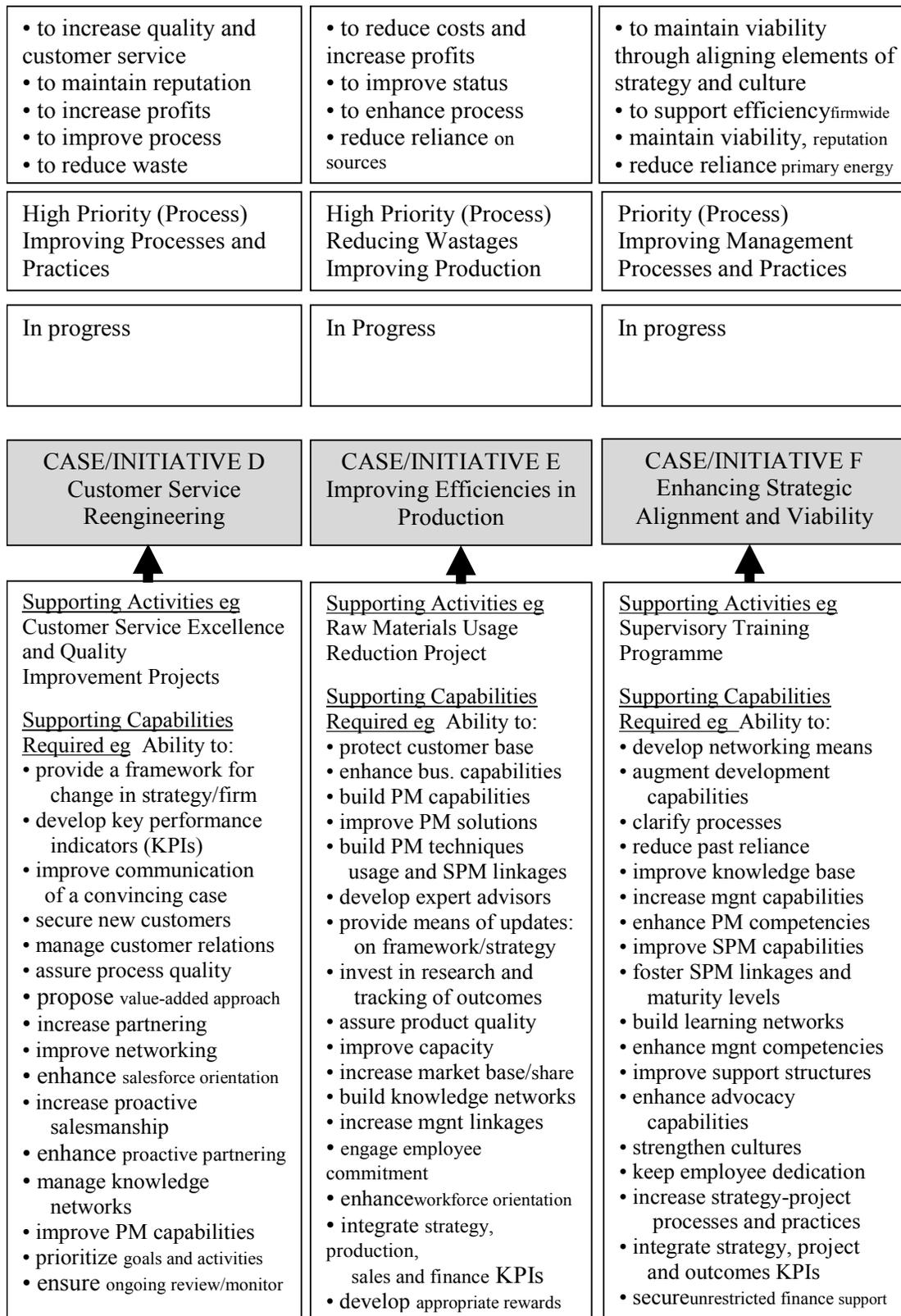
The Second Firm currently seeks for more comprehensive configuration to its dimensions of strategic orientation, as indicated from the data analysis. This links to its initiatives, projects and activities. The proactive and reactive choices to respond to business environment forces and improve strategic fit, also signal that this firm intends to both exploit and explore in the long run. Its current orientation-planning-performance links still effectively focus on the meeting of requirements of both the market and the firm. Top management is a strong source of power. Managers pursue elements for change and motivate others to assist achievements. The Second Firm is to some extent proactive in strategic management and aggressive in efforts to boost advantageous outcomes. It usually conducts a situational assessment to enable consideration of key strategic issues that help direct, prioritize and inform action plans

of departments over three to five years. Linked to the orientation and goals of this Firm, are key performance indicators (KPIs). These surround target areas of sales and marketing, customer service and distribution, human resource management, finance and production with maintenance and quality assurance. Its strategic plan incorporates action areas with associated targets, resources and timeframes both planned and actual. These factors enable necessary supervision, review and update, supporting initiatives. **The Second Firm**'s main values include commitment, integrity, teamwork and social responsibility. Its major objectives are provided in Appendix J 3, the first twelve main objectives there being of immediate focus linked to orientation and the development of initiatives currently being implemented.

The objectives highlighted in Figure 19, link directly to strategic initiatives. They support competencies and capabilities, new market opportunities, sales and distribution, operating and other costs, production capacity and service quality, focus on customer satisfaction and maintaining market share. In the manufacturing industry, there exists proactiveness which links to being risk averse. This is seen at the Second Firm which, perceiving costs of raw materials, domestic production and sales returns to be high, undertakes strategic elements mainly to cut costs and enhance service quality. At this Firm, there is the sense of strategy as vision, commitment and responsibility, with long-term plans being formed and shaped by powerful forces including direction from the parent company. Moreover, attention is paid to orientation-plan-perform links to support analysis, defensiveness and futurity.

The Second Firm intends to maintain and strengthen its competitive edge. It's vigilance and attention to flexibility in vision and range of plans, links to some concentration on futurity. However, its activities indicate the need to be more aggressive given the possibility of inertia intrinsic in strong culture, management and structure. This manufacturing firm is sensitive to costs and although relationships exist with partners locally, regionally and internationally, both prospects and challenges are inherent in its strategic initiatives implementation. Elements in Figure 19, reflecting the firm's objectives in Appendix J 3, are also produced and illustrated in conjunction with Figure 9. The interconnections of context, orientations, goals and objectives, are linked with strategic initiatives supporting activities and capabilities.

Figure 19: Second Firm Initiatives for Case Study: With Main Supporting Linkages, Activities.



In addition to customer, cost and efficiency and effectiveness focus, strategies are linked to growth and development based on the requirements of the market and firm. New venture and customer responsiveness are therefore reflected in type and timeframe of initiatives implemented. Initiatives are agreed on to bring the strategic plan to reality yet constrained by resources available. As a respondent confirms:

'No strict timeframe exists for targeting initiatives. There can be four per year. Assessment is made of what is required to take the firm forward and what needs to be improved on. Strategic initiatives come out of the strategic plan'. (Interviewee 8, 2014, Second Firm).

The current three Strategic Initiatives are referred to as D, E and F for the purposes of studying cases in this research. Strategic Initiative Case D surrounds Customer Service Reengineering. Case E, Production Process Efficiency, is perceived as linked more to the firm's prices and market to effect cost reductions. Case F, Strategic Alignment and Viability, is linked to the firm's acquisition and growth. These three strategic initiatives, generally have interlinkages, and are linked to the strategic plan. Once it was ascertained from strategic goals, that they would be undertaken, an action plan was developed with the main leader identified along with broad steps, required investments and an idea of timeframe. For some initiatives, part of the implementation was outsourced to a consultant, yet staff are still involved deeply, given the feeling that they have a sense of their realistic accomplishment levels, timeframes and buy-in. By using a process of employee engagement as far back as the 1990s, it is perceived that a non-quantifiable value is added to the firm and its endeavours. According to a respondent:

'Planning is not left to any one manager per se. The strategic plan is developed at the end of the previous year for the current year. Senior management goes through the planning and drills down even in values to teams in different departments, supervisory and line staff.' (Interviewee 9, 2014, Second Firm).

Initiative D, started in 2008. Its implementation is expected to be five years, but management expects it on completion to see the firm through 10 years before it requires extension. Strategic Initiative E, is perceived as medium term, currently ongoing every day, and expected to sustain the firm's development for 10-12 years. Strategic Initiative F, only began this year 2014, and is expected to last one year in implementation, but management expects to revisit the development of this initiative in the future. Table 9, highlights interlinkages of processes, activities and expected outcomes for Strategic Initiatives D, E and F.

Table 9: Summary of Content, Processes, Activities and Expected outcome for each Strategic Initiative D, E and F

S. I N I T I A T I V E	Content	Process(es)	Activities	Expected Outcome(s)
D	<p>► Customer Service Reengineering to increase quality and customer service so processes and profits improve</p> <ul style="list-style-type: none"> ● Customer Service Excellence ● Use of endeavours such as Mystery Shopper and Quality Circle 	<ul style="list-style-type: none"> ◆ Common elements of KPIs and CSFs emphasized in SPM or SII. ◆ Middle managers communicate with partners/stakeholders to maintain mission and excellence. ◆ Use of capabilities and resources so SII context primed for SII/SR. 	<ul style="list-style-type: none"> ◆ Use of the right activities and resources in combination to effect best organization in SII for SR. ◆ Some key activities appropriately integrated. ◆ To reduce inconsistencies, used personnel, network and techniques of relevance to targets. 	<ul style="list-style-type: none"> ◆ Improvement in business practices that support SI and Improvement in quality and linkages to enhance output and revenues. ◆ Capabilities and capacity upgrade so stakeholder satisfaction met.
E	<p>► Improving Efficiencies in Production to reduce costs and reliance on sources</p> <ul style="list-style-type: none"> ● Reducing Raw Materials usage/wastage, and maintaining equipment and other supporting resources 	<ul style="list-style-type: none"> ◆ Meetings and some sharing. ◆ Aligning SIs with projects and with the firm's overall strategy or mission. ◆ Attention to key processes for competitiveness and sustained survival. 	<ul style="list-style-type: none"> ◆ Partnerships with other firms, sources and stakeholders. ◆ Links to sources crucial to obtain vital resources and enhance capabilities. ◆ Stringent attention to production, recording and measuring activities in SII. 	<ul style="list-style-type: none"> ◆ Significantly reduced wastages. Increased yeild raw materials to output. ◆ Ability to satisfy Head Office, customers and other stakeholders' requirements.
F	<p>► Enhance Strategic Alignment and Viability To align elements of strategy, culture in SI and to maintain viability and effectiveness</p> <ul style="list-style-type: none"> ● Programme of Training for Supervisors 	<ul style="list-style-type: none"> ◆ Improving strategy and project oientation linkages in SII. ◆ Scrutinizing and evaluating staff both managerial and other. ◆ Seeking some ways to improve interaction and learning within and across projects and SIs. 	<ul style="list-style-type: none"> ◆ Networking in SII to enhance information gathering, sharing and upgrade of systems and performance. ◆ Securing and maintaining requirements of stakeholders both of the firm and from external forces. 	<ul style="list-style-type: none"> ◆ Improved processes or practices Greater assimilation. ◆ Faster waste reduction. Higher profits. ◆ Improved capabilities. Enhanced managerial decision making to improve targets or performance. ◆ Faster SR realization.

The initiatives can be said to complement each other in contributing to overarching strategy to grow the Second Firm in the long term. In altering the strategy and organization to cope with changing environment and requirements of the market, it can be expected that research on market or customer needs will drive the strategic orientation. Such orientation can therefore be linked to Strategic Initiative D being the first focus. Certain milestones of this initiative are to be reached before concentration on the other two initiatives E and F, which have a base in efficiency and synergy respectively. The strategic initiatives comprise the critical activities to be completed to realize the targets. Given the nature of their product, the second firm finds it challenging to create offerings unique or differentiated from competitors in the industry. They are part of BMEX and from data gathering and analysis, choose rather to concentrate on their offer being valuable in clearly addressing the needs of customers, and defensible by seeking to sustain competitive advantage through the activities and capabilities they deploy having fit and alignment. A respondent declares that the Second Firm 'mainly targets the major supermarkets because they are almost 80% of their market and from that they decide to strategise' (Interviewee 5, 2014, Second Firm). The Second Firm therefore has a system in place for ensuring ongoing review of the strategic plan with goals and objectives, relative to implementation, using an implementation timeline and key performance indicators to assist the matching of strategic intent with actual impact.

Although there are elements focussing on the future in the Second Firm's strategic orientation, defensiveness of its core competencies appears to be the driver of its variation in processes and practices to support activities in strategic initiatives implementation. The related complexities and dependencies reflect this. Ultimately,

'The General Manager decides finally on the initiative, having part in crafting of the strategic plan. Senior management has say in prioritizing on decision making, budgets and other elements, but they tend to always concur with the General Manager and each other, since they view the company as an overall entity feeding into the Head Office.'

(Interviewee 10, 2014, Second Firm).

5.4.2 Strategic Initiatives Complexities including Activities, Culture, Dependencies

The Second Firm's assessment of needs and resources as far back as the year 2000, allowed it to ascertain with the help of a Consultancy, that there was increasing wastage and reducing conformancy. With the challenge to benchmark, the strategic plan was

updated from minutes of monthly management meetings. Strengths-Weaknesses-Opportunities-Threats analysis was improved related to the functional areas and three-month action plans are to target areas of necessary upgrade as they evolve. In 2007 with the assistance of an international consultant, benchmarking allowed more attention to structure, employee engagement, and efficiency in processes, production, and relationships. These are all linked to quality, interactions and feedback. A respondent declared that the 'objectives related to increasing sales, cutting costs, improving customer services and the customer experience' (Interviewee 9, 2014, Second Firm).

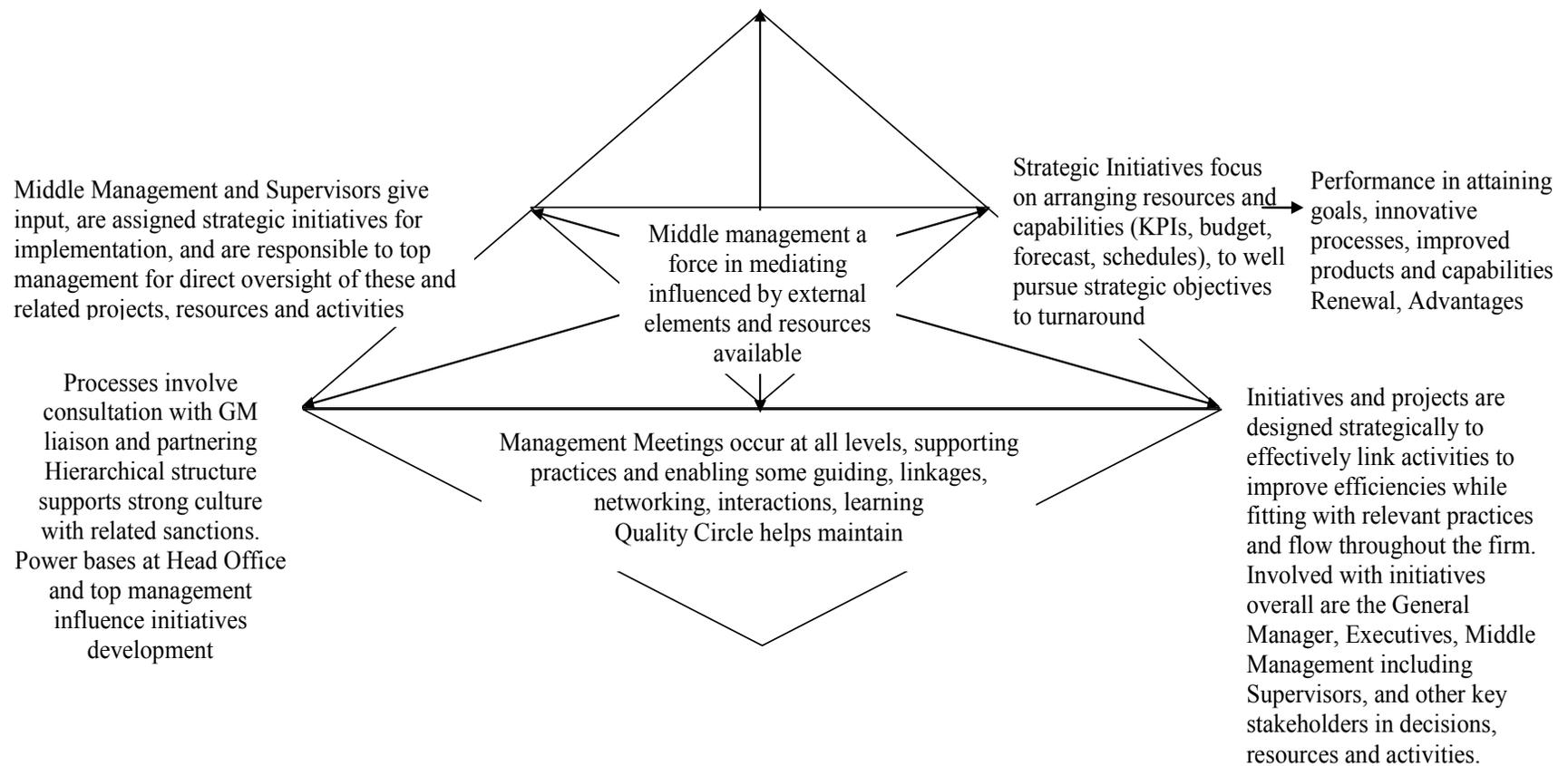
In the Second Firm, supporting actions and interactions to strategy and strategic initiatives implementation, such as means and competencies, are those that are seen to best add value in effective and timely manner, while meeting stakeholder requirements. Therefore:

'The initiatives are chosen through discussions of General Manager and the Human Resource Manager who consult collaboratively with senior management team who then make final choices and associated roles, responsibilities and processes.' (Interviewee 1, 2014, Second Firm)

Figure 20, supported from the literature (Hernes and Maitlis, 2010; Blackler et al, 2000; Schein, 1999), and realized from empirical data findings, highlights how the Second Firm seeks to maintain its system of strategic initiatives implementation. Its strategy still originates from top management, but not exclusively so. This aspect is changing as strategic initiatives initiation, selection and development allowed more input from middle management. There is a variation, from strategy formulated by top management and issued to others (Bourgeois and Brodwin, 1984), to say, sponsorship by the General Manager. Data analysis also confirms literature findings that top management recognize and support ideas emerging from lower levels in the firm (Mintzberg, 1978). However, it also reveals that there is still evidence that 'full autonomy for other management' of the firm pursuing strategic initiatives (Burgelman, 1983a), has not yet been sanctioned by top management. There is inherent in the activities, conflicts that can arise from interactions, or lack thereof, between elements expected to support strategic initiatives. These can impact capabilities, decision making and the effectiveness of outcomes.

Figure 20: The Activity System of Strategic Initiatives Implementation in the Second Firm

To analyze, manage or communicate strategy, meetings occur - General Manager with Head Office and top management, functional communication between executives, meetings of middle management and supervisors and of heads of section with relevant staff and other personnel, General staff meetings occur
 Database is used within sections and access to database across sections is restricted. Technology is supportive
 Middle management is assigned strategic initiatives for implementation and can engage strategic project management



According to respondents, Strategic Initiative D, Customer Service Reengineering, encompasses 'reengineering the attitude of customer service quality among the workforce, and involve competitiveness and differentiation' (Interviewee 10, 2014, Second Firm). It also incorporates three main projects - Customer Service Excellence, Mystery Shopper, and Quality Circle.

'Customer service quality relates to quality of professionalism. Each employee is provided with a card with the firm's mission and other key aspects linked to the strategic plan.'

(Interviewee 8, 2014, Second Firm).

Twelve links in the chain of excellence surround strategic initiative D and its projects, and incorporate points rated assessment areas of services telephone, arrival and welcome, reception, washroom and security station; as well as level of access, ambiance and excellence in areas of car parks, property, bread and pastry shop, wholesale depot and returns, on-the-road distribution, and merchandising. Criteria has been set up comprising both qualitative and quantitative factors for assessment and the rating of levels of service and standards over at least six-months timeframes. In addition to appropriate rewards and a menu of consequences for non-compliance with service standards, an executive report is part of the deliverables produced in association with expected outcomes.

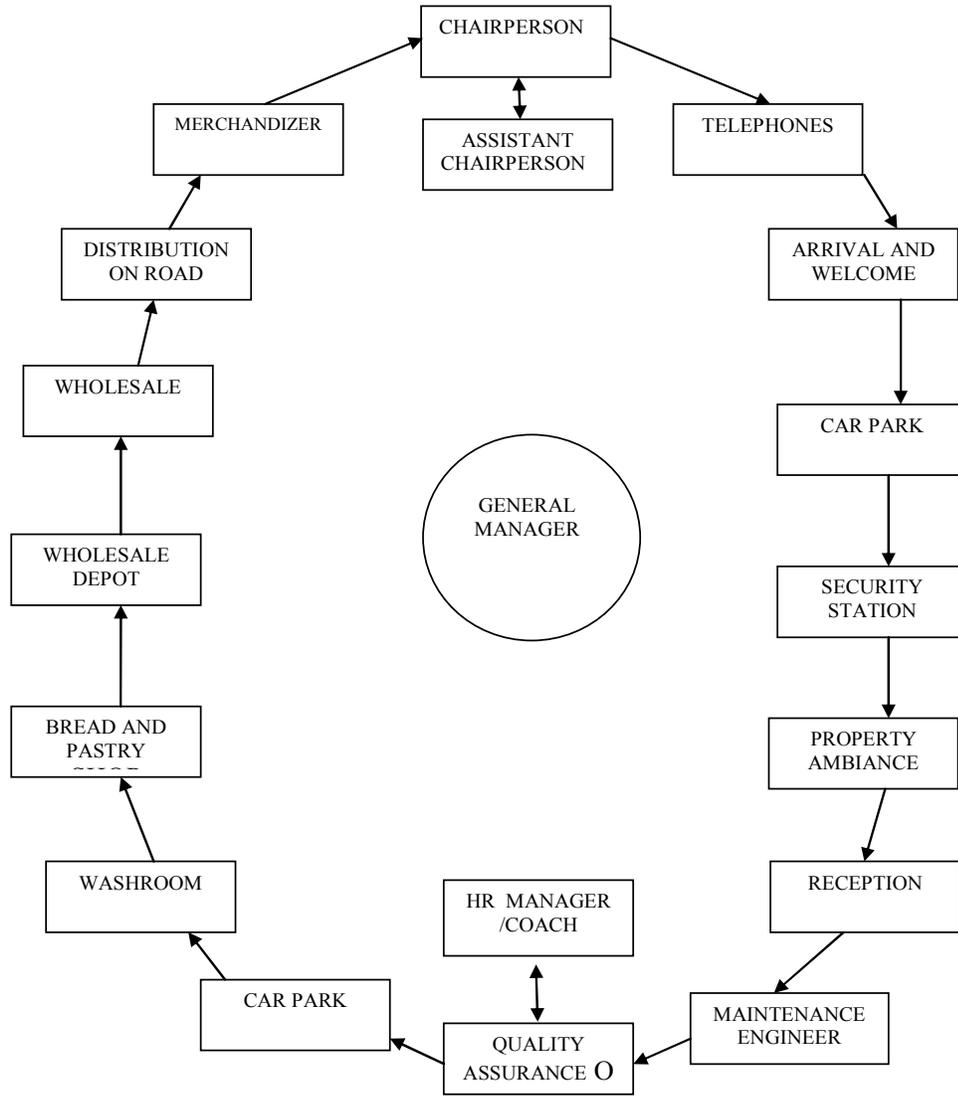
Results from data from interviewing, document analysis and observation all correlate that the speed of correction of issues is a factor for improvement gains with this initiative. Management has in place an operations and maintenance plan, and recommends conduct of a reinforcement seminar for merchandisers, feedback meeting for security personnel, the review of targets set against actual as a means of setting and improving targets, and the preparation of continuous quality improvement plans.

'The Quality Circle is multi-level, geared towards being able to achieve outcomes. As it is linked with total quality management, the General Manager is involved. There is line authority versus other management.'

(Interviewee 8, 2014, Second Firm).

The Quality Circle composition is illustrated in Figure 21. 'The quality circle focuses on pivotal areas to perform' (Interviewee 1, 2014, Second Firm).

Figure 21: The Second Firm Quality Circle



Sources: Respondents, Second Firm's Documents.

The Customer Service Reengineering Initiative D, is driven by this Quality Circle, which respondents indicate has a pivotal role, as it is constructed around the general manager, and meets on a monthly basis. The Quality coach is the Human Resources Manager and the Chairperson is the Service Delivery Manager. Other members of the Circle are guardians of the quality links. Sales and Distribution Manager is head of product delivery, while the heads of various links include the senior managers. Measurement is built into the links. The mystery shopping endeavour is in effect assessment of performance of various links, which are measured and compared, for example the last quarter with the new indicative quarter. Once the level of change is determined, actions are taken to move forward and meetings at line level occur. The Firm is in the process of laying out customer service expectations defined by the standard in the company's strategic plan and issues in the code of conduct, where repercussions and penalties for employees are outlined. Data analysis indicates that the Quality Circle composition, structure, interlinkages and integrative aspects can be improved to better enhance interactions for this particular project, the initiative it supports, and linkages with all other initiatives and the firm's processes and practices.

Strategic Initiative E, Production Process Efficiency, implementation activities are linked to the routines, processes and practices of the Second Firm. It therefore involves certain executives including the General Manager. However, most accountable for its implementation are Operations Manager, Production Supervisor, Storeroom Supervisor, Quality Assurance Officer, Production staff, and other personnel such as Floor Supervisors. Maintenance Engineers, are key personnel in implementation, assisting the managing and performance of its activities, equipment and other aspects. This Strategic Initiative started with the General Manager and Human Resources Manager, then discussion with consultant and ultimately the quality circle. A system was needed to examine the level of materials usage from the point of the store room to the point where it is sold or disposed of, controlling resources and aspects over which the firm has ownership. Product quality and consistency, as well as materials usage link to both 'internal' and 'external' customers, and customer service processes. This Firm's bakery operation is large and Strategic Initiative E is needed. Its associated objectives involve efficiency, which is key to maintenance of quality. It is to help decrease costs, through enhancing professionalism in reducing wastages while increasing production.

Developed at senior management level, are actions for oversight on an ongoing basis. Everything is measured and actions fully documented. This process indicates the focal input of Head Office also. Figure 22, Organization Chart, highlights relationships between main persons in the Operations or Production Section. The Raw Materials Usage Project and the Maintenance of Equipment and Other Quality Supports, are associated with Strategic Initiative E. In implementing the Initiative, the Firm has a strong grasp of materials being bought, how utilized and what percentage of materials used are going to waste. Senior management considers the percentage to aim for and how to achieve this. They promote staff awareness to develop wastage figures. Measurement involves attributes including utilization of raw materials, so a percentage band established, percentage of sales, provides for measuring change in profit.

'The focus remains on sustainable sections of raw materials and on minimizing negative aspects of returns and other wastages, even resorting to making less bread if necessary. Software employed assists the measuring of use and yield.' (Interviewee 1, 2014, Second Firm).

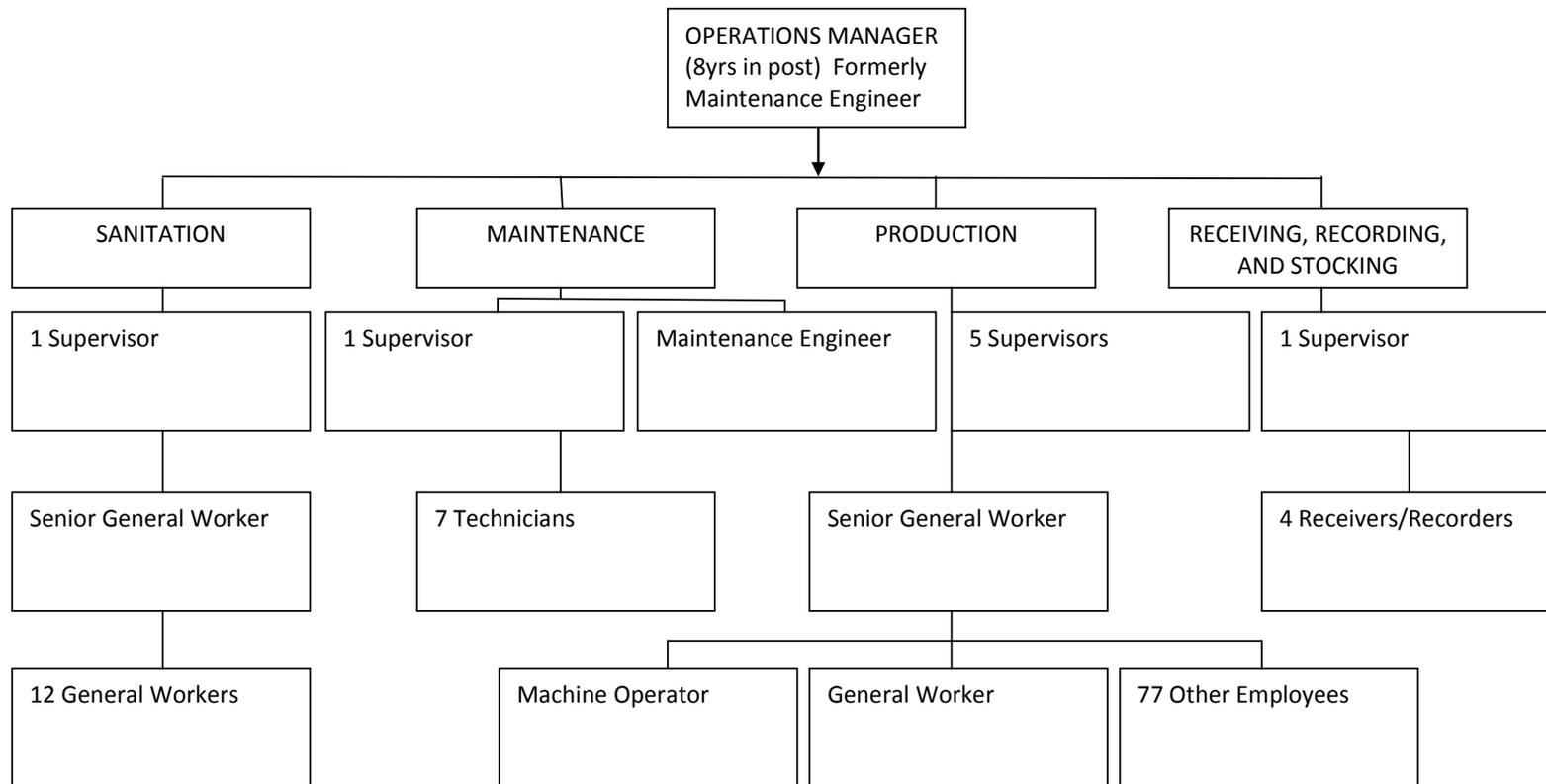
The above respondent reinforces some of the objectives of Strategic Initiative E. The Raw Materials Usage Project, involves the ordering, receipt, storage, usage and record of activities and treatment associated with raw materials. Raw materials are not just the concern of the Operations Manager whose main responsibility is production labour, the Financial Controller also considers raw materials while there is linkage with sales under responsibility of the Sales and Distribution Manager. Discrepancies with labour especially linked to related time and a half, are responsibility of the Human Resource Manager. A respondent provided insights:

'Divisional managers make decisions for new infrastructure or projects even when the firm sees the project as fit. The final decision has to pass through the divisional managers who decide if it is feasible for the group to take a path because the firms of the group interface with one another.' (Interviewee 5, 2014, Second Firm).

Overall elements of the firm related to Strategic Initiative E, include the high indirect costs such as utilities - diesel, electricity, marketing, promotion, sales, advertising and distribution. Although most processes have been automated 10-12 years - for example, massive mechanized mixers for particular and variety bread - costs of operating are increasing constantly. It therefore becomes incumbent on the management team to seek to create concepts to reduce challenges, and especially initiate strategic initiatives from elements that they have ownership over.

Figure 22: Organization Chart Operations Section - Strategic Initiative E

ORGANIZATION CHART PRODUCTION AND OPERATIONS



Materials usage in the baking operations and a sound grasp of materials bought, is focussed on to examine in depth materials utilization and percentage wastage. Points where materials are disbursed, sold or disposed are concentrated on. This initiative also seeks to operationalise in a new and productive way how to account for aspects that link to reduction in sales price, thereby impacting profits. Elements unaccounted for have to be addressed to control materials purchases and usage. A respondent indicates:

'Work in the production section of the plant can begin as early as 0400 hours. From the sales orders received, inventory for distribution is checked. The relevant count is entered. Requirements to be satisfied are matched against what should be done and what is actually done.'

(Interviewee 2, 2014, Second Firm).

The unionized Staff at the Second Firm appear generally content, with working conditions, avenues for social interaction, and some concessions. Major Baking or production goes on each day except Tuesdays and Fridays, dedicated to full maintenance of machinery and equipment. There is organization of staff to avoid wastage, and some aspects of production are kept constantly operational. Staff generally work an eight-hour week, three shifts with hourly pay 30% of 40 hours guaranteed. To assist reduction of time wastage associated with materials wastage, standard operating procedures, implications and clear guidelines have been established.

'We have a system called "Standard Operating Procedures". We are also trying to be HACCP certified. A few more points and we will be fully HACCP certified.' (Interviewee 5, 2014, Second Firm).

The above respondent indicates the firm's strategic orientation to market requirements. Appendix N, is another basis for analyzing strategic initiative E. It further details the activities in its implementation, and links these to tools, techniques and personnel as a basis for assessing interactions and contributing processes and practices. A weighing machine facilitates the specification of ingredients to exactly prepare to formulae for collection by the workers on the production floor. Everything is done according to standard operations. Amounts and timeframes are entered to standardized formulae. Procedures, actions and results are documented and reinforced throughout production operations. Standard operating procedures also apply to external stakeholders. For example, the containers from the Bridgetown port, with raw materials such as sugar and lard, would proceed to off-load at the delivery bay, a critical control point (CCP) Zone, at the back of the plant, for the store room which incorporates massive containers of materials. So too the truck from the Flour Mill.

Raw materials are the greatest source of direct costs. Formulations for production involve baking ingredients including flour, wrapping materials, and other consumables not part of product but of process of making bread. Damaged ingredients lead to the need to write off stock. As the bread-making process incorporates electronic or electric and manual, machinery and equipment facilitate speed and output, increasing productivity and production results. Automation also makes less cumbersome the counting of products, and the assurance of targets to be met for all bread and cakes. Critical to Strategic Initiative E, is the computerised programme module Vicinity, which is crucial to specification of formulae and standardising, recording and transfer of information, including current prices. This supports information linkages of production, finance, sales and other areas throughout this Firm, and during strategic initiatives implementation. It is incorporated with other information technology and databases such as the module Microsoft Dynamics Solomon and Microsoft Excel.

Solomon module allows viable tracking of bread to prevent adverse effects. This forms part of the system for knowledge storage and retrieval, sharing and learning. Vicinity supports preparation of press sheets. As it is a manufacturing programme that basically runs the process in terms of costing raw materials, it drives the data and database throughout the system depending on points at which staff tap in. They help maintain flexibility supporting a form of networking, to enhance efficiency levels. The automated formulae inputs are matched to actual physical counts. During observation, the researcher discovered that as Solomon and Vicinity software work in tandem, they are a basis for standards, updating information for Stores, Production, Sales and Distribution and Accounting.

Storage to Press is the first formal stage analyzed. The yield is checked on a day-to-day basis, and assessment made of materials usage versus yield. The Quality Assurance section, also concerned with wastage to bins, verifies and reports, and in terms of quality, the key is to ensure there is a match back with the operator's or Vicinity report which targets correct mixing times, with yields based on daily completion of dough and the batch reports involved. Elements also linked include cost of production, and shortage per week or per month. There are activities to fine tune efforts for quality assurance at different stages of the project, and any inconsistencies are assessed through quality inspection and assurance. At the end of cutting dough, investigation is made of

press count, wrap count and associated costs. The ratio of wastage is examined with a view to lowering this as much as possible to control wastage.

Press to Wrap is the second formal stage. As the bread travels for cooling time, this assists the count. In this area also, an individual leads counting and wrapping of pastry, assisted by persons packing, dividing or separating. Measures are used to effectively divide the work and to help reduce fatigue and other aspects that can cause conflicts and other dysfunctions hindering optimal production from raw materials.

Wrap to Gross Sales assessment, the third formal stage, is from the point of wrapping, after which items go to distribution for arrangement for sale. Finished good inventory is also considered. In addition to sales at the retail shop and the wholesale section, crucial to reduction of wastage at this stage is the merchandisers or drivers of the firm's vans. In addition to direct sales, monitoring is of products that never left distribution area or the Firm's production plant as these items are considered stale or lost sales, effectively raw materials wastage that can negatively impact outcomes. These include returns of yeast products, the best of which make breadcrumbs usually around 800kg per week, and stale bread and wastage in bins in production area. The Quality Assurance Officer along with the relevant supervisor in the area, makes checks especially at the four Quality or CCP Zones. These are in store room verifying purchases kept up to par, by the chillers or fridges checks for consistent temperatures, near the ovens for quality of bake, and by the slicers upstairs checking mainly for foreign objects. At the control points, recording is carried out to support verification of the production report which incorporates waste management.

For the **Project on Maintenance of Machinery and Other relevant resources**, the focus is even more so on efficiencies in process and ways to avoid zero production. Maintenance of equipment and machinery, although an indirect cost, is perceived as a highly critical direct link to wastage reduction. Breakdowns cause wastage of the product, perishable with a short shelf life, which translates to forfeited sales and increases in costs. It impacts efficiencies in process. For example, breakdown of ovens can result in half of all production stopped and the wastage results would be compounded by the short shelf life of the product. A respondent stating that the firm is 'moving closer to storing less bread than before' (Interviewee 6, 2014, Second Firm)

confirms an avoidance strategy to make just enough bread for next day and if more is sold than budgeted, increase the expected amount.

From customers such as hotels, wholesale and retail shops or supermarkets, permission is asked and checks are made on the establishment storage and maintenance of quality, and the actual amounts bought on particular days or times. The weekly Production Report that goes to Head Office, documents efficiency levels, comparing is made based on the percentage of raw materials used against gross sales, and links to aspects of distribution of the products. Wastage considers both processes and cost, so considerations and benchmarks are that Storage to Press should always be positive yield, Press to Wrap should be kept under \$8,000 per week, and Wrap to Gross Sales levels indicate orders not fulfilled. Finished goods inventory highlight returns. Positive rates results are realized in production, but the expectation is that they should be favourable from start to finish of all targeted stages, with overall wastage cost to be below \$8,000 per week.

As returns significantly impact profits, the Firm is increasing its endeavours to manage this area better. Reports related to returns are compiled through Excel spreadsheet verified through Solomon accounting software database. Considered are gross sales to the total cost of returns. In addition to the Sales Report from in Solomon, the Production Report is linked so units of physical count at press and wrap stages of production are matched and backed by the 'production sheets' used to record materials used and the 'sheet boards' for capturing the data. Other reports include a weekly raw materials wrappage-usage report produced on Mondays and covering a one-month period concentrating on control of wastage by monitoring major variances.

Reporting also indicates that water, although the cheapest ingredient, is the biggest factor of wastage. Data accessible through both Vicinity and Solomon Software and related database is considered in 'real time', and facilitates availability of synopsis information and reporting on everything happening for the week. There is insistence that accurate information be given. For example, reporting shows that wastages storage to press count is currently at a figure of 240,196 (0.16), and press to wrap count at 12,000 (10.58%), and that wrap to gross sales, finished good Inventory and returns are being closely monitored. Checks on bread available for sale versus sales, inventory both wholesale and distribution, finished goods both beinning and ending inventory,

and inventory count at the store room and in the chiller, and other elements are reported on in both unit and dollar value.

There are reports prepared weekly so that every week account is taken of cost and other factors, and the Operations Manager can access and change information in his account even at home, and incorporate other aspects. There is a goal to become more automated. As Vicinity and Solomon software complement each other, this assists verification. Vicinity interfaces with other automated equipment and provides data for Solomon usage, including that required for reports on mixing, decisions on number of operators needed and expectations for yield to support requirements for sales and re-ordering for differing products. In trying to manage processes as efficiently as possible, the firm checks yield a lot and maintains it throughout. The raw materials usage report compares cost of entire operation for the week. The downtime report considers time (and money) lost during the day which has implications for manpower. There is a bread and rolls wastage monthly report which examines overall wastage, checking on money made versus that expected and wastages over three percent must be accounted for and explained. Most aspects that take into account the cost factor, are converted to dough, comparing mixed and finished to consider raw materials costs and yield costs and see the need to tweak scaling rates per month. In considering cost effectiveness and efficiencies, transparency in process is important.

For the **Initiative F - Strategic Alignment and Viability** - the Supervisory Training Programme is focal to its implementation. This is in effect an educational programme of less than one year, to develop the skills of first-line managers or supervisors, and to improve company communication, strategic management and middle management. It looks at maintaining consistent adherence to quality procedures. Some of its activities, inferences and consequences are shown in Appendix P. It focuses on training for common goals as well as to improve the role of Middle Management in a cohesive manner and the capabilities of supervisors. It is also to show that the entire management team is supportive, as they sign off on the strategic plan and associated design of programme including drivers. Senior management is involved at the policy level and in certain other aspects, but middle management is involved in implementation, which includes survey, design and execution. Any objections or

suggestions are documented, and employees are assessed at the end of the strategic planning period. Ultimately, all staff involvement is expected.

The Human Resources Manager is in charge and drives the budget and the roll out of skills assessment, survey, and analysis of information. She works in conjunction with the same consultancy firm assisting the implementation of the Customer Service Excellence Project, developing the Programme structure, design of the 9 modules, coordination of facilitators and other resources, timelines, and division of two cohorts. The roll out of the plan for this programme involves at least two phases, with the establishing of courses and facilitators, and the setting of activities and tasks. It also encompasses the linking of the activities to associated objectives, design and outcomes. Related interactions, resources, timelines and responsible persons have also been highlighted in the proposal or work programme - from meeting with Barbados TVET Council which assists with financial and other assistance, to design, feedback, full transition and implementation. To support execution of plans, education of staff is also geared at achieving the attainment of safety and quality among staff, in terms of production, reduction in defects, adhering to legislation such as health and safety at work Act, and greater focus on engendering in staff greater awareness.

On observation, the training room with capacity of about 20 persons, has displayed on the walls main tenets of the strategic plan – social responsibility, integrity, commitment, teamwork. Document analysis, interviewing and observation of this programme reveal that it has substantial support from all levels of management, as well as other key stakeholders - Head Office, Government, Consultancy. Both Divisional Head and the General Manager are involved in its planning and implementation aspects, and its main champion is the Human Resources Manager, a key supporter of the Customer Services Excellence Initiative. This programme is being conducted in two phases with half the middle managers or supervisors at each session. This approach is necessary partly because of the constraints imposed by removing half of middle management from their routine processes and practices, to engage in activities of implementing strategic initiatives. All 21 supervisory staff, potential Supervisors, and top management are key to development and timeliness. A respondent highlights that the training has '0930-1300 starting time and the structure involves training to enhance what is done at the Firm so there must be direct correlation' (Interviewee 8, 2014, Second Firm).

At the first training session, delivery is technology enhanced, and among those attending the opening or inaugural address was the General Manager, Sales and Distribution Manager, Financial Controller, Operations Manager, and Human Resources Manager. Two trainers from the Consultancy channeled the training programme forward. The middle managers or supervisors involved in training include, Service Delivery Manager, Store Room Supervisor, Production Supervisors, Maintenance Engineers, Maintenance Supervisor, Accountant, Route Manager, and Distribution Supervisors. They were well engaged with facilitators and with each other as discussions, sharing and learning occurred. Learning, choices, output and consequences, are key elements emphasized.

5.4.3 Strategic Project Management Influences in Implementing Strategic Initiatives

At the Firm, there is Parent Company Board of Directors oversight of the three strategic initiatives development. This is especially so where finances exceed \$20,000, as is the case for the Customer Service Reengineering Initiative which involves over 200 employees, other partners and consultancy, and tracking the whereabouts of the Firm's fleet of 16-17 vehicles. Appendix O, matrix of strategic initiatives objectives and project linkages, highlights and allows comparison of interlinkages and interactions for Strategic Initiatives D, E and F. This shows that the initiatives have interlinkages, especially in terms of supporting overarching objectives. In addition, there are linkages and interactions of the projects and middle managers within each initiative, and of some projects or aspects of projects across all initiatives. Projects and initiatives at the Second Firm also have linkages and interactions with those at other firms of the conglomerate parent company group. The projects and activities also help support current needs of customers and other stakeholders as the overall context is constrained by impacts from the external business environment. A respondent highlighted elements of conflicts, trade-offs and coordination.

'Implementing stage falls on middle managers including supervisors, in terms of making sure that there are resources, adequate raw materials, manpower and that type of thing.' (Interviewee 6, 2014, Second Firm).

Figure 23, depicts the inter-relation of impacts and influences in their environment, with the strategic initiatives D, E and F, of the Second Firm.

Figure 23: Impacts and Influences on Strategic Initiatives D, E and F.

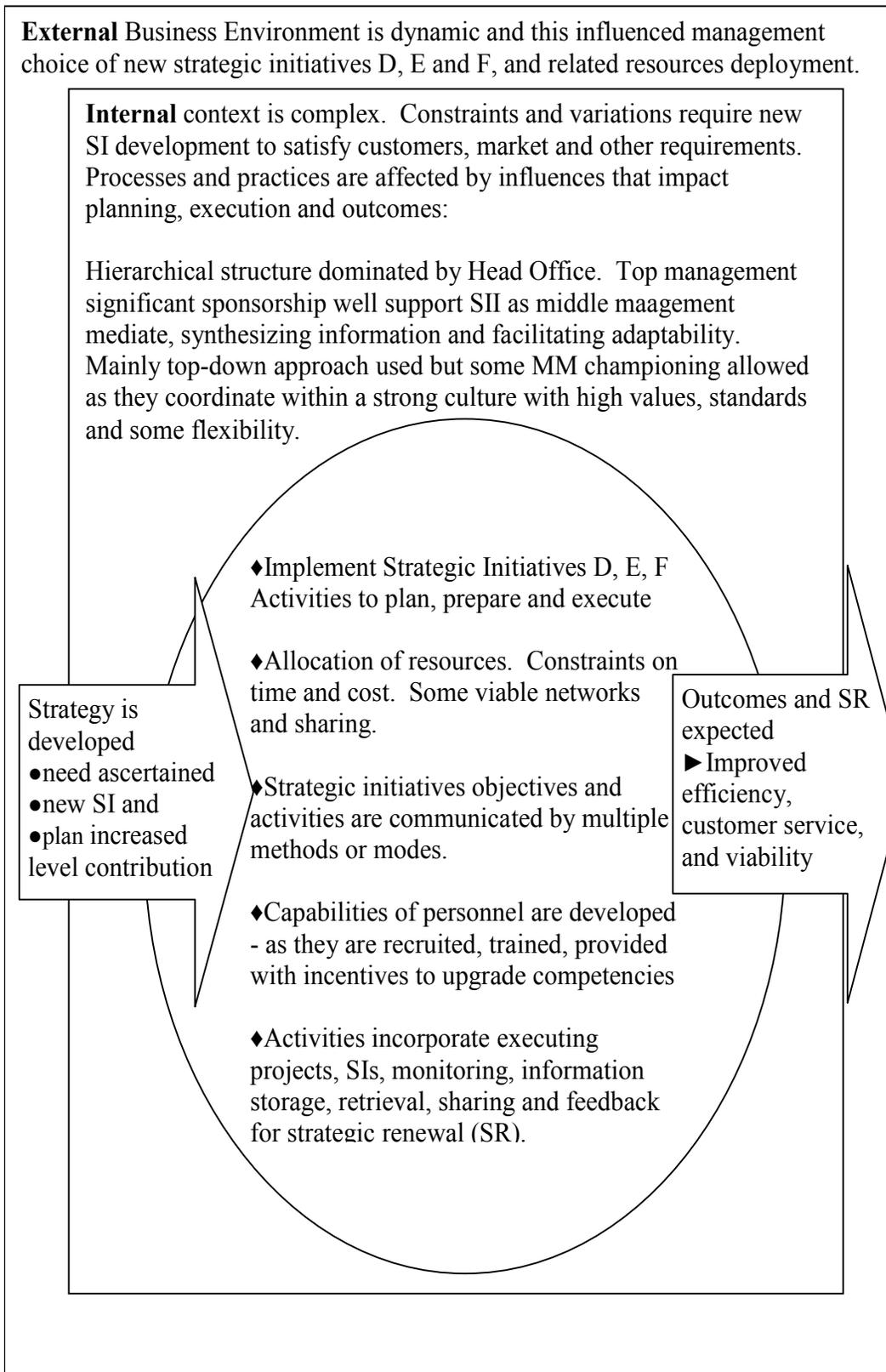
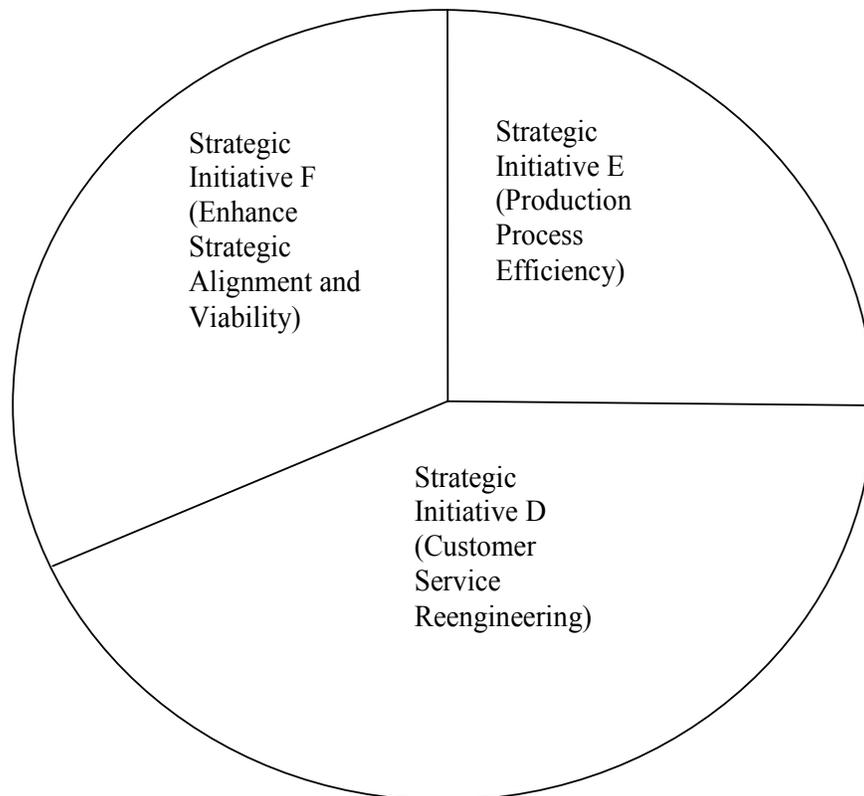


Figure 24, indicates how resources are shared among strategic initiatives D, E and F, and depicts the level of resources devoted to strategic initiative(s) implementation at the Second Firm. It is in effect, the 'share of the resources pie' that the firm has allocated for strategic renewal, represented by Strategic Initiative D, E and F. Certain respondents advised the researcher that costs not be revealed, but also indicated the value of the strategic initiatives in comparison. Figure 24, highlights the necessity to maintain inter-linkages within and between both projects and initiatives. Beneficial elements of this are highlighted, as there are similarity in objectives for projects supporting a strategic initiative, as well as commonalities in goals. With strategic project management, the linkages support better alignment with overall strategy, orientation, and purpose of the Firm. Data analysis revealed that managers strive to maintain interactions beneficial to waste reduction and redundancy, while seeking to enhance fitness, viability and value of the strategic initiatives outcomes.

Figure 24: Second Firm's Strategic Initiatives likely share of the resources 'pie'.



5.4.4 Middle Management Influences in Strategic Initiatives Implementation

Middle managers are provided opportunities to enhance strategic capabilities as, operating in the centre or hub of the Firm, they can better interrelate and integrate the needs, aims, requirements and resources that allow improvement of capacity and competencies across the firm and its units, projects and initiatives. However, such opportunities can be enhanced so managerial talent does not become deficient and temporarily inhibit the firm's objectives (Penrose, 1959), and more effective sharing and learning promoted as activities are performed and change managed. At this Firm,

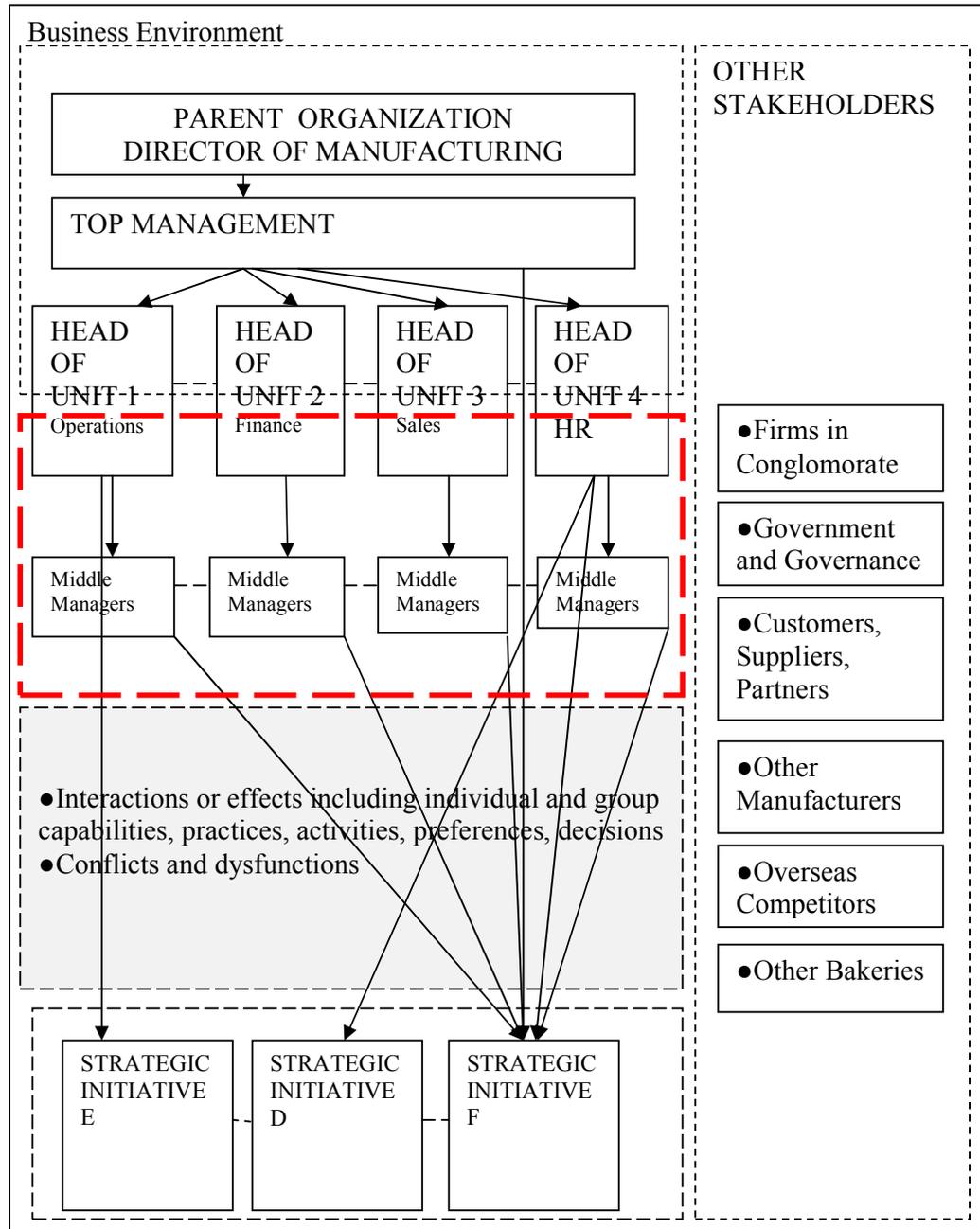
'There is endeavour to move middle management and supervisors to the same level of competence focus and to ensure they understand the importance of their role etc. This supports the need to close competency gaps.' (Interviewee 1, 2014, Second Firm).

Middle management use facilities and support services from both external and internal units, to assist the timely performance of activities. Within the configuration supporting each strategic initiative, middle management responsible for overseeing the execution of project activities, are subject to limitations of capabilities, structures and practices. Figure 25, illustrating interactions, highlights this. Processes and services that support the firm's usual plans, routine operations, and schedules, can have associated priorities that are conflicting, or not fully aligned with decisions for particular initiatives or projects. These can generate challenges that if not effectively managed, result in dysfunctions that can hinder middle management optimal contribution to improving capabilities and strategic renewal.

'The General Manager starts everything - his input and being there is to show and increase commitment all the way down the entire management, but middle management buy-in is necessary in improving the process.'
(Interviewee 2, 2014, Second Firm).

The above respondent reinforces the importance of middle management interacting with management at multiple levels of the firm including the general manager, and other middle managers and lower-level managers. They also interact at multiple levels with stakeholders outside the firm, as interpreters, negotiators, mediators and even just associates. Figure 25, in emphasizing interactions, confirms that for strategic initiatives D, E and F, from both internal and external viewpoints, middle management provide considerable connections, communication, and direction to support strategic and operational levels.

Figure 25: Interactions - Middle Management Linkages: Initiatives, Firm and Context



Sources: Second Firm (2014), Documents, Reports, Interviews, Observation

Figure 25 illustrates middle management significant influence in strategic initiatives implementation outcomes and strategic renewal. Therefore a respondent declared:

'The approach in implementation is that it is important that the management team communicates with supervisors at the management meeting and get feedback provided on how they feel and are progressing and anything that can be done to change the initiative.'
(Interviewee 9, 2014, Second Firm).

5.4.5 Capabilities and Effectiveness Linkages

Data analysis reveals that the activities that the firm's members engage in at all levels, especially to implement strategic initiatives, can benefit from more critical operationalization of strategy. This can involve greater integration of routines and objectives, with strategic initiatives activities, and more crucial linkage to strategy processes and practices, designed to allow the firm greater proactiveness and adaptation to business environment requirements. Such linkages can assist the increasing of levels of interaction (Vygotsky, 1978) and commitment, or even the changing of practices, as the units or departments focus on day-to-day actions to respond to requirements. Respondents indicate that to a degree, such interaction and responsiveness occur as aspects of networking are engaged, but these can be improved for:

'Top management is involved mainly at the policy level for certain initiatives. Middle management and supervisory management drive the initiatives, but the buy-in of staff is necessary.'
(Interviewee 10, 2014, Second Firm)

The Second Firm is seeking to assure quality and strives to meet needs of employees, customers, and other stakeholders. Such requirements are usually generated through combinations of strategic orientation dimensions (Narver and Slater, 1990). Through its strategic initiatives implementation activities, new and enhanced process(es) are to meet objectives or outcomes, including increasing competencies, competitiveness and profits. Aspects of the Firm's routines of processes and practices support this strategic initiative and a respondent declares that they 'are sensitized as to what is happening and why' (Interviewee 5, 2014, Second Firm). In addition, strategic initiative E is linked to D and F. Interactions of E with D support service quality, and of E with F is perceived from the improvements expected in supervision of work, motivation of workers and knowledge of how activities can be improved to support the overall strategic planning and strategic orientation. These are to promote increased competitiveness and survival of the Firm.

Table 10: Interactions of Strategic Initiative D with Strategic Initiative E and F

	Strategic Initiative D Customer Service Reengineering Projects or Activities	Strategic Initiative E Production Process Efficiency Impacted and Inference	Strategic Initiative F Strategic Alignment and Viability Impacted and Inference
1	Customer Service Excellence	Some activities for E are built on D's quality and excellence focus. Some activities for E translate to outcomes associated with D	Some personnel targeted for training are key to implementation of D. Sharing of consultants and specialists involved can promote synergies. Similar approaches used in implementation.
2	Quality Circle	Management of Initiative E is involved in the Quality Circle Meetings	Some of the individuals for training are key personnel involved with Initiative D so time and other constraints are faced
3	Mystery Shopper		Outcomes inform

Table 10, shows how interaction occurs across linkages of initiative D with E and F. The overall customer and quality focus in the strategic plan, is translated throughout the firm and reflected in practices, processes and activities supporting initiatives. Interlinkages of structures, personnel and timeframes result in both advantages and constraints even as scarce resources have to be well managed to attain objectives and qualitative outcomes. Management has to engage in prioritization of needs, so that trade-offs that occur do not disadvantageously affect time, cost, quality and scope of the projects and strategic initiatives. The data indicates that a lot of staff development is undertaken, as it is perceived that good service inside translates to good products and services outside. The use of consultants and other partners assist this fine balancing and their input is considered. 'Customer expectation levels are considered and how staff and customers can improve in their interaction in business' (Interviewee 1, 2014, Second Firm).

Initiatives are therefore interlinked to some extent, even as they focus on specific strategic orientation and goals of the firm, interconnecting routines with new resources and capabilities. 'This Firm is like a village. Everyone interacts' (Interviewee 5, 2014, Second Firm). The interlinkages and interactions can create challenges however, some not easy to overcome, especially where the strategic initiative is concentrated in a particular section or unit and where commitment of respective staff is required. A respondent indicates elements of these:

'It is challenging to segregate production, distribution, retail and wholesale. In terms of service quality, constant reinforcement can be a challenge for commitment may occur at first and then after about six months, 200 staff may forget.'
(Interviewee 10, 2014, Second Firm)

Improving management education and increasing activities to support the initiatives, can impact processes for decision making, prioritization and change. 'There is no database, knowledge repository that formally facilitates sharing or networking. Managers have their parameters' (Interviewee 5, 2014, Second Firm). Therefore, whether elements and processes are to support, integrate or separate resources and competencies, it is necessary to increase the understanding of managers and other stakeholders. This is vital where they can impact the level of acceptance of new roles, responsibilities and requirements. This is recognized to some extent at the Second Firm, as it implements its Strategic Initiative F in Supervisory Training. Yet even this is subject to limiting constraints and interactions. Although attendance at sessions is mandatory, training had to be phased in two sessions a day. A respondent indicates some associated constraints:

'Most staff work on a shift basis, so training is staggered as it is impossible to get everyone in one room at the same time.'
(Interviewee 3, 2014, Second Firm)

Moreover, although top management perceives the need to involve middle management more in strategy processes and practices, being prompted by advocates, mainly executives, and the need to reduce resistance to change, in reality there is need for more and practice of upward influence of middle managers. This is especially so for those supervisory level personnel who are linked to succession planning. Table 11, suggests steps to be taken to assist with reduction in hindrances to efficiencies expected in implementing strategic initiatives to attain strategic goals.

Table 11: Summary of Suggestions to Enhance Capabilities and Effectiveness for Strategic Initiatives D, E and F

Suggestions		
Steps to be Taken	To Avoid	To Attain
<ul style="list-style-type: none"> ▶ Incorporate more interactive, learning and critical thinking approaches and techniques in activities or practices of SPM and SII for SR 	<ul style="list-style-type: none"> ●poor knowledge building, storage, retrieval and sharing ●high risks and severity of impacts 	<ul style="list-style-type: none"> ■enhanced knowledge and capacity for learning at levels individual, group and institutional. ■reduction in risks and levels of impact. ■better feedback and progress reducing constraints
<ul style="list-style-type: none"> ▶ Integrate more corporate, business and operational level plans to better link strategic and project orientation in SII. ▶ Better design SII configurations for situation(s) ▶ Enhance interconnections 	<ul style="list-style-type: none"> ●poor levels of interaction and integration. ●poor interpretation of objectives at all levels. ●mismatch between objectives at different levels of the firm in SII. ●failure to best assess and meet needs 	<ul style="list-style-type: none"> ■reduction in number of objectives where these are too numerous or cumbersome. ■more comprehensive networks of internal management and units interactions. ■greater external interrelationships.
<ul style="list-style-type: none"> ▶ Strengthen interactive linkages of management, with top management allowing middle management greater input to overall strategy from strategic planning ▶ Better awareness and use of frameworks and models 	<ul style="list-style-type: none"> ●Low levels of skills, competencies and capabilities. ●SI objectives too cumbersome in SII. ●failure to best communicate plans across levels, units or firm ●high inconsistencies ●mistakes 	<ul style="list-style-type: none"> ■better means for enhancing learning/sharing at levels individual, group and community. ■greater prioritization of SI and improved change management best for SR. ■planning more qualitative, results-focussed ■better structure and coordination of SIs and SR
<ul style="list-style-type: none"> ▶ Employ a PMO and better utilize SPM with more state-of-the-art tools and techniques proven to enhance timeliness, interlinkages and learning in SII for SR 	<ul style="list-style-type: none"> ●problems in securing data for baselines. ●mismatch of indicators or criteria, with results ●poor strategic project management. ●inexact monitoring, reporting or verification 	<ul style="list-style-type: none"> ■reporting with timeliness and relevance. ■beneficial outcomes in SII including timely SR ■better linkages of portfolios, programs, projects and activities in SPM.
<ul style="list-style-type: none"> ▶ Increase instances of training and education of staff at all levels. ▶ Better configure and integrate 	<ul style="list-style-type: none"> ●constraints of capacity, finance, accountability. ●poor coordination of resources in SII. ●poor deployment of competencies in SR. 	<ul style="list-style-type: none"> ■enhancement of core competencies and capabilities ■greater use of available tools/techniques and enhanced ability to transfer learning
<ul style="list-style-type: none"> ▶ Enhance means and improve systems of communication, incorporating clearer goals and expected results 	<ul style="list-style-type: none"> ●unimpressive incentives or poor perception of objectives-outcomes-rewards interlinkages. ●low perception of and delivery of value ●little cooperation ●unreliable communication ●conflicting priorities within or across SIs 	<ul style="list-style-type: none"> ■more comprehensive use of databases and software connecting activities, projects, SIs and units. ■better ways to enhance commitment and achieve targets or outcomes ■enhanced cultural attitudes encompassing internal and external stakeholders

A respondent highlights the need for enhancing middle management upward influence:

'Let me start with addressing the time spent with these initiatives: as a supervisor we are not involved enough in the actual planning of these initiatives; if we are it is in terms of a meeting. Objectives are disseminated as they come down. Obviously by the time it reaches us, the scope is just so vague. Obviously we have a vision here and a mission here. Outside of that, our only sight of the vision is where it would come from. To me that may be a weakness in how things are implemented. As a supervisor, and you have to make decisions, to make informed decisions along the line it is exactly what we would need to make things a lot easier. I am not saying that it does not happen but at my level it comes down.' (Interviewee 6, 2014, Second Firm)

Implications are that these aspects, and how they are combined and configured, will affect the degree of success with endeavours and outcomes in strategic initiatives implementation at the Second Firm. Where capabilities cannot be found in-house as was the case with aspects of the Strategic Initiative F, when the University of the West Indies, TVET council, and Head Office Directors were engaged, other consultants, educational institutions and other partners or stakeholders are involved.

For the strategic initiative or projects, capabilities are ascertained as far as is possible.

For the Production Process Efficiency Initiative E, for example, a respondent states:

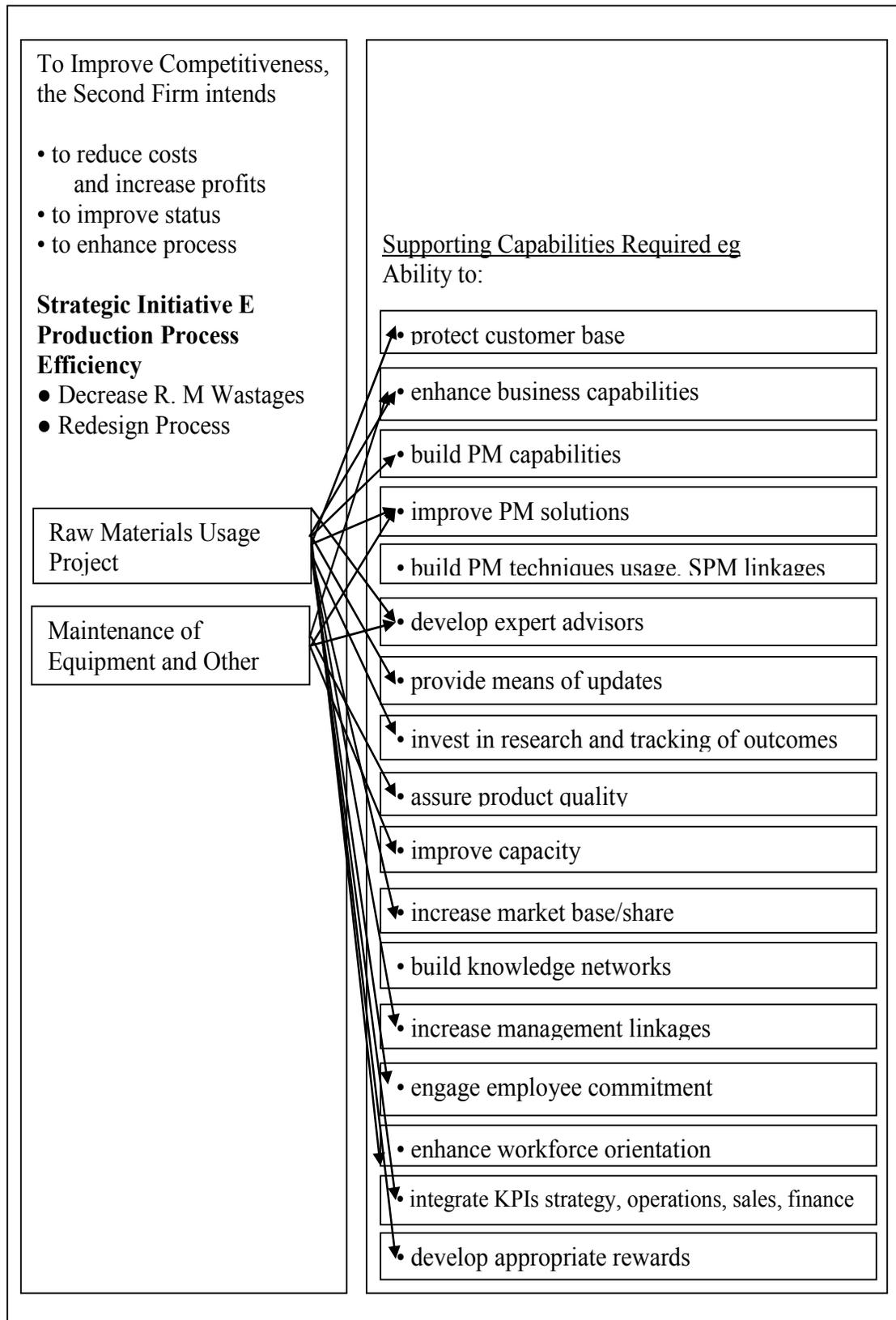
The implementation aspects were broken down into resource requirements such as general workers, senior general workers and operators. The senior general workers have particular skills in making bread, making specialty items like pastry, liaising with Production or Accounts personnel and others, while the operators have the expertise for running the machines. 'Staff is well trained. The main task of Supervisors is to 'police' the system and make sure efficiencies are maintained, quality, managing the resources from that level, and identifying where workers are lagging and training might be needed.' (Interviewee 6, 2014, Second Firm).

5.4.6 Improvements in Strategic Initiatives Implementation

'Objectives associated with initiatives include increasing sales, cutting cost, improving the customer experience and customer services, including the 'internal' customer.' (Interviewee 9, 2014, Second Firm).

The above, mentioned by a respondent, and confirmed in documentation and observation, indicates the overall targets for the three initiatives, and matches with targets and improving capabilities for strategic initiative E, indicated in Figure 26.

Figure 26: Matching Capabilities Targeted with Required, to enhance Initiative E's Outcomes



The Second Firm appears to be advantageously pursuing its targets perceived through its established key performance indicators. Figure 26, supports this, indicating that from implementation of strategic initiative E, there are some improvements in capabilities, as the firm seeks to protect its core competencies. Implementation of all three initiatives, also assist the firm to enhance the management of its resources. For example, Strategic Initiative D, helps the firm to keep on track, even assisting improvements in monitoring of whereabouts and efficiency in fleet of 16-17 vehicles, and increase in confidence levels. Even the improvement in use of technology in this area is vital, given over 600 customers and merchandising in both retail and wholesale.

Strengths and weaknesses in the service transaction chain are concentrated on. In addition to comparisons of key issues and findings relative to the previous year, exception reporting and correction of issues are focussed on so as to effect improvements or changes over time. For example, data for a six-month period indicated 22% points increase in scores for telephones services, 21% increase for arrival and welcome, 6% for a car park area and 50% for a wholesale section. By contrast, decline in service standards occurred in washrooms by 24% points, and 20% for security station. General observation is that the overall level of responsiveness is acceptable (over 57%). Staff at this Firm appear generally pleasant when greeted or interacted with and comfortable in performing activities, the quality and ambiance overall being satisfactory. Success with Strategic Initiative D, translates to customer service and quality becoming key words in the sections of the firm, even at middle and line level.

From the viewpoint of Strategic Initiative E, production issues addressed can help reduce the level of inconsistencies when there is adherence to standard operating procedures and quality. This initiative is perceived as easily measurable and fortifiable. A respondent highlights satisfaction by stating that 'this initiative has seen results' (Interviewee 1, 2014, Second Firm). In determining utilization of raw materials against sales made, an examination of actual figures revealed that efforts give results that are better than budgeted for the current month and better than for the same period last year. Moreover, generally results are below budget and better than those for the previous year, with savings \$300,000, allowing for differential. In terms of baking ingredients, considerations are also of how well wastage is controlled and how long yields are

positive. To date a fairly high write-off had been experienced previously. In terms of wrapping however, for the current month, there was currently better than budgeted and better than for last year. Ultimately, according to data documented, Finance provides for monitoring in terms of cost and efficiency. Strategic Initiative E, helps the Firm to consider what occurs with inventory, as the press count or wrap count, to sales ratio, is examined to ensure that everything is accounted for and measured, with a view to reducing wastages for the Firm and adverse affects to profits. A respondent highlights linkages:

'The compilations facilitate an ongoing control mechanism so that the accounts section can pick up discrepancies and inform production on aspects such as the difference between cut and wrap and what constitutes wastages between wrapping and selling.'

(Interviewee 1, 2014, Second Firm).

In addition to looking at production processes, staff capabilities in purchasing, and cultural peculiarities such as pilfering, can be better linked to wastages. Other aspects that hinder performance can include product expiration dates being too close to production date, especially where products exported are impacted adversely by challenges and peculiarities of exporting, linked to inventory for perishable products.

In addition to increasing consistency and efficiency, especially to increase yield, Strategic Initiative E, helped reveal other areas for improvement for the Firm as a whole, including increasing automation and safety and security to Hazzard Analysis and Critical Control Point (HCCP) international standards. Improvements also relate to provision of more room in the production plant, increasing cakes supplied to larger retailers or other contract work, and increase in auditing of areas and departments to ensure that they are conforming. According to a respondent:

'Right now our sales are doing very well compared to last year. We almost broke-even...we still had good volumes. Based on our existing customers, the service we offer; they know that we can respond in a short space of time.' (Interviewee 5, 2014, Second Firm).

Data analysis therefore reveals that level of responsiveness is an expected outcome connected to the strategic initiatives. Table 12, indicates other interlinkages, interactions and expected outcomes connected to planning and implementation. Not all measures and outcomes are immediately accessible or quantifiable however, as none of the strategic initiatives have reached conclusion.

Table 12: Some Effects or Consequences of Learning Characteristics and Capabilities in Second Firm's Strategic Initiatives D, E and F

Literature and/or Research Gap(s)	Data Collection Results			
	Learning Characteristics in Strategic Initiative(s) (SIs) Environment and Processes	Focus in Activities and Practices	Effects in Improving Capabilities and Initiatives Outcomes	Contribution to New Theory
<ul style="list-style-type: none"> ●Roleau (2005) MM day-to-day activities under-researched. ●Fiol and Lyles (1985) Learning definition and occurrence rarely agreed on. ●Argyris (1979) Enabling double-loop learning through practices and systems. 	<ul style="list-style-type: none"> ■Fairly good level of firm, group, and individual learning ■Individual and group development relatively high ■Analysis and correction ongoing 	<ul style="list-style-type: none"> ◆Facilitate group, firm and community integration. ◆Knowledge, sources and practices examined on ongoing basis. ◆Computerisation or databases creditable 	<ul style="list-style-type: none"> ◆Provided opportunities to avoid deficient managerial talent. ◆Best practice encouraged in SII processes and outcomes ◆Value-added targeted and encouraged 	<ul style="list-style-type: none"> ► Management pursued activities to incorporate staff, customers and other stakeholders to enhance goal attainment ► SIs can contribute differently to SR.
<ul style="list-style-type: none"> ●Chakravarthy and Lorange (2007) Learning affects a firm's ability to perform and adapt to change. ●Balogun (2003) Need to harness the potential of middle managers. Penrose (1959) Improve managerial talent to avoid inhibiting objectives. 	<ul style="list-style-type: none"> ■Information storage well maintained ■Knowledge well managed ■Environment linked through learning network with fairly good communication 	<ul style="list-style-type: none"> ◆Management - top, middle and supervisory responsibly coordinated and communicated ◆Sharing is viable. ◆Teams collaborate. 	<ul style="list-style-type: none"> ◆Interactions were impacted by structure and culture while MM influenced how the knowledge and learning flow upward and downward 	<ul style="list-style-type: none"> ► Management sought to enhance structure and flow of learning by utilizing strategy to develop knowledge and inter-relationships, training and reorganizing.
<ul style="list-style-type: none"> ●Fiol and Lyles (1985) Associate past and future activities and promote sharing for exploitation. ●Hamel (1991) Learning promotes innovation efficiency. Triple-loop Learning 	<ul style="list-style-type: none"> ■Environment well favours knowledge creation and generation ■Reflective practice is promoted mainly at top- and middle levels ■A history of good learning potential exists in the Firm 	<ul style="list-style-type: none"> ◆Activities to implement the SI generated learning in individuals and groups. ◆Problem solving capabilities improved ◆Quality in interactions sought and commendable success in maintaining. 	<ul style="list-style-type: none"> ◆MM through SPM facilitate innovative ideas, processes, products and services to attain outcomes in SII and SR ◆Distinct competencies support advantages 	<ul style="list-style-type: none"> ► By learning faster than competitors, firms help improve capabilities and advantages. ► Pursuing and promoting new ideas enhance exploitation but need more exploration for sustainability
Summary	Proactive SI management is maintained for requirements but timeline/targets to improve	◆Good enabling supporting systems or networks exist	◆Interactions maintained continually improve creativity	► Processes of the Firm and Culture, and of Strategic Initiatives differ

An interviewee states that:

'It is hard to say about improvement gains for the Supervisory Training Programme, as this is now being developed.'

(Interviewee 10, 2014, Second Firm).

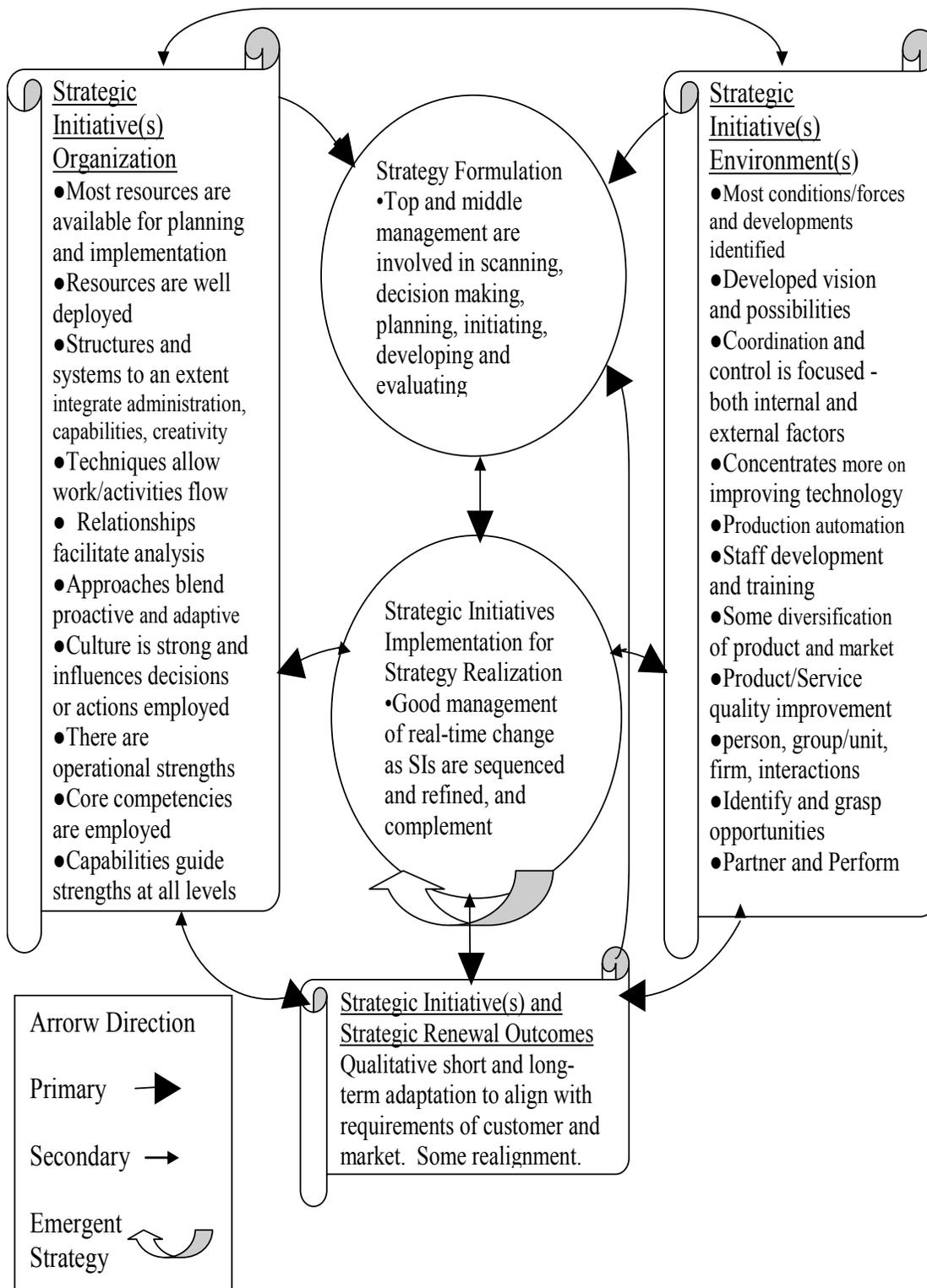
Deficiencies also still exist however, in terms of enhancing maturity levels overall, and challenges are linked to breakdowns within the system of strategic initiatives implementation. This indicates that knowledge bases can be improved and sharing of knowledge be allowed across more sections of projects, initiatives and the firm. This can assist management with better building or upgrading project management techniques usage and strategic project management linkages. By so doing, the system of activities and networks supporting the initiatives can promote greater efficiencies across units of the firm.

5.4.7 Strategic Renewal as Outcome from Strategic Initiatives Implementation

The strategic initiatives are to improve the firm's capabilities and engender strategic renewal. In so doing, it can be expected that areas of the firm's overall capabilities and competencies can also benefit. The entire Firm is involved in certain strategic initiatives such as the Customer Service Reengineering Initiative D, which also links with the other two initiatives E and F. These link with strategic orientation and the strategic plan. According to a respondent: 'The strategic plan changes according to needs or directed by anything handed down from head office.' (Interviewee 8, 2014). This supports the view that strategic change at the Second Firm is usually planned rather than emergent. Figure 27, highlights the interlinkages of elements of environment, organisation and outcomes as strategy is formulated and strategic initiatives implemented for strategic renewal in this firm.

As the firm seeks to respond to internal and external developments, improvements in the system and means for communication can assist greater opportunities for related exploration activities. In addition to inputs from internal employees, the Firm still currently seeks new ideas and discoveries by engaging in networking and interactions with external stakeholders. A respondent finds that: 'We do a lot of market research for branding, taste testing' (Interviewee 4, 2014, Second Firm). This allows for customer feedback and interlinkages with stakeholders.

Figure 27: An Organic Representation of Strategic Initiatives D, E, F Implementation.



Source: Adapted from Farjoun (2002); Data Collection: Cases D, E, F, Second Firm

Within the Firm, communication appears to be on a 'need-to-know' basis. External communication and sharing is encouraged. More specifically external interactions are more of a specialist type, and preferably with other firms of the parent firm - 'Engineers across group and Accountants across group'. However, the relationships with other stakeholders, including similar firms or industries, and with strategic partners, can facilitate discussion, problemsolving and opportunities for growth. Generally, it appears that strategic renewal in the Second Firm is incremental rather than revolutionary, as 'there is no big upheaval when changing or evolving, but this depends on the strategic initiative and whether it can impact one department more than another.' (Interviewee 9, 2014, Second Firm).

Interviewees perceive the Firm as a prospector, and that most strategic initiatives are linked to a particular department. Strategic Initiative F, targeted a smaller sub-section of the firm's management, but even in approach, gains are expected to translate to improving capabilities throughout the entire firm. These are also expected to allow over time, leeway for increasing learning and exploration tendencies to support growth. This supports 'community interaction and cooperative networks'. However, with development of the initiatives and in the implementation, some resistance to change occurred and aspects of initiatives had to be modified.

'I guess as you know most people are reluctant to change and from the onset you would hear people "on the side" saying that it is a waste of time or a waste of money. So we heard that from the onset but generally after that, when we got the results coming in some people had a change of heart... from their perspective the benefits that derived from the training.' (Interviewee 3, 2014, Second Firm).

The above respondent indicates both strength and weaknesses in communication and commitment. Improvement in means for learning can therefore also assist employees in better understanding and relating with each other. Another respondent declares:

'Sharing and learning is not so formalized. Managers openly discuss gestation, implementation, quality and analysis of strategic initiatives. All middle managers have email access across the entire group and there is internet and intranet, while there is a public address system at the Firm.' (Interviewee 8, 2014, Second Firm).

Results from data analysis also indicates that at the Second Firm, meetings do not occur as often as they should, but information is disseminated in other means. Meetings now occur once per month for the senior management team, and for the supervisory

management team, even when it meets with senior management. Although meetings with Head Office may not be frequent, these have significant input to strategy and strategic renewal, as they support a very strong culture and communications mechanism.

Culture, structure and other situational factors impact:

'A lot of new bakeries are coming in and doing things that I believe that we should have been doing. This may be because of our set up; it is a bakery but it is a part of a bigger thing.'

(Interviewee 6, 2014, Second Firm).

Departmental meetings occur but can be at random as it is difficult to close operations so often in a year, although the sales team meetings can be more often than for other areas. There is a general company meeting once a year and management can attend and share at meetings of departments. There are notice boards in lunchroom, department and boardroom. The two main directories or databases that exist are not easily accessible and if so are subject to guarding both physically and through password protection. Aspects still provide a certain measure of leeway for increasing interactions and sharing collaboratively, to improve capabilities and support activities in implementation of strategic initiatives to facilitate strategic renewal.

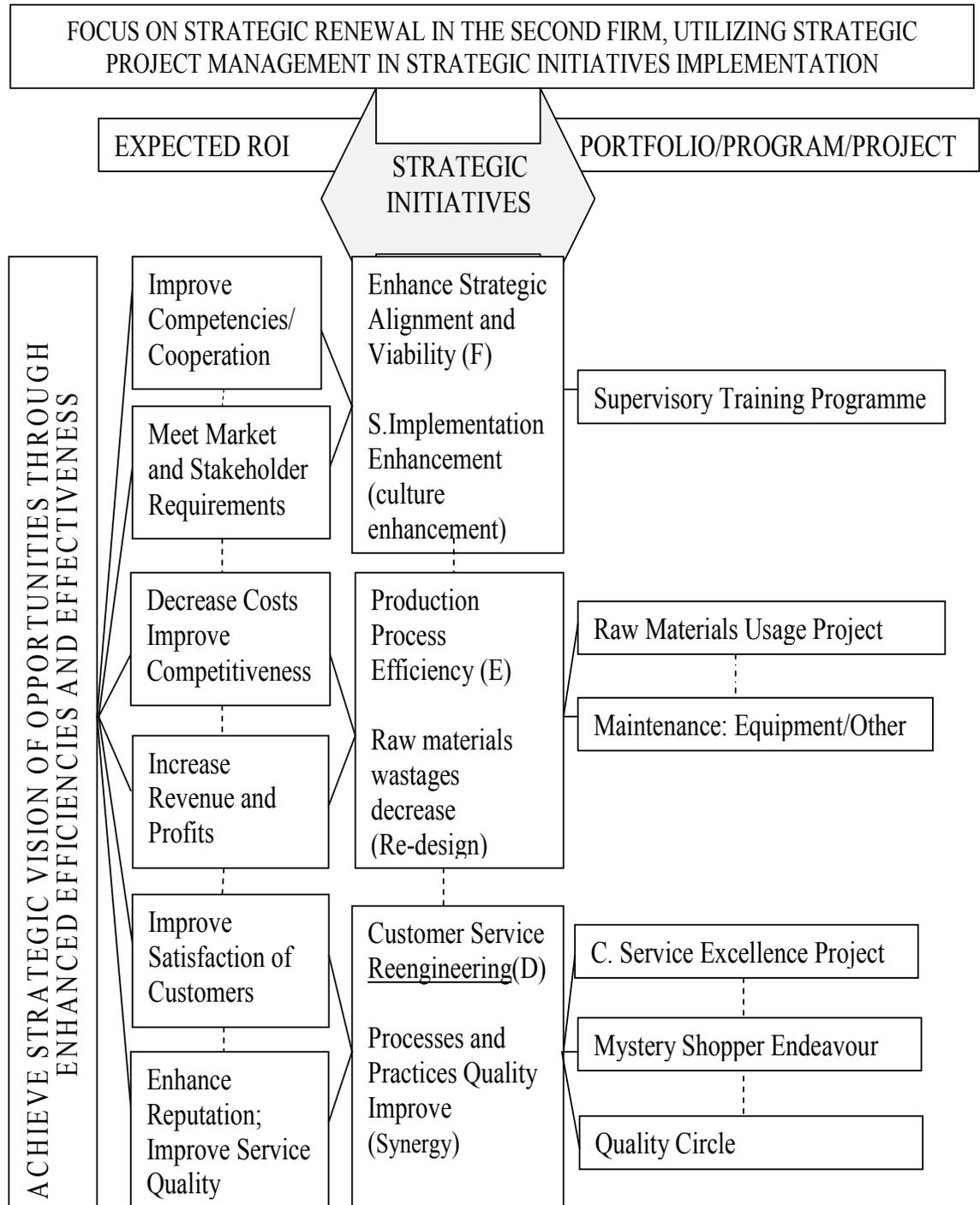
Goals, objectives, means and outcomes pursued, are highlighted in Figure 28, which illustrates the Second Firm's focus on strategic renewal and its drive to be efficient and effective. However, being proactive, it also has targeted new strategic initiatives linked to growing in the future. A respondent also confirms that 'the new major initiative would be product line expansion into the export market, joint venture with another Caribbean country, and then export to a developed country.' (Interviewee 7, 2014, Second Firm). Ultimately, a respondent declares of strategic initiatives and renewal:

'It is to maintain the taste of our product and our reputation in society.'

(Interviewee 5, 2014, Second Firm).

The foregoing also indicates, that shared values (Bourgeois and Bodwin, 1984), can moderate elements in performing strategic initiatives implementation activities. The firm's focus is on excellence in activities and practices. This is supported by Heerkens (2007), as a means to better 'improve capabilities' (Argote and Miron-Spektor, 2011), and the 'interdependencies and interactions' in activities assist better outcomes attainment (Pettigrew, 1985).

Figure 28: Focus on Strategic Renewal in the Second Firm



Data analysis indicates that at the second firm, communication and interrelations can be enhanced and 'organisation learning of deuteron type' (Argyris and Schon, 1978) more avidly pursued. This can be done to promote more value creation to meet aspirations of maintaining service excellence and market share. Engaging strategic project management to facilitate greater interlinkages of projects and initiatives, and advantageously engaging middle management capabilities can help the Firm to achieve an even better blend of processes and practices of strategic renewal as initiatives are implemented.

5.4.8 Consequences and Value Added Outcomes in Implementing Strategic Initiatives

Realities of implementation in the Second Firm, focus on maintaining profits and survival, as a respondent indicates that: 'Value is in terms of profit and involves the bottom line' (Interviewee 9, 2014, Second Firm). While this firm concentrates on performing activities essential to realizing its strategy, as it focuses on its 'bottom line', it also needs to further enhance the 'combining of its activities relative to its rivals' (Porter, 2008), to generate more innovative ideas and activities.

Management, decision, technical and resource allocation capabilities support the activities. Appendix P, provides consequences and inferences of strategic initiatives' activities at the Second Firm. Here, strategic renewal is supported by such activities aligned with the firm's vision, mission and overall strategic objectives to provide excellent customer service, satisfaction and high quality while encouraging development and recognizing achievement as value is delivered. The Second Firm also aims to maintain low cost and efficiency whilst striving for greater synergies as it seeks strategic renewal and the gaining of advantages to increase competitiveness. Analysis of the data shows that some targets were not met to expectations, while for some aspects of strategic initiatives results to date are commendable. A respondent confidently declared that 'the firm is proud of its service quality' (Interviewee 8, 2014).

Other elements exhibit that there can be lost opportunities if rectification of wastages or deficiencies is not speedy. The overall objectives and focus remains on improving results linked to key performance indicators, and encouraging development in the work environment, and these are being realized to some extent. Table 13 supports this, highlighting other results and associated effects and consequences in light of research gaps.

Table 13: Results for Strategic Initiatives D, E and F - Summative Effects or Consequences

Some aspects of Literature on Strategic Initiatives Implementation (SII)	Research Gap(s)	SI	Data Collection and Analysis Results			
			Strategic Initiative (SI) (Why, When and Where formulated/Employed?)	Strategic Initiative Composition. (Who, What and How are they Involved?)	Effects in Implementation	Results/Output and Outcome including Strategic Renewal
<ul style="list-style-type: none"> ● Acquire, assimilate, transform and deploy resources (Branzei and Vertinski, 2006) for SII in strategic orientation. ● Floyd and Layne (2002) Management facilitate SR process, appreciating stresses occurring in SII. ● Vygotsky (1978) Linkages increase level of interactions. ● Okumus (2003); Nonaka and Takeuchi (1995) Increasing innovation and learning by middle-up-down management ● Crossan et al (1999) Firms that explore new ideas can discover new means and add value: 4I framework informs inter-project levels in SII. ● Firms need to avoid core rigidities (Leonard-Barton, 1992) and be proactive in SII for SR.. ● Argyris and Schon (1978) More avidly pursue OL of deuteron type 	<ul style="list-style-type: none"> ● How blending learning and practices enhance understanding of SII in firms of similar context. ● Better investigate MM sensemaking processes focussing on developing products or processes and capabilities through SPM and SII activities ● Analyse wider range of relations and learning ● The firm's capacity, learning and culture to be matched to SI and SR intentions, heeded in SII. ● How in SR, knowledge generated through learning from SPM can impact strategic focus, formulation and SII capability improvement ● New model(s) or framework(s) to show how integration and interactions increase in SPM for SII and SR 	D	<ul style="list-style-type: none"> ■ Need to reduce waste, and enhance c.service quality 2008 to 2013 (5 years) ■ In Sales and Customer Service elements Expected to fortify the Firm for 10 years 	<ul style="list-style-type: none"> ■ Top management Sales Manager MMs, Supervisors Other Staff Mystery Shopper Distribution Wholesalers/Retailers ■ Core support to quality and all SII 	<ul style="list-style-type: none"> ◆ multiple skills of managers maximized ◆ Consistency in activities reinforced ◆ Communication improvement needed ◆ KPIs measured, monitored and evaluated 	<ul style="list-style-type: none"> ► More efficient processes and practices to compete Some key KPIs met ► Some milestones reached ► SII and capabilities better matched to SR
		E	<ul style="list-style-type: none"> ■ Need to reduce high cost of raw materials, production and returns. ■ Currently ongoing to sustain firm for 10-12 years. Medium term ■ In Production Plant, Operations Section 	<ul style="list-style-type: none"> ■ Top management Operations Manager MMs, Supervisors Other Staff Stakeholders ■ Linkage with prices and market. ■ Use of synergy in activities 	<ul style="list-style-type: none"> ◆ Established CSFs, execution timelines guide implementation activities ◆ Targets focussed on ◆ Concentrated on interactions both internal and external 	<ul style="list-style-type: none"> ► Some targets realized and sharing results ► Competencies enhanced Ability to meet additional needs of stakeholders
		F	<ul style="list-style-type: none"> ■ Need to maintain viability Linked to acquisition and growth ■ 2014-2015 (1 year). ■ MM throughout the firm and supervisors succeeding 	<ul style="list-style-type: none"> ■ Top management Middle Managers, Supervisors, Outsource ■ Linkage with acquisitions and growth ■ Re-development planned for later 	<ul style="list-style-type: none"> ◆ Concentration on value. ◆ Some synergies achieved ◆ Focus on on-going review of goals, plans, objectives. ◆ Variation of processes/practices 	<ul style="list-style-type: none"> ► Some capabilities improved as leeway for MM improving input to strategy both sensemaking and sensegiving.
		ALL	Links strategic orientations	New ideas or plans	Complementarities	Long term growth

Other objectives such as to use knowledge and skills to develop new products, business solutions and market growth can be further worked on, encouraging more employee creativity, communication and improvement in competencies and learning. Some consequences are planned and some unplanned. It is instructive that the firm values its employees, as a respondent indicates concerning value added, that value is perceived 'in terms of the internal customer development' (Interviewee 9, 2014). Table 13, summarises elements related to the necessity to be constantly avid with the management of change, heeding ongoing interactions required to maintain effectiveness.

The Second Firm has as one of the overall objective in its strategic plan, to pursue focussed training, improve competencies, supervision and adherence to standards. This indicates its plan to improve its employees both managerial and non-managerial. Staff are encouraged to aggressively meet targets. Both quantitative and qualitative aspects are valued as outcomes of strategic initiatives as they assist the maintenance of standards and the Firm's reputation as a market leader and prospector. A respondent indicates the focus on both measurable and not-so-easily measurable aspects of value, as management finds 'non-quantifiable value' to be of significance (Interviewee 8, 2014). Apart from management, other staff 'have their strong feelings concerning products and the adding of value' (Interviewee 1, 2014), perceiving the importance of this element making a positive contribution, especially through improvement of processes.

None of the current three strategic initiatives investigated focussed strongly on improvement of products, but focus on such improvement appears to be inherent in the Firm's routine processes and practices as it recognises the need to be vigilant of market requirements and competitor responses. A respondent indicates new offerings to be: 'New business products including the pastry line, muffins, cookies, premium line bakery products etc.' (Interviewee 10, 2014, Second Firm).

Outcomes are impacted by influences and conflicts that occur in strategic initiatives development. The preferences of customers and other stakeholders also impact outcomes actual and perceived. According to a respondent:

'For profit, quality in terms of keeping our reputation... that is, keeping the goodwill out there, and making sure you have a wholesome product, it tastes good and it is something that the customer wants.'

(Interviewee 6, 2014, Second Firm)

The Second Firm has hundreds of competitors locally but three major contenders for increasing market share. Whatever drives demand, especially locally has to be linked to the outcomes of efforts at strategic renewal. This is part of the drive to keep products low cost and qualitative, two objectives linked to strategic initiatives D and E especially. External forces significantly impact efforts and outcomes, and level of success in adding value, as the Firm seeks to renew and build through capabilities and competitive base.

A respondent highlighted the continued drive to renew strategy, declaring that 'as the economy decreases, the competitive base grows, so the firm must grow or die' (Interviewee 8, 2014). The firm intends to pursue a new initiative to grow, working on a specialty, as well as export options with products that can travel, its own or in partnership. Once it develops a new product, it tends to be able to mass produce it. The current three initiatives provide a basis for growth and differentiation, but the level of responsiveness is still hindered to some extent by factors both internal and external. The key performance indicators are seen as key to reduction of the hindrances.

'KPIs were developed by Senior Management to ensure that the controls are functioning effectively. This would increase efficiency and through this, would increase in ability to better identify areas where we need to work or improve on. In terms of implementation, the KPIs communicated to the middle management or supervisors would then assist them to ensure that the KPIs are adhered to or followed - improvement of debtor days, variance analysis of raw materials usage to minimize wastage, leakage or theft, completion of credits, billings and collection of monies to terms.'

(Interviewee 7, 2014, Second Firm)

In addition to the above input by a respondent, document analysis reveals that externally, the prices of some of its major raw materials ingredients have been capped, limiting its options to further reduce price or costs. It is considering alternative sources of energy, and the amending of methodologies internally including approaches to being green and use of new equipment to enhance consistency and reliability. These elements support strategic initiative E, related to D. In maintaining its reputation and market share, it also engages in protecting the industry and guiding it in a positive manner for customers to benefit. With regard to the future, the company continues its ongoing search for ways to redefine itself. A respondent confirms this:

'Some market research occurs to see what the others are doing out there, in our field, in a related field or just generally, benchmarking and seeing any new ideas or other things that other companies are doing both locally and overseas.'

(Interviewee 3, 2014, Second Firm)

5.4.9 Summary

The system and means for implementing strategic initiatives incorporate configurations and competencies both supported and limited by resources financial and social, and by orientations, structure, culture, management influences and control, capabilities and other interactions. Considerations of requirements, assessment, behaviour, practices, activities and outcomes related to the initiatives have to be incorporated in efforts to manage their particular projects, resources and constraints. In Figure 18 is shown the most important elements and directional relationships in strategic initiatives implementation in the Firm, indicating how some factors influence others. Head Office, Government or other primary stakeholders specifically establish and communicate their guidelines and requirements. These include the available assistance and resources, which availability can help the Firm increase its responsiveness and level of adaptability. When these elements of governance signal such requirements and assistance to the Firm, it has leeway for better renewing strategically and newly positioning its offerings to gain or maintain advantages.

At the Second Firm, planning is not conducted by any single manager nor in isolation. The teamwork is supported by a 'culture' that has frequent meetings and communication inherent, incorporating personnel from all levels of the Firm and its Parent company as it deems relevant or necessary. Middle management is now encouraged to greater involvement in strategy but still their roles encompass more leading and overseeing the implementation of the strategic initiatives. Mechanisms employed to execute the associated projects focus on uniformity of activities supporting the particular project and its outcomes. However, there is still leeway for increased sharing and learning across projects, strategic initiatives and the firm. The Second Firm intends to achieve successes as it indicates that failure, even from the viewpoint of the Parent Company, is not an option for tolerance. Those who influence activities for development of strategic initiatives, provide guidance and training on increasing interactions and interlinkages. This for example occurs in Strategic Initiative F, training for Supervisory Management. In this way, value both quantifiable and non-quantifiable can be more definitely added, as the firm strives to innovate, renew and grow in the long term, while maintaining its core competencies to serve and satisfy its customers and markets.

The data related to the six strategic initiatives and their implementation was presented in Chapter 5, focussing on elements of analysis and incorporating activity theory as well as aspects of organizational learning. Each strategic initiative was described including the management of its projects, activities and other implementation means. The findings from Chapter 5 are summarised in Table 14. The next Chapter provides critical analysis, interpretation and discussion, highlighting integration, interactions, and contradictions across the six strategic initiatives and two firms. It also concentrates on analysis across cases and within the context of the strategic initiatives. It further incorporates effects on and of activities and organizational learning, exploring developmental influences of capabilities and impacts on strategic renewal efforts and outcomes.

Table 14: Summary of Findings from this Research and Study

Research Area/ Topic	Key Findings overall <ul style="list-style-type: none"> ●Examine SII capabilities ●Role of SPM in SII realities ●Activities of MM in SII and SPM ●SR Exploitation and Exploration ●Themes: Execution, Influences, Effectiveness, Outcomes 	Findings in light of Research Questions and Theoretical Lens		
		Findings for Main RQ: <i>How can the implementation of strategic initiatives through strategic project management, contribute to new and/or improved capabilities?</i>	Findings for RQ Sub-Area 1: <i>How do strategic project management processes and practices support the implementation of strategic initiatives improving capabilities?</i>	Findings for RQ Sub-Area 2: <i>What influence does the middle manager have in strategic project management and implementation of strategic initiatives to improve capabilities?</i>
1 Strategic Initiatives (SI) and SI Implementation (SII).	Strategic goals and objectives are implemented and interlinked by SIs as they orient to stakeholder requirements in dynamic context. Level of SI processes or outcomes affected by cultural elements	By timely SII, day-to-day realities better faced. Efficient, responsive and flexible SII allows greater scope for SI variation. This confirmed in this context.	SII involves implementation of SR projects that if integrated promote linkages and learning. SPM promotes clarity in orientation to better facilitate change. Some contradictions	Middle managers researched have viable competencies which enables generation of ideas and leeway to train for avoidance of failure of SIs. They pursued SII key targets
2 Strategic Project Management (SPM).	Confirms the literature that SIs are implemented through projects and can be structured as program in portfolio(s) to effect SI outcomes. Degree of sharing and learning depends on capabilities and context that influence best practice	SII processes and practices can be better blended by using SPM that supports networks of resources and interactions to learn and do. SPM capabilities must be relevant for the firm in SR.	SPM interrelationships promote learning. Activities performed helped enhance capabilities. Despite cohesion, some maturity constrained by limits on knowledge access. Change presents challenges.	MM sensemaking and sense-giving help promote new ideas and the interlinkages they establish inside and out, help better coordinate deployment. Some challenges also experienced.
3 Middle Management (MM) .	Some difference exist in internal context and culture so interactions levels differ. Greater role for MM to be fostered more, to enhance their significant input to SIs, and to networks that enhance relations.	Communication and execution are influenced by MM, who mediate, and maintain vibrant activities and outcome. Experience, training boosts sensegiving.	SPM is utilized by MM who mediate, a role that enables better resources acquisition or deployment to help improve capabilities and SR efforts and outcomes.	MM help plan for execution of SIs, configuration of portfolio, projects, programs that support goal and outcomes. Help determine best partners and competencies.
4 Strategic Renewal (SR).	Firms pursue SR according to strategic orientation and survival needs. Knowledge and capabilities both assist and constrain. Context and inconsistencies also impact effective processes that allows competitive edge.	OL promotes SR and aids best practice SII activities. More sophistication and sharing of knowledge and skills to reduce complexity. More effective combination of strategic orientation need	Crucial to select right projects at the right time. Proactive SII and SR can assist capabilities to extend to explore new ideas incorporating lessons learned. Good configuration can assist better movement to integrating	They enhance the complex processes of SII which vary across firms. Diversity of SIs, MM and areas studied show formality, monitoring, commitment and resource levels are critical to sustain SII

Chapter 6: Further Analysis, Interpretation and Discussion

6.1 Introduction

This Chapter additionally elaborates the findings and more critically examines them, both supporting and extending the previous Chapters 4 and 5. After reducing and condensing the data, an integrated approach is taken in this Chapter as management, influences and outcomes in the strategic initiative(s) implementation, can impact other elements or areas in the firm and in other firms. It comprehensively structures, details, scrutinises, interprets and discusses the data collected from six case studies, strategic initiatives A, B, C, D, E and F. Data was gathered and a balanced approach used, linking with theory, to analyze the generated findings. These make manifest implications for strategic initiatives implementation to renew and make more competitive firms in Barbados, and from other developing and developed nations.

In-depth analysis of data allowed a pattern to be found. Other data or cases examined, allowed checks for a match of previous pattern. After completion of all case write-ups, comparison of data from all strategic initiatives at the different firms is supported. These are, in effect, evidence resulting from examination, triangulation and replication. Innovative procedures and the 'unique qualities of the data are considered when comparing the data sets' (Guest et al, 2012). Moreover, the further cross-case analysis with qualitative methods (Miles and Huberman, 1994; Eisenhardt, 1989), link positive and negative elements, as well as differing views, to enhance analysis while minimizing inconsistencies, as was noted how data for one case matches or varies from the other cases analyzed. However, the 'contradictions created from different sets of data' may not be resolved (Payne, 1997), despite arguments by theorists that the researcher's creativity and critical thinking can be expanded by contradictory data.

'Data analysis frequently overlaps with data collection' (Eisenhardt, 1989), so in conducting further analysis and interpretation, elements are matched to the research question and conceptual framework, supporting the research aim. This also allows greater focus on middle management use and support of strategic project management and other means to implement strategic initiatives and better contribute to new and/or improved capabilities. Further explanation and comparison make easier the examination of similarities and variations so that theory and logic can be justifiably

corroborated, reinforced, or refuted, enabled by refinement of the conceptual framework where necessary. This is also to strengthen confidence in the findings. Analyzing across the six strategic initiatives, linking major themes, considering interactions, this comparative section is therefore expected to support further investigation, modification and implications, best contributing to identification of solutions and ways for improvement. Research gaps show that there are conflicting prescriptions surrounding strategic initiatives management and middle management roles. Data analysis associated with interpretation and discussion of outcomes, facilitating conclusion and recommendations, is expected to result in a strong foundation and new theory and framework to resolve conflicts revealed.

Incorporating capabilities and activities, across the six cases, first there is focus on environment, orientation and impacts on strategy execution and strategic initiatives. This includes complexities such as culture, structure and dependencies, linked to benefits and challenges in strategic initiatives implementation. Secondly is dealt with managerial and strategic project management factors incorporating roles, connections, configurations, capabilities, and outcomes. Thirdly, interactions of elements surrounding major themes execution, influences, effectiveness and outcomes. These linked to the research question and discussed within the theoretical lens, all lead to both theory confirmation and upgrade, incorporated with gaps in the literature and implications made manifest.

6.2 Analysis across Initiatives A, B, C, D, E, F Linked to Strategy Execution

6.2.1 Orientations - Strategic and Project - Impacting Strategic Initiatives

'If wheat is lost, prices will soar; if oil prices are up freight charges will go up: It would impact locally as well, it is a domino effect in terms of our suppliers locally and that is passed on to the company and possibly our customers as well'. (Interviewee 3, Second Firm, 2014)

The above respondent confirms aspects of the dynamic environment of manufacturing firms. Firms in dynamic business environment, implement multiple initiatives (Dawson, 2003; Pettigrew et al, 2003; Farjoun, 2002). With strategic discontinuities internationally, and increasing complexity in their markets, both the First and Second Firm, perceived the necessity for implementing at least three initiatives linked to their strategic goals and their dimensions of strategic orientations. In an industry such as

Manufacturing and given a dynamic environment, managers at both firms can allow more the complementary blending of strategic orientation dimensions of market, innovation and learning (Menguc and Auh, 2010; Grinstein, 2008). Literature supports this blend, to better enhance strategic flexibility (Johnson et al, 2003) and performance outcomes. This can prevent otherwise disjoint in the firm's diverse functional units, that may circumvent full alignment to needs, market and customer requirements.

Depending on the strategic orientation being pursued, whether market, innovation or learning aspects, or even these combined, the associated goal, purpose and objectives can be manifest in strategic initiatives and projects pursued singly or collectively. The degree of comprehensiveness of the configuration (Lawson and Samson, 2001), in combining dimensions of strategic orientation (Pearson, 1993), indicates the opportunities the Firm perceives for chances of success, as it engages in activities either 'exploitative or explorative' (Lubatkin et al, 2006). Some projects associated with initiatives are executed interconnected or with goals in conjunction, but at both firms, better interlinkages across initiatives can more viably support orientation dimensions for strategy and projects, and enhance learning features and renewal efforts for the firm.

Both firms have to some extent invested in the creation of a learning environment in order to advantageously compete. The benefits of the Second Firm's learning interventions can be perceived as it implements its strategic initiatives and gains from success levels from its associated projects. Both firms utilize projects as facilitators of learning characteristics as they are planned, executed and evaluated. Such elements of strategic project management can help further reduce challenges. Resources, including time, human and other, can be more appropriately invested and productively used to boost performance outcomes, allowing the firm to grasp opportunities and more sustainably compete. However, both firms need to maintain more holistic consideration of the initiatives being implemented and the progress, position and interlinkages of each, so that scope, duration and effort levels can be more appropriately and realistically sequenced. Leaders, managers and workers need to better perceive their roles and responsibilities in relation and tandem with others. This approach can better facilitate the impetus for change and greater appreciation for the impact of one initiative on others, especially given impacts from culture and other complexities.

6.2.2 Complexities such as Culture, Activities and Dependencies Impacting Initiatives

The Firm's positioning through its strategy links with first- and second-order fit. Analysis of empirical data reveals that the firms seek to improve their strategic orientation and implementation of strategic initiatives. They employ configurations and means for integration (Farjoun, 2002) to gain benefits from activities performed and accomplishments across projects, initiatives or the Firm's sub-sections, with a view to attaining strategic renewal, and sustaining advantages. Respondents acknowledge that it is difficult to share expertise and that a significant number of activities across projects and strategic initiatives differ. Although there are elements that overlap in implementing the projects and initiatives, interrelations in the strong culture in the firm, and interactions internal and external, also generate impacts and inconsistencies.

Table 15: Views on culture impacting strategic initiatives implementation

Strategic Initiative A	Strategic Initiative B	Strategic Initiative C	Strategic Initiative D	Strategic Initiative E	Strategic Initiative F
<i>'The CEO's vision drives the choice of strategic initiative, and such is influenced by environment and culture.'</i> (Interviewee 8, 2011)	<i>'Staff high turnover at the lower levels apart from just effects from the fire. This has implications for continuity and culture.'</i> (Interviewee 4, 2011)	<i>'Commitment to the strategic initiative is reasonable. This is linked to the culture.'</i> (Interviewee 5, 2011)	<i>'The Customer Service Excellence Initiative involves continuing to engender service culture. The buy-in of staff is necessary.'</i> (Interviewee 10, 2014)	<i>The Firm has this culture that the people are its strongest asset. Initiatives go through a slow transition period. People jump on fast and you get pulled along, so at the end of the day it is signed off. Everybody is on board from all different levels.'</i> (Interviewee 5, 2014)	<i>Strategic renewal is in most cases revolutionary in terms of this initiative. It is hoped to change the culture, looking at the firm in terms of its mission, values, and then trying to inculcate that culture, ensuring that you get what the mission requires and what the values are, so that it is a culture-change process.'</i> (Interviewee 3, 2014)

Table 15, provides some views of respondents, on culture impacting strategic initiatives implementation at both Firms. While both firms who engage in export to regional and international markets, have a relatively small market presence there, the local market has a strong preference for their products of ice cream and bread. With strong external environment impacts, especially the local recessionary economy, the firm can be oriented and motivated to more instances of strategic renewal. They can be forced to find new and innovative ways to compete, while simultaneously trying to enhance core competencies, to reduce vulnerability.

Both firms have a strong culture. This impacts the six cases of strategic initiatives, the structure or configurations that support them, and the processes and practices that can help improve understanding, decisions, actions and interactions at various levels, supporting aims to secure performance outcomes. Hierarchical influences are strong especially in the First Firm initiatives A, B and C, but are not to be underestimated in terms of impact on strategic initiatives D, E and F, for the Second Firm. Across all initiatives, the dynamic environment, necessity for change, and importance of people and their capabilities, are acknowledged. Apart from the dynamic environment (Raps, 2005), it is not easy for managers to implement strategy. As was found in Caribbean context by Punnett et al (2006), data shows that managers' willingness to consult more openly, and engage in open communication, teamwork and power sharing, is constrained as they experience implementation difficulties from both managers' and other employees' lack of education, training and experience.

Measures are taken to improve capabilities in both firms, but those at the Second Firm appear to more proactively target deficiencies in competencies. Data analysis showed that for all strategic initiatives, employees fear of being perceived as deficient in skills and being insufficiently rewarded, can encourage their inertia or hesitancy in accepting increased responsibility and authority. Overall, levels of commitment to strategic initiatives are reasonably high. The reality is that managers still benefit from top-down decision making, and significant power is retained at top of the organizational hierarchy.

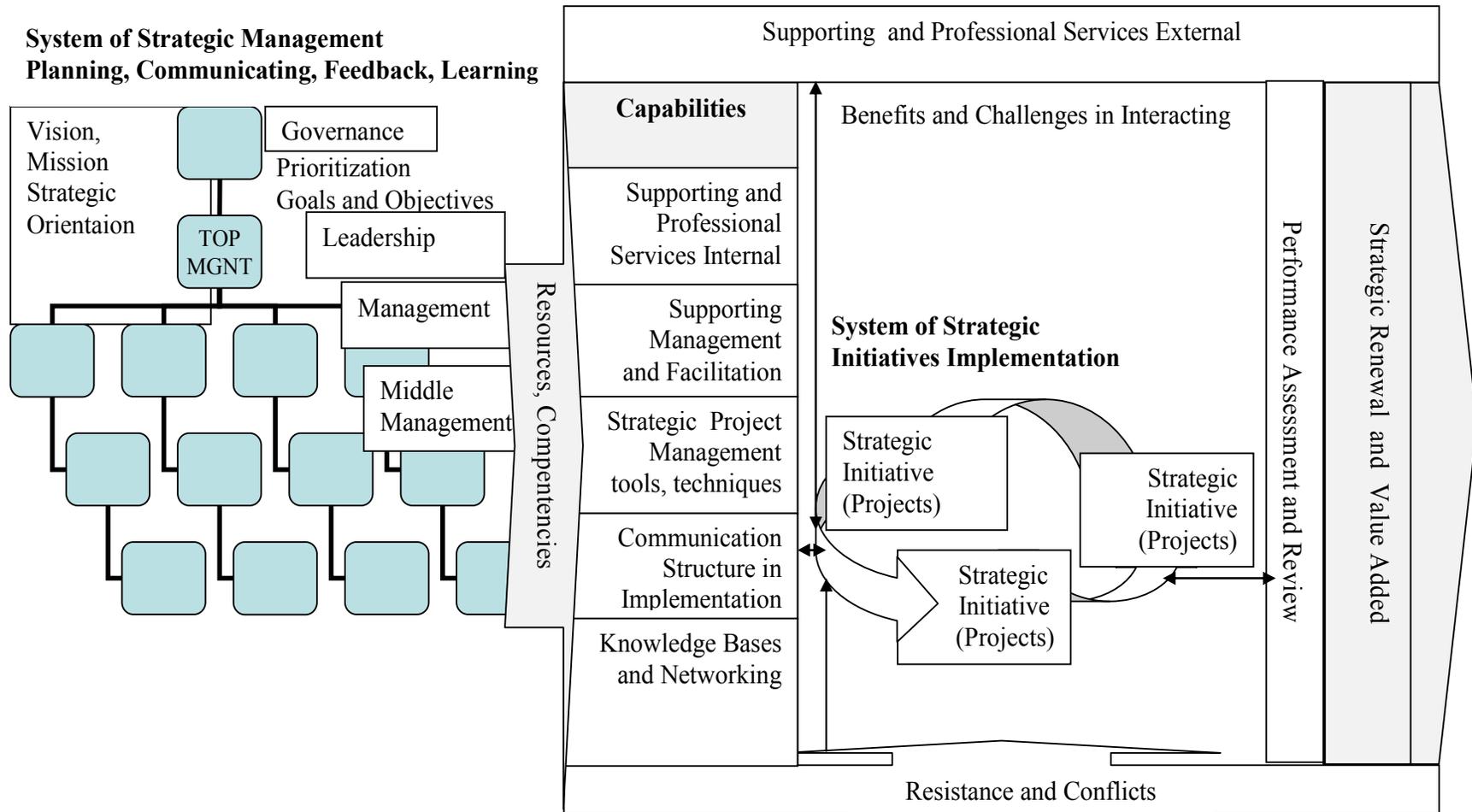
Analysis related to all levels of management at both firms, shows strong organizational culture. Courteous interaction is largely in evidence at both firms, but at the Second Firm, formal structure more facilitates sharing which still appears to occur to a limited extent during strategic initiatives implementation. The structure in the system of

strategic initiatives supports this good signal. This is held up by the fact that unlike the First Firm, whose manufacturing plant had been destroyed and is currently being rebuilt, the Second Firm with its existing automated plant, can in comparison, be impacted less by strategic discontinuities. Rational decision making in the Second Firm is also better facilitated by the comparative level of education and skills of managerial staff who, generally speaking, enjoy better employment terms in nature more long term or with benefits more significant than in the First Firm. Devolution of authority in the Second Firm is more in occurrence and flexibility than at the First Firm.

Both firms currently seek for more comprehensiveness to their dimensions of strategic orientation. Such orientation translates into choices and measures to proactively or reactively improve strategic fit through strategic initiatives, projects and activities, both exploitative and explorative, expected to improve chances of more advantageous outcomes. In interlinking their processes, practices and activities, both firms experience instances where grievances are dealt with. A respondent indicated that employees can improve commitment if there is more indication that 'the firm cares'. Belief in teamwork at both firms is a positive sign that with a strong culture at both, strategic initiative implementation effectiveness can thrive. At the First Firm, managers and employees whilst indicating their willingness to conform to processes and practices, as at the Second Firm, find it necessary to maintain confidentiality. Not all express the desire to stay with the firm on a longer-term basis, as more recognition is desirable.

At both firms, performance is driven by remuneration, but managers at the Second Firm most indicated that staff turnover is very low as remuneration and benefits are satisfactory and at best, very high compared with the industry norm. Figure 29, informed from literature and data analysis, indicates that in addition to business environment and cultural impacts on them, strategic initiatives also affect different parts of the firm. Strategic initiatives are interconnected and impacted by complexities including structure, resources and culture. The interactions are influenced by management, and have processes and practices implications for activities. Figure 29, illustrates that strategic initiatives A, B, C, D and E, with associated projects and interlinkages, attract resource demands in competition with normal operations and other transformation functions in the firm's internal business environment. The management at both firms recognized from the inception, that trade-offs need to be made.

Figure 29: Some Complexities Impacting Strategic Initiatives



Sources: Documents/Reports of Firms; Data from Respondents; Informed from Literature

Implications from data analysis are that integrating leadership, management and departmental human resources in coordination efforts across the firm can help reduce challenges. Moreover, the Second Firm was more proactive, in engaging more timely prioritization in strategic implementation, focused on key performance indicators in strategic planning. These indicators can be better linked to strategic objectives, measures or improvement targets. At both firms, there is a system in place for ensuring ongoing review of the strategic plan with goals and objectives, relative to implementation, using an implementation timeline to assist the matching of strategic intent with actual impact. This helps to aid in the reduction of complexities and conflicts, while greater integration in communication, knowledge and networking can also assist both top and middle management to enhance processes, practices or activities in implementing strategic initiatives and projects.

To enhance strategic initiatives and strategic renewal, both firms can 'innovate more, and support spontaneous behaviour' (Burgelman, 1984), for roles and interactions to increase productivity and performance. Data analysis indicates that both firms recognize the need to do so, but they must be willing to face the associated 'uncertainty characteristics' (Keizer and Halman, 2007), and improve their risk management capabilities. The next section deals with management, roles and interconnections.

6.3 Management and Other Factors in Initiatives Implementation

6.3.1 Middle Management and Strategic Project Management - Roles, Connections

This section presents the management influences within and across strategic initiatives. The research emphasizes how crucial strategic processes and practices are to strategic initiatives implementation and outcomes. The extent of use of strategic project management practices and techniques will also influence the effectiveness and efficiency associated with the performing of activities and the level of maturity and success for the firm. Additionally, management of firms can be astute enough to recognize that when managerial talent is deficient it can temporarily inhibit the firm's objectives (Penrose, 1959), and seek proactively to address the likely hindrance.

The data indicates that managers at both firms, can find the full application of strategic project management and the efforts needed to drive the firm to highest levels of related maturity, too complex and challenging. Some can therefore balk at greater need to

better structure and improve the system of strategic initiatives implementation. This needs to be alleviated, so as to potentially achieve greater benefits. These can be gained even from organizing and learning from enhanced processes that can more positively influence planned strategic outcomes. There is leeway for both top and middle management to improve support of such factors and more fully develop the firm. However, the data does not show that the levels of management are in support of such system-wide integration and enhancement. Moreover, literature indicates that 'expectations of key stakeholders about the role of middle management, is still ambiguous' (Wooldridge et al, 2008), and can result consequentially in their role transition in strategy being inhibited as top management limits their flexibility and autonomy. A Second Firm's respondent supports:

'When it comes to the actual planning, I do not think we are involved in that. Implementing stage falls on us in terms of making sure that there are resources, adequate raw materials, manpower and that type of thing. We will be in contact with persons to make sure that we have everything on site, readily available; and again from the manpower perspective, making sure we have the right people doing the right things. We do have meeting with our Manager and so our chance to say what challenges we might face, whether you have the expertise on hand, or is it adding value to what we are doing now. The idea itself, he would then take through the ranks; quality and costing and that type of thing. Quality plays a big role in terms of establishing the SOPs and so on.'

(Interviewee 6, Second Firm, 2014)

Within both Firms, top management encourage middle management, and there is evidence of their role incorporating both directing or supervising and sustaining implementation of strategic initiatives. However, Top Management still appear to largely maintain and avoid threats to their self interests. As in some developed and other developing nations, in Barbados, 'for superior-subordinate relationships, it is of importance that respect, loyalty and deference to authority be maintained, and management is participatory and consultative' (Punnett et al, 2006). Although at both Firms, there is no evidence of top management inhibiting middle management further developing, there does not appear an explicitly large agenda to assist middle management powerful linkages with other stakeholders. In some cases however, a more active strategic role is encouraged for them, especially at the Second Firm. Some middle managers, especially at supervisory levels, are hesitant to upset the status quo or current communication flow. Others indicate that there is room for improvement, but other elements allow them to maintain satisfaction levels. Using the matrix proposed

by Floyd and Wooldridge (1992a), indications from the data resulted in Figure 30, which shows that while the roles of middle management in implementing initiatives in the First Firm are more influential downward, in the Second Firm, the influence is in both directions - downward and upward, with downward influence still being greatest.

Figure 30: Comparison of Middle Management Roles Related to Strategic Initiatives

		Behavioural Activity	
		Upward Influence	Downward Influence
Cognitive Influence	Divergent	Championing Strategic Initiatives	Facilitating Adaptability
	Integrative	Synthesizing Information	Implementing Deliberate Strategy

In Both Firms
 In Second Firm only

Sources: Floyd and Wooldridge, 1992a; Data Analysis of Strategic Initiatives

As most companies' development portfolios can result in poor performance with low-impact projects, projects taking too long to get to market and higher-than-acceptable failure rates, the solutions to these include integrating portfolio management and building in resource capacity analysis (Cooper et al, 2000). This can be encouraged through each firm perceiving strategic project management as important. Results from examination of literature (Ibbs and Kwak, 2000; 2002), theoretical framework and analysis of empirical data in both Firms, allowed manifestation of Figure 31, which shows that strategic project management can be regarded as a nucleus in implementation of strategic initiatives, basis for activities and a means for generating outcomes and development. Yet although both firms engage all considerations in Figure 31, they vary in the extent of the importance of each element. The Second Firm is more mature in its approach incorporating portfolio, programme and projects as part of the system of strategic initiatives implementation. Figure 31, indicates that strategic management facilitates aligning objectives of projects selected with strategic goals and purpose, and emphasizes considerations of capabilities, technologies, networking and priorities. Relevant criteria supports elements such as diversity, value and performance.

Figure 31: Strategic Project Management as a Nucleus in Implementation



Sources: Documents/Reports of Firms; Data from Respondents; Informed from Literature

A consideration for example, can be whether the correct projects have been selected heeding customer demand and the firm's capacity, appropriately sequenced with attention to relevant priority. Another consideration is whether key objectives have been achieved for each intervention so as to maximize contribution to value and savings for other endeavours or shareholder reward. Strategic project management as a central strategic capability is to support greater flexibility in strategic initiatives implementation.

6.3.2 Effectiveness - Capabilities, Resources, Learning, Improvements

The Firm's strategy is implemented through strategic initiatives. Data from both firms show that there occurs elements of effectiveness in their system of strategic initiatives implementation. However, Appendix Q, shows that there still exist critical need for each firm to increase its maturity levels concerning strategic project management.

Projects are used as a means for execution of strategic initiatives, but increases in linkages between some projects and at the different strategic levels can better support strategic initiatives implementation and the firm's development. Strategies involved in implementing projects while securing outcomes from regular operations, serve to assist optimal coordination of endeavours. Both firms can improve interactions in processes, practices and activities for this to improve. For example both firms seek to source or institute systems for reduction in expense of materials or ingredients, make adjustments to equipment and other elements for greater yields in manufacturing and production, increase or improve retail fleet or delivery trucks, and get more of the final product(s) out to retailers in more timely fashion. These factors are expected to support performance and value added. Nevertheless, a reassessment of capabilities can be necessary and enhanced auditing can assist effectiveness.

At both firms, Management views of enhancing project management, functional coordination and firm-wide learning were limited, indicative of the need for the firm to augment its level of maturity relative to strategic project management. Appendix Q supports this, being informed from the literature such as from Ibbs and Kwak (2000; 2002), and analysis of empirical data. By linking capabilities and levels of project management maturity, there can be leeway to enhance learning levels for both firms. For the First Firm, newer approaches such as redesigning of the firm and its processes to strategically innovate, can afford customers greater value and generate greater effectiveness and improved outcomes. By increasing levels of organizational learning, the firms can 'move from merely professionalizing essential processes' (Stummer and Zuchi, 2010). They can go as far as the level of 'triple-loop learning, considered even more vital in dynamic environments' (Wang and Ahmed, 2003), necessary to innovate and perform faster and better than competitors. Both individuals and groups can recognize requirements, constraints and possibilities through 'interactions within and outside the firm, to better develop systems, structures and strategy' (Shrivastava, 1983).

Mechanisms better designed to manage and interrelate, are expected to enhance strategic renewal efforts and results. Better use of management capabilities in strategic project management can assist both firms to processes alignment and practices improvement in key areas. More specifically, where it is possible to integrate the activities supporting investments in strategic initiatives and related projects, this can

better enhance their management and best practices linked to the associated activities, and the improvement of competencies and capabilities. In both firms, it is realized that implementation of the strategic initiatives requires altering patterns in the firm's routines. It also involves effectively managing specifically associated activities, heeding dynamism impacting both internal and external business environment. In the implementing of all initiatives, both firms focus on standards to be maintained so that requirements can be met according to governing and other institutions, legislation, market and other current trends.

Both firms intend to increase capacity of production facilities and to upgrade especially through state-of-the art technology for their particular processes. Their initiatives are to help allow these and other objectives. However, at the First Firm, innovation is of greater importance in their strategic orientation. At the Second Firm, to better 'drive their competitiveness' (Cleland, 1999), more 'innovative projects' can be utilized (Artto et al, 2008). Nevertheless, they do benefit from strategic management configurations that are distinctive, and better aspects of 'middle-up-down management' (Nonaka, 1988).

Results from the analysis of data indicates that core competencies can still be improved at both firms to support the initiatives. This links to the necessity to better configure aspects of strategic initiatives implementation and project management, to enhance organizational learning and coordination factors. At the First Firm there is necessity to improve sophistication of tools and techniques to enhance capabilities. The Second Firm can additionally boost these by enhancing conformity to international standards especially in terms of safety and security in production facilities. By so doing, both firms can assist the avoidance of hindrances to success. The data analysis also indicates that consideration can be given, at both firms, to improving their orientation and management of initiatives or investments from a portfolio perspective. By so doing, resources and competencies can be better tied to overarching strategy, and allow for improvement in flexibility, to lead to the maximization of performance outcomes. There is leeway for increasing interactions socially within and across initiatives at both firms, to better capture knowledge and develop maturity levels, sharing and learning. Despite resource constraints and any negative forces from the business environment, supporting such interactions and development can enhance collective practices, networking, capabilities and strategic renewal. Top and middle management with

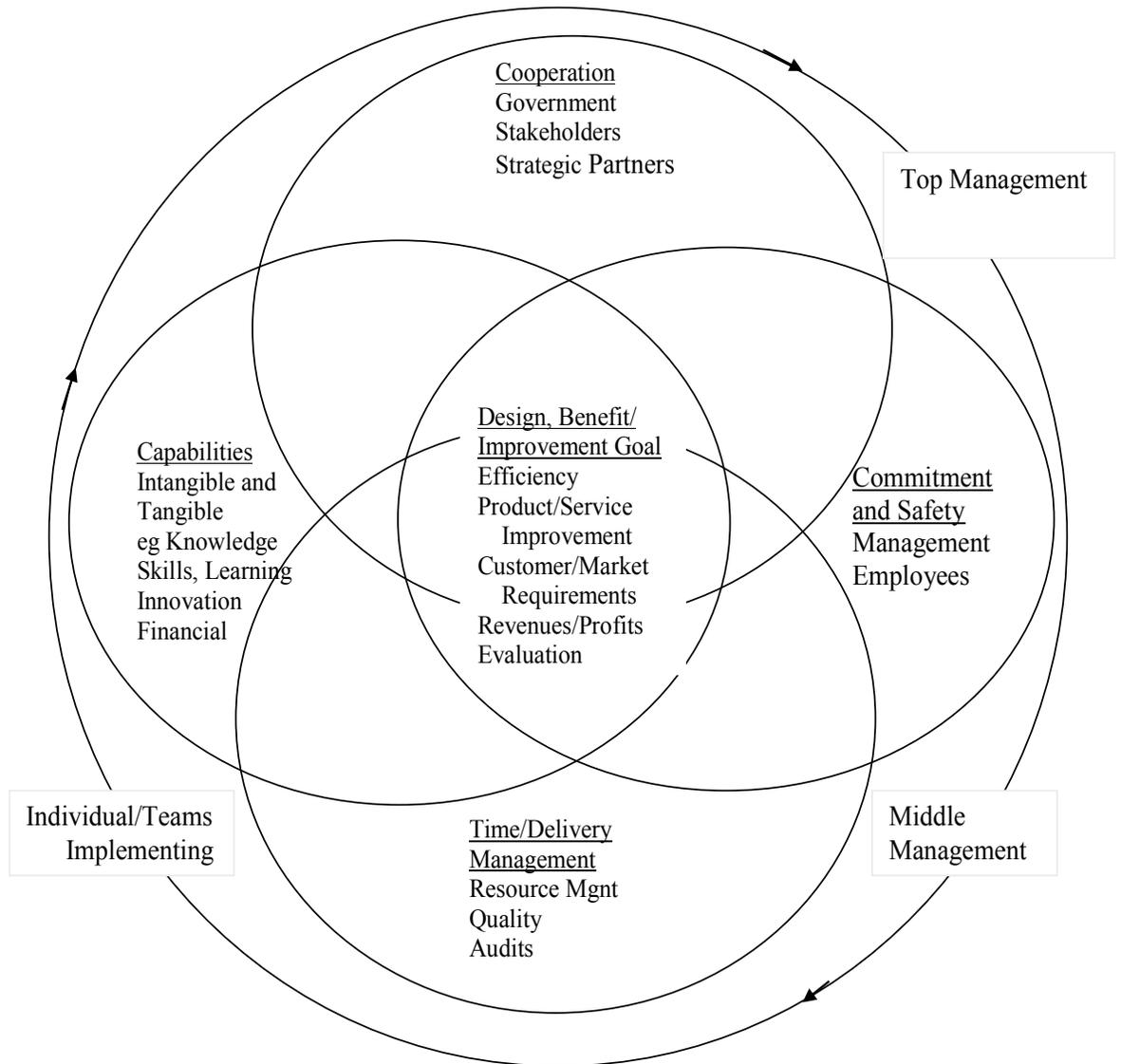
employees, can benefit from interactions to enhance the setting of key performance indicators to meet up-to-date standards and focus on critical success factors.

Forces in the dynamic external environment constrained both firms. Changes in elements, financial, economic, and political especially, affected resources availability for initiatives. This can translate to the level of effectiveness and attainment of strategic outcomes. Certain constraints especially impacted the First Firm and particularly its Plant Rebuilding Project, which relies heavily on Government and Partnership input. Both Firms, in the same sector, focus on certain 'critical success factors' indicated in Figure 32, which both the literature (Rausch, 2005; Kendra and Taplin, 2004; Okumus, 2003), and the empirical data indicate are key to each firm's strategic initiatives implementation and project management. A respondent states:

'Some of the things that we came up with to ensure that they do everything they are supposed to do, was to implement checklists. At the end of every month they would review the checklist to ensure that everything has been completed.' (Interviewee 7, Second Firm, 2014).

Both firms in the study must show 'favourable outcomes in the key areas of activities' indicated in Figure 32, for their strategic initiatives and firm to succeed (Rockart, 1982). They can approach these from an 'integrated perspective incorporating efficiency and effectiveness' (Belout, 1998). Data analysis reveals that both firms in the study, 'avidly search for value-creating issues involving reducing manufacturing costs' (Nikerson et al, 2007), and also strive to meet requirements and standards. Management and strategic orientation, stakeholder cooperation including employee commitment, meeting targets such as time or completion requirements, quality and innovativeness, market and other requirements, are also linked to their strategic outcomes including profits, maintaining competencies and reputation. These main elements are supported in related frameworks (Saunders et al, 2008, Stanleigh, 2006; Minarro-Viseras et al, 2005), and incorporating good leadership (Pourdehnad, 2007), should be heeded to avoid placing strategy and project attainment in jeopardy. Moreover, 'both manufacturing competencies and externally oriented capabilities are to be fostered' (Bendoly et al, 2007). Findings show that the firms conduct analysis and appraisal for initiatives and projects. 'Aligning resources demands with those available' (Morris and Jamieson, 2004), formed part of their strategic project management activities, assisting attempts to improve capabilities and maximize value.

Figure 32: Critical Success Factors For Strategic Initiatives Implementation in Firms



Sources: Documents/Reports of Firms; Data from Respondents; Informed from Literature

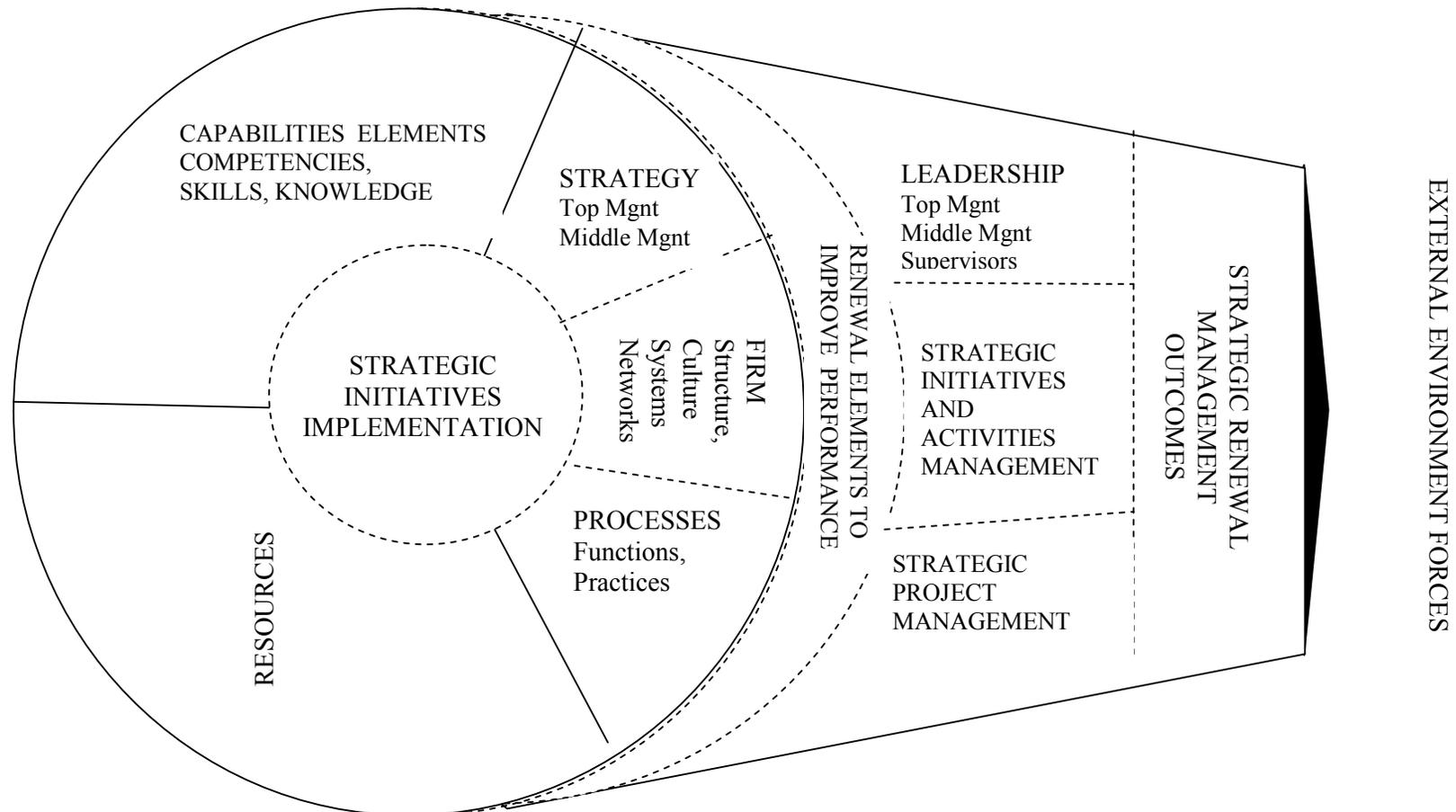
6.3.3 Outcomes of Strategic Initiatives Implementation

The level of performance of the firm will depend on its level of success in implementing strategic initiatives to improve capabilities and strategic renewal. Regarding this, there are certain considerations that relate to the attaining of advantages and competitiveness. Success with the initiatives will have as frame of reference the key performance indicators, if established, that will allow the firm to assess the consequences for capacity, process(es), and anticipated versus realized value-added. Figure 33, also shows some of the main elements, which processes, practices and activities make manifest the level of attainment of strategic renewal and advantageous outcomes resulting from the implementation of strategic initiatives and the improvement of capabilities in both the First and Second Firm. By renewing their strategy, redefining themselves and enhancing their competitiveness, the Firms are expected to increase their contribution to Food and Beverage sub-sector and the Manufacturing Sector.

Figure 33, arising out of the data analysis, is also supported by elements of literature (Okumus, 2003; Killen et al, 2008; Porter, 2008). Successful leadership and management of strategic initiatives to facilitate strategic renewal, is supported by factors to enhance performance. These involve attention to context, orientation, configurations, resources, capabilities, and associated processes, practices and activities to result in value added. Both firms, in striving to improve services, productivity, efficiency, and innovation levels, also seek to contribute further to the Manufacturing industry, vitally important to adding value and wealth to the nation. As with this and other industries that seek to provide and add value, both firms face pressures from crisis, cost, and quality requirements. The need to renew strategy is linked to intention to improve capabilities and survive despite forces in their context constraining them.

The Firms' objectives associated with strategic initiatives reflect their combination of strategic orientations and how they approach renewal. The study confirms that both firms relate their strategic initiatives to strategic renewal, but their inherent actions, structural arrangements and approaches show that at present their ideal renewal journey more involves adapting and shaping rather than innovating.

Figure 33: Some Main Elements of Strategic Initiatives Implementation and Renewal at the Firms



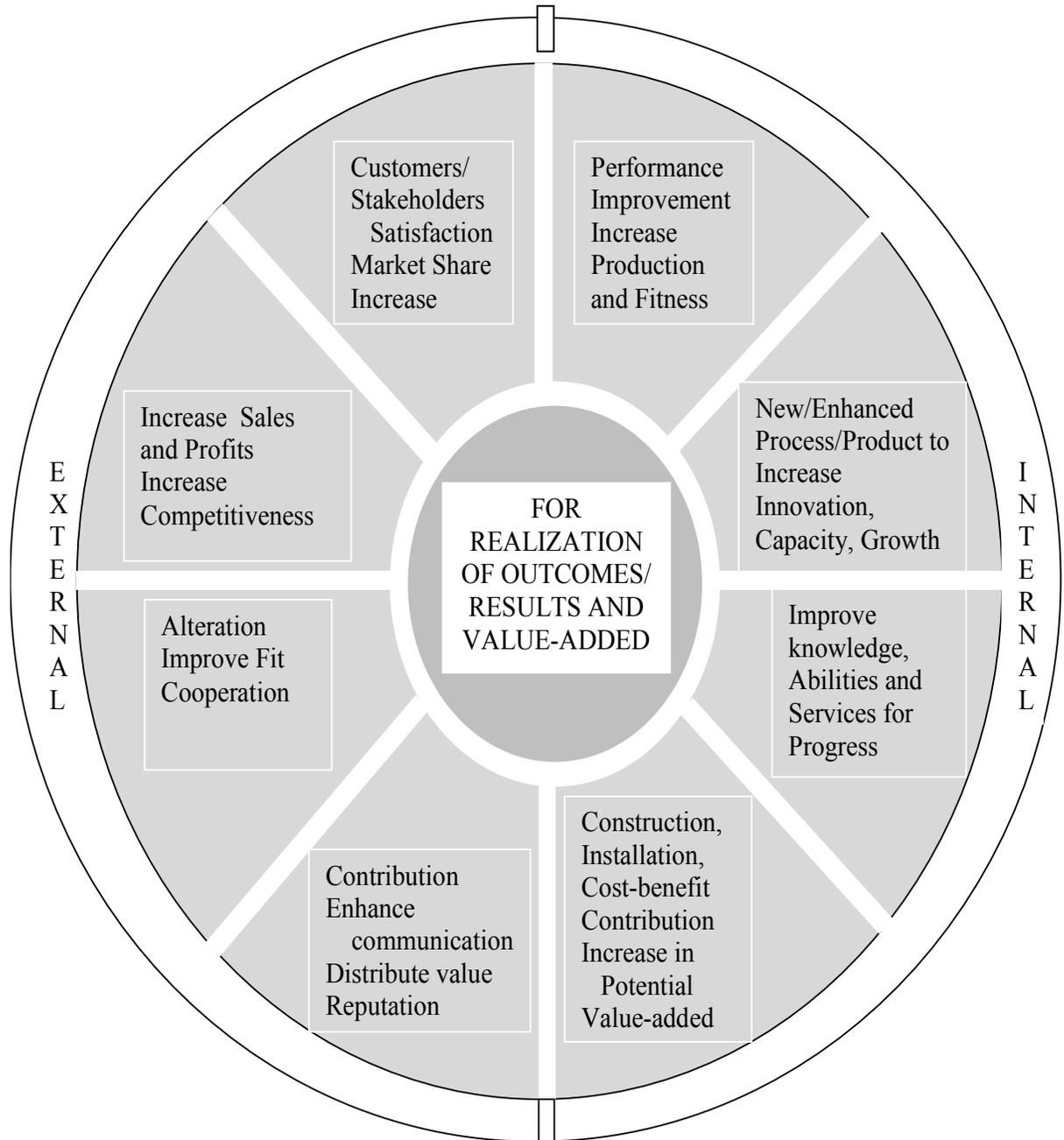
Sources: Documents/Reports of Firms; Data from Respondents; Informed from Literature

Middle management can better utilize strategic project management to improve capabilities. To 'innovate more' (Leibold et al, 2007), they can 'enhance learning and maturity levels' (Gareis, 2014; 2010) to enrich ideas and allow greater competitiveness. The First Firm seeks to contract and consolidate, considering retrenchment as it currently needs more to turnaround its performance to make it more viable. The Second Firm seeks to maintain stability, but is also willing to grow, given its parent company focus on diversification. It first focuses intentionally more on service and current products and markets, and on improving these.

Renewal for both the First and Second Firm, also hinges on how they organize initiatives and associated scope of activities, and the extent of employment of capabilities to better facilitate learning and sharing. 'Organizational learning' (Crossan et al, 1999), facilitates best 'balance of exploration and exploitation' (March, 1991; Benner and Tushman, 2003). This can be blended with 'skillful coordination and collaboration' (Kodama, 2011), good leadership and 'exploitation of social capital' (Jones, 2005; Wooldridge et al, 2008). Incorporating these with 'effective strategic project management' (Morris and Jamieson, 2004; 2005), can foster best deployment of resources used to implement strategic initiatives and related projects, and faster development and renewal. The outcomes from strategic initiatives organization, activities, and improvements, are linked to consequence involving advanced capacity, processes, product(s) and added value. 'Outcomes from activities depend on successful interrelations and interconnections' (Granovetter, 1992; Nahapiet and Ghoshal, 1998; McEvily and Marcus, 2005). Moreover, the outcomes allow more provision of opportunities for the initiatives and improved capabilities to result in timely strategic renewal, for the firm's 'processes, competencies and fitness' (Beer, 2005), to afford it more advantageous competitiveness.

Consequences or outcomes from the implementation of strategic initiatives to improve capabilities and secure renewal, once linked to 'strategic orientation' (Huang et al, 2011), are expected to favourably impact the firm's performance. How the Firms can consider consequences and focus on realization of outcomes and value added are depicted in Figure 34, derived from combined examination of literature and empirical data analysis.

Figure 34: The Firms' Consideration of Consequences and Outcomes



Sources: Documents/Reports of Firms; Data from Respondents; Informed from Literature

Initiatives implemented are expected through successfully executed projects, to increase fitness and improve performance, add value and satisfy beneficiaries. Strategic project management can enhance strategic flexibility, as it 'allows clearer information, goal specification, systematic effective decisionmaking and coordination, and measurable value' (Callahan and Brooks, 2004). This can help reduce 'implementation process challenges' (Klakegg and Haavaldsen, 2011), and promote consistency. It is indicated from current outcomes at the Firms, that the progress of each strategic initiative can differ. Some initiatives will benefit well from elements of critical success factors, while with others there can be found difficulty matching their actual progress to planned key performance indicators, where these exist. In addition, initiatives taken together, consuming vital resources, can place severe constraints on resources and capabilities of firms, so 'appropriate integration' (Halgren et al, 2011), is required.

At the First Firm, for example, difficulties are being experienced in implementing single projects concurrently, given financial and other constraints. The Second Firm by contrast, which appears to be less constrained financially. Yet it can also face social impacts as levels of resistance to new ideas and commitment to maintaining effort for the initiative and project goals to come to fruition in established timeframe, can impact. At both firms, given constraints whether financial or social, both top and middle management, can be required to increase their levels of interaction, communication and encouragement. This is to support more viable levels of strategic project management, and greater organization-wide learning as strategic initiatives are implemented.

Indications are, however, that these firms still rely on and focus more on traditional performance objectives linked to capacity, timelines and time-to-market, expenditure and performance of initiatives, projects and related resources and activities. 'Critical success factors' (Hyväri, 2006a; Turner, 2002), are utilized at both firms to support evaluation of strategic initiatives and projects outcomes. However, greater attention to 'key performance indicators' (Byde, 2005), benefit the Second Firm more, as it concentrates on these to facilitate translating best practices across projects within initiatives. To do so it utilizes elements of its structure, system and culture. Greater interaction of management with all stakeholders, can assist improvement of orientations and enhancement in processes and

practices supporting activities and learning in strategic initiatives implementation. The next section deals further with interactions.

6.4 Interactions between Major Themes in Data on Strategic Initiatives

6.4.1 Impact of Strategy Execution on Influences, Effectiveness and Outcomes

This section considers interactions affecting the execution and outcomes of strategic initiatives and projects. Strategic initiatives (Lovas and Ghoshal, 2000), are used by both firms to renew their strategy and provide them with greater chances of survival in dynamic business environment (Brown and Eisenhardt, 1995). The initiatives allow them to improve capabilities (Lechner and Floyd, 2007), as their management coordinate activities in configuration designed to support existing processes and practices. The strategic orientation at both firms focus on a blend of dimensions to support the need of their firm, market and stakeholders, with a view to attaining successful outcomes. At the First Firm, the initiatives implemented are to improve processes and practices linked efficiency of energy usage, improving production levels by rebuilding the plant to effect greater cost efficiencies, and innovation in power systems for their entire firm. According to a respondent (Interviewee 3, 2011), the management appreciates the necessity for a business plan, supported with financial statements for example, and with resources utilized, work or progress is monitored and where personnel are not working to expectation, replacement or training occurs in conjunction with technical and financial assistance.

Although there are similarities at the Second Firm, there are also contrasting elements as it concentrates on improving processes and practices. These are linked to customer service quality, reducing wastages and improving production, and improving management processes and practices through training. The initiatives were selected at the First Firm with overwhelming influence from top management, while at the second firm, middle management was allowed more input into their selection and variation. All three initiatives at both firms were retained as implementation developed, and although none were completed during the timeframe of the research, those at the First Firm were subject to more 'shocks' from business environment and other forces externally and internally. Nevertheless, both firms have strong cultures and a certain level of commitment from staff.

These are encouraged by management to continue pursuit of strategic goals through strategic initiatives with a view to attaining acceptable return on the firm's investments.

The firm's structure and resources supporting the strong culture, especially at the Second Firm, impact capabilities and management at all levels and influence the means, behaviour, and interaction in contributing to strategy execution. The degree of efficiency with which strategic initiatives were implemented, was impacted by how well these are aligned to the orientation, goals and focus of the organization, and the conflicts and resistance levels of persons involved in their development. The firm's capabilities for strategic project management also determined whether the 'fit of the project is with both strategic vision and advances' (Grundy, 2000; Stanleigh, 2006). This means for effectively implementing initiatives has a collective and mature standpoint to incorporate portfolio, programme and project aspects. Such advanced configuration of processes, practices, activities and techniques, that characterizes 'excellent practices in both business and project management' (Heerkens, 2007), was not optimally in existence at either firm although they employed certain aspects to implement initiatives, improve capabilities and renew.

For successful strategy execution at both Firms, the focus was more on market oriented necessities and so exploitation of core competencies. This was supported by other 'critical capabilities' (Beer, 2002), including management of capacity, coordination, communication, conflicts and commitment. However, at the First Firm evidence of exploration was made manifest in innovative aspects of the pursuit of alternative energy and 'greening' endeavours or projects. Both firms can consider more 'growth in the long term, through new products, services or production processes' (Lenfle, 2008), and improve means for the management of creativity. Both firms can also benefit from further enhancing their organization learning capability, even focussing more on how the culture can be changed to reflect necessary adaptation given existing discontinuities impacting the food and beverage and manufacturing sector. Moreover, by better blending 'explicit and tacit knowledge' (Jugdev et al, 2007), both firms can have greater chances through better balancing efforts, to both exploit and explore. Seeking such balance can increase new ideas and learning so that renewal ultimately results in even more advantageous gains, to be shared and sustained.

The two firms implement initiatives to redefine themselves, renew their strategy and improve chances of survival. However, results from data analysis indicated that although they perceive the necessity to improve their capabilities, efforts to enhance their knowledge management is not yet at optimum. This is not fully surprising in their context, given that effective management and maintenance of knowledge and related activities such as 'advancing distribution infrastructure technology and applications, and improving education of employees to create, share and use it' (Davenport, 1997), involves considerable investment. Evidence from literature (Nielsen and Michailova, 2007) and the empirical data, shows that firms can select strategy based on knowledge it has available and in use, and which fits its structures and environment.

Appendix K3, supports analysis of developing the six strategic initiatives at the two firms, indicating activities, interactions and resources involved. Empirical data analysis indicates that challenges and inconsistencies in implementation can overwhelm if not properly heeded and managed. However, once they are 'influenced by experiences gained in implementation' (Powell and Ambrosini, 2012), both Firms can in future enhance learning capabilities and use different strategies simultaneously. This is so as to better formulate and match key performance indicators, more effectively securing renewal and other performance outcomes. It is necessary to focus on the effectiveness of decisionmaking, leadership, management, implementation mechanisms, and supporting processes and practices to activities, outputs and beneficial outcomes, as highlighted in Appendix K4.

It is commendable that the Second Firm seeks to enhance its management processes, by utilizing middle management skills more in developing strategic initiatives so as to increase capabilities. This is as an 'organizational lever necessary to shape its capabilities' (Beer et al, 2005). 'Middle managers are unique' (Wooldridge et al, 2008), in having access to top management coupled with knowledge of operations, and project management, and so can accumulate and appropriately utilize relevant skills. Analysis of data reveals that the management team of the First Firm can benefit more from improving structures and interactions to allow its implementation efforts to make it 'more responsive and competitive' (Mische, 2001), as it more effectively deploys its resources to perform, given the dynamic environment conditions being faced.

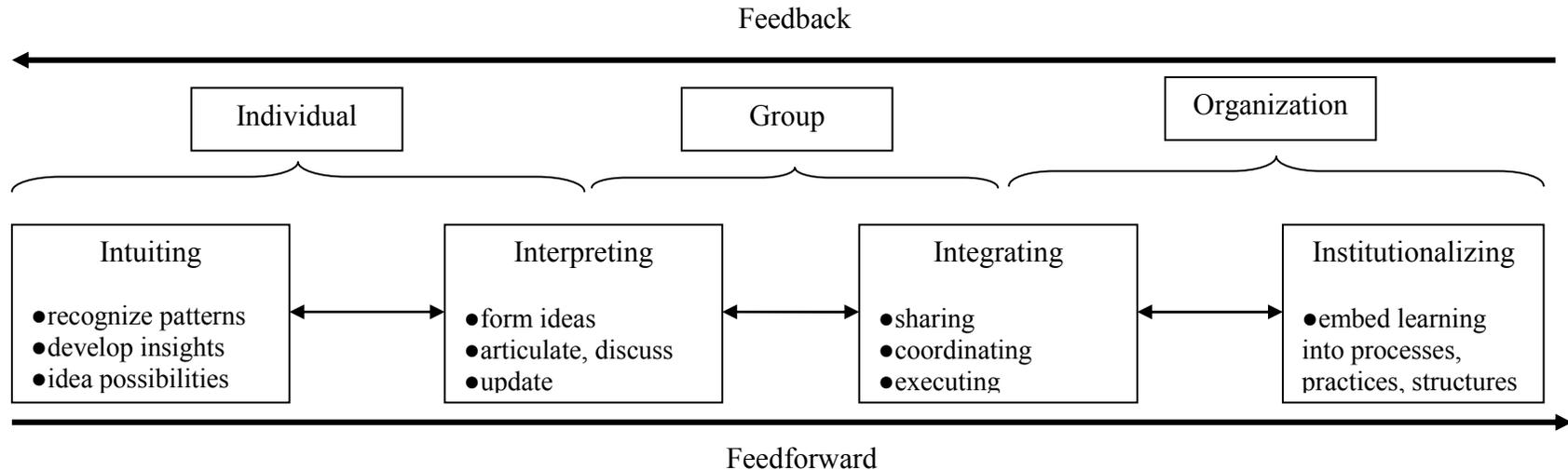
6.4.2 Influences Impacting Effectiveness and Outcomes

Critical success factors for the firms, are associated with managers' leadership and personal characteristics. Both firms can focus on deficiencies that occur when strategic initiatives are implemented, especially those related to middle management increasing involvement in initiatives development and improving competencies in strategic project management. Figure 35, 4I framework, derived from literature (Crossan et al, 1999; Jenkin, 2013), and analysis of the empirical data, highlights the need to enhance elements beneficial to attaining renewal and other outcomes, by improving and developing organizational learning. By strengthening communication and the characteristics and capabilities of the leadership team, greater progress can be made. The firm can then focus more on research and development, and networking or interlinkages. This is to encourage innovation tendencies, the capabilities so translating to strategic renewal and greater added value.

'Learning capability' (Halgren et al, 2011), exists at both firms, but respondents indicated certain deficiencies in communication mechanisms and flow. Figure 35 indicates routes for both firms to invest more in means to accumulate tacit experience, 'explicitly articulate knowledge and codify and enhance learning' (Killen et al, 2008), so to improve strategic initiatives implementation and strategic project management capabilities. By developing processes that enable 'knowledge management and strategic flexibility' (Wang and Ahmed, 2005), the Firm can provide greater chances to strategically differentiate, better respond to customers, and enhance performance. 'Achieving strategic objectives' (Grant, 2002), aided through 'reconfiguring' (Teece et al, 1997), can allow their strategic project management to be more integral to learning, practices and resources deployment.

Top management at both firms still heavily influence governance issues however, although 'all managers have recourse to the specific practices present within their context' (Hendry, 2000; Whittington, 2001b; Jarzabkowski, 2003). The 'perception of middle managers as key strategic actors influential to strategic decision making and change' (Kwee et al, 2011), is upheld more at the Second Firm, and this is manifest even in Strategic Initiative E. This provides more leeway for them 'interacting socially with other personnel' (Granovetter, 1992), and to better access resources, improve capabilities and interconnections, to better effect renewal and advantages.

Figure 35: 4I Framework of Organizational Learning



Techniques for Information Access, Use and Processing, Sharing and Embedding

	<u>Access/Use</u>	<u>Processing, Applying</u>	<u>Knowledge Sharing</u>	<u>Embedding/Learning</u>
<u>Internal</u>	Directories Databases Computer Telephone Pagers	Intranet Internet, Extranet Notices, Letters Manuals MS Office, Software Experience, PM Update Tools Discussion, Verbalization	Teambuilding Teleconferencing Vicinity (Second Firm) Solomon (Second Firm) Meetings Interactions Communicate SPM	Learning in Activities Build Best Practices Establish New Means Mechanisms - SPM Promote inter-relationships Networking 'Communities of Practice' Exchange, Renew
<u>External</u>	Computers Directories Documents	Internet, Extranet Analyze Assimilate	Interactions Collaboration	Networking 'Communities of Practice' Exchange

Sources: Adapted from Crossan, Lane and White (1999); Jenkin, (2013); Data Analysis for Strategic Initiatives in Current Study.

At both Firms, middle managers are more aware of 'strategic context' (Floyd and Lane, 2000), and contribute to improving performance especially by 'exploiting social capital' (Jones, 2005). Data analysis results support that both firms can still benefit more from 'enabling durable interconnected relationships' (Moran, 2005; Bordieu, 1986; Coleman 1990), internally and with external stakeholders. These relationships facilitate 'sharing and learning' (Adler and Kwon, 2002), as projects and initiatives assist renewal endeavours, and other areas of the firm's performance. Interactions and learning as middle management and strategic project management improve capabilities can encourage rather than hinder efficiencies within and between projects and initiatives. They can support 'communication, structures, and accountability for actions and performance' (Hannan and Freeman, 1989). This is to better manage contradictions, for as declared by a respondent: 'Objectives need to be more clearly outlined; that is the major hindrance to improving communication and availability of information.' (Interviewee 6, 2014). This respondent indicates that although quality of information at the firm is good, there are still hindrances to its availability.

When implementing initiatives, managers will find it necessary to share knowledge and learning among projects. This is so as to 'improve related specialized activities within each project, maintain flexible inter-group and inter-project cooperation, and enable networks of workers and a community of practice' (Cuel and Manfredi, 2006). Networks also 'widen the opportunity and access to key resources from the firm's environment' (Gulati et al, 2000). Such sharing and interactive learning, facilitating integration and the use of sufficient appropriate information, are crucial to enhance development of project management in strategic initiative implementation systems.

Figure 35, highlights that individuals engaged in strategic implementation activities can benefit from the value of learning and knowledge, collective practice and capabilities, and the developmental nature of their actions, interactions and contributions. This occurs as managers and other workers in both the First and Second Firm cooperate, relate and network with each other within their firm. Managers from the First Firm provided positive indication that there are partnerships and interrelations with other firms in the industry. At the Second Firm, this is also the case, and being part of a conglomerate Parent firm, there is rich interaction with the many other firms within that group. There is indication from

managers from the Second Firm that greatest interaction is with firms specializing in the product they produce, or elements suppliers of materials and components of its product.

Respondents from the First Firm expressed that they also interrelate with other partners in areas of prospective diversification and with associations specific to the Manufacturing sector. They interact also with organizations with whom lucrative linkages allow access to technical support or funding (grant or technical assistance) opportunities. Both the literature (Nahapiet and Ghoshal, 1998) and empirical data show that 'relational ties' (Burt, 1992; Coleman, 1990) bind individuals and units when activities are being performed in firms. The configuration of linkages between people or units within and linkages externally, are the basis for reinforcing and monitoring. As this occurs in both firms supporting the strategic initiatives, the new valuable information enhances capabilities and performance. However, while both firms have hierarchical structures, the Second Firm's structure of more complexity, differs in connections of centralization and hierarchical elements. These elements appear to work more advantageously for the Second Firm as the performance and outcomes of its activities in its strategic initiatives implementation appear more effective in improving capabilities and renewal. However, 'critical exchange relationships with customers and suppliers' (McEvily and Marcus, 2005), are still proving advantageous for the First Firm. It also has other gains in terms of networks supporting technical assistance grants and innovation for the Firm, the relationships facilitating transfer and improvement of capabilities.

The data analysis revealed that despite positive elements, especially of middle management and strategic project management impacting outcomes, some inconsistencies were revealed. Some of note are especially in the area of communication levels. The impact of these inconsistencies highlight benefits and the need for better improving capabilities and value added. Table 16, provides an example of these, incorporating some views of respondents, on communication means, tools and flow impacting knowledge, learning and effectiveness as strategic initiatives are developed and implemented at both Firms. Structure, culture, management and interactions affect these, but the First Firm can benefit more from these aspects being enhanced to remove some tensions and hindrances that can hamper the realization of strategic initiatives outcomes.

Table 16: Indications of Inconsistencies in Implementing Strategic Initiatives

FIRST FIRM			SECOND FIRM			OVERALL FOR SIX INITIATIVES
Strategic Initiative A	Strategic Initiative B	Strategic Initiative C	Strategic Initiative D	Strategic Initiative E	Strategic Initiative F	A, B, C, D, E, F
<p><i>'There is linkage of top management with middle management and lower levels but there is room for improvement especially with communication since information does not filter down fully always. Free ownership of the initiative or management is not given but it is the basic responsibility of middle management.'</i> (Interviewee 1, 2011).</p>	<p><i>'Communication at the plant is not optimal so full outcomes from initiatives are not known by all staff'.</i> (Interviewee 5, 2011).</p>	<p><i>'Good communication is necessary to improve communication between sections to be less combative. There is guarded interest.'</i> (Interviewee 2, 2011).</p>	<p><i>'Lines of reporting or communication are not very strict. The General Manager has an open door policy but respect is demanded so as to avoid loss of command.'</i> (Interviewee 8, 2014)</p>	<p><i>'It is a matter of communicating to those that would be affected, what is expected, what we propose to do to get there, and the reasons why we are carrying out the initiative. It is important that everybody understands and be on board. In terms of the initiative, it is ongoing ...making sure we reach our targets each and every month.'</i> (Interviewee 7, 2014)</p>	<p><i>'Part of the objectives in the initiatives is to improve company wide communication and between top and middle management.'</i> (Interviewee 10, 2014)</p>	<p>Progress of the Strategic initiatives A, B and C, can be hampered by the need to increase communication flow and interaction levels. By contrast, the personnel involved with strategic initiatives D, E and F, are encouraging more knowledge and commitment to be built, as objectives are pursued.</p>

Communication elements also impact effectiveness and efficiency of the Second Firm's strategic initiatives implementation, but incorporated more in their planning is the necessity to boost levels of understanding, commitment and performance. 'Group sensemaking and discourse' (Kurtz and Snowden, 2003), can assist with this, while 'improving management capabilities' (Bartlett and Ghoshal, 1993; Zhara et al, 2006), can enhance strategic initiatives, projects, learning, choices (McGahan, 2004), and performance outcomes (Landaeta, 2008).

6.4.3 Impact of Effectiveness on Influences and Outcomes

At the First Firm, where conditions are changing rapidly, aspects of the strong culture inhibit some employees from fully supporting innovative tendencies and new approaches associated with strategic initiatives. By contrast, at the Second Firm, although some resistance to change is felt, values are clearer and more widely accepted. Literature indicates that in such strong culture, management 'acts quickly to address problems' (Robbins and Coulter, 2007), and 'with team cooperation, performance is enhanced' (Lee et al, 2005), as both employees and management at this firm clearly know what they are supposed to do and expectations.

'Strong cultures support high organizational performance' (Sorensen, 2002), so there is leeway for both firms increasing 'performance outcomes' (Sauer, 1993), through better linking to people issues and non-technical factors such as management, organization and culture. At both firms, the activities for strategic initiatives implementation interact with other factors impacting effectiveness and efficiency, and so strategic performance. Table 16, provides some indications and inconsistencies occurring with strategic initiatives. It supports revelations in the data analysis, confirming the literature, that 'communication mechanisms are a means of widening the range of capabilities and problem-solving skills' (Cohen and Levinthal, 1990; Beer, 2002; Okumus, 2003; Wang and Ahmed, 2003; Ford et al, 2008). Where these are deficient, so too are levels of interaction. Management lead the endeavour, communicating and interacting to enhance development of processes, practices, activities and outcomes. They are assisted in endeavours by stakeholders and networks of governance, environment and culture, as they strive to renew their strategy and well survive given constant change.

Table 17: Consideration of Impacts - Direct and Indirect - of Influences on Strategic Initiatives Implementation

STRATEGIC INITIATIVES INFLUENCES	FIRST FIRM				SECOND FIRM			
	EFFECTIVENESS			OUTCOMES				OUTCOMES
	Processes	Practices	Activities	Renewal	Processes	Practices	Activities	Renewal
Strategic Management	Appraisal of Environment	Examining Choosing	Budgeting	Business Performance	Design, SWOT Analysis	Scanning Selecting	SInitiatives Developing	Business Performance
Strategic Project Management	SI Initiating Selecting Portfolio Discovery	Techniques Executing Control	Workshops Seminars Scheduling Assessing	Performance of Projects, Programme, Initiatives	SI Selecting Portfolio Learning Discovery	Benefit-Cost Assessment Checklists	Seek rational flow Executing Evaluating	Performance of Projects, Programme, Initiatives
Middle Management	SI Implementing Learning	Heed, Meet Objectives Coordinate Facilitating	Measuring Recording	Improved Relationships Objectives attained	Synthesize Update Learning	Assign Resources Upgrading Networking	Performing Evaluating Updating	Enhanced Relationships Targets attained
Top Management	Search, Review Planning Changing Learning	Choosing Forecasting Cascade Appraisal	Meetings Generate Develop Action Plan	Goals achieved Purpose pursued	Review Approve Learning	Develop Strategy KPIs Responsibility Assingment	Programme Management Create, Change Disseminate	Goals achieved Strategy realized
Other Governance	Leading	Monitoring Supervision	Sectoral or Industry	Compliance	Decision-making	Monitoring Supervision	Oversight Correction	Compliance
Culture	Communication Networking	Storing Learning	Outsourcing	Connections	Interaction	Delegating Coordinating	Organising	Linkages Partnerships
Environment	Governance Change	Oversight Alteration	Structuring Adapting	Competing Improving	Governance Alteration	Oversight Alteration	Structuring Adapting	Competing Improving

- Direct Influences
- Indirect Influences

Sources: Company Documents, Data Analysis, Insights from Literature

Data findings confirm that in 'a firm's strong culture, there may be tendency for managers to set aside individual doubts to avoid upsetting group balance' (Janis, 1972). In their managing of conflicts and tensions, both top- and middle management can assist the averting of this as necessary, to avoid dysfunction aspects hindering promotion of new ideas and innovativeness. 'Inertia forces' (Tripsas and Gavetti, 2000), that impact managers at both firms, still need to be avoided. For example, Table 16 indicates that there is some conformity to the choices of headquarters or top management. 'Conformity of choice' (Geletkanycz and Hambrick, 1997), can hinder middle management creativity and effective functioning in their role as 'linking pins' or 'mediators', contributing to decision making for both strategic initiatives selection and implementation. At both firms, there is leeway for management encouraging and sharing more knowledge and learning among projects. This is to increase flexibility in implementation as cooperation within and between groups in projects and initiatives, can enable enhanced practices, as 'networks of workers' (Cuel and Manfredi, 2006), widen opportunities and access to key resources (Gulati et al, 2000).

As access to information and resources is widened, there is greater opportunity to better learn interactively and build knowledge as a community, so integration can enhance the timely meeting of objectives of projects, initiatives and the firm. Table 17, considers impacts both direct and indirect, influencing strategic initiatives implementation. Both middle management and strategic project management are incorporated as influences on effectiveness and outcomes at both firms. However, given their interactions, and their associated 'linking pins' or 'mediating' role, there appears to be greater leeway now for their achieving greater success in positively motivating other managers, workers and stakeholders to higher levels of commitment and goal attainment. The firm's 'structure and formal systems' (Hart, 1992), are in cohesion with strategy and strategic renewal processes, practices and activities. This is the basis for fostering capabilities that induce employees to behave, interact, communicate and learn, as they develop strategic initiatives and execute project activities.

Emerging from 'practices in the firm' (Whittington, 2006; Jarzabkowski, 2004), strategic initiatives A, D and E (Energy Efficiency, Customer Services Improvement and Improving Efficiencies in Production), focussing on improving processes, are to effect better use of the firm's existing resources to attain strategic outcomes. Strategic

initiatives B, C and F (Greater Cost Efficiency, Alternative Energy through Solar, and Enhancing Strategic Alignment and Viability through Training), are more discovered as necessity to create or use resources to guide the firm towards improving capabilities, strategic renewal and higher performance outcomes.

'Strategic project management' (Callahan and Brooks, 2004) and 'cross-functional project teams' (Wessels, 1997) are part of strategic tools used by both the First and Second Firm, to help facilitate the strategic activities supporting practices in strategic initiatives implementation. Both top and middle managers at the Firms work diligently to support the particular activities with diagnostic controls in the administrative structure enabling monitoring of practices, flow of activities and their alignment with goals to keep performance in line with optimal. The Second Firm is more effective in this process as strategic initiatives D, E and F appear nearer to targets than do A, B and C. However, if activities are not constantly goal-directed and purpose renewed, by indicating and using relevant rewards to build and maintain commitment and mediating elements; performance and outcomes veer from optimal. Some flexibility was observed in the structures supporting performance of activities so that creativity and capabilities can be improved as variations in patterns, learning and changes occurred during implementation.

In the implementation of strategic initiatives D, E and F, the Management at the Second Firm were more proactive in approaches. They allowed their middle management more 'judging, sensemaking, challenging of status quo' (Bartlett and Ghoshal, 1993), and 'rationalizing of their activities' (Weick et al, 2005). Despite the provision of a basis for such 'sensemaking' (Gephart et al, 2010; Hernes and Maitlis, 2010; Maitlis and Sonenshien, 2010), top management linkages of foresight and control over substantial resources, remained persistent and powerful in influence in strategic initiatives implementation activities at both Firms, so deference to them remains.

6.4.4 Impact of Outcomes on Influences, Effectiveness, Future Strategy

At both firms and for all initiatives, the approach has been of small shifts in the firm's strategy over time to facilitate renewal. Activity theory (Jarzabkowski, 2003; Blackler et al, 2000) combined with 'organizational learning theory' (Mintzberg, 2001), assists with assessment and understanding of practices and interacting components of the

firm's collective structures, primary actors and activities, and strategic practices for interaction and strategy attainment. 'Contradictions and tensions' (Jarzabkowski, 2003), impact processes, practices and activities linked to 'performance outcomes' (Sauer, 1993), and 'critical success factors' (Kendra and Taplin, 2004). Using the linkages of strategy and culture as a means to 'redistribute the elements of power and social order' (Schoenberger, 1997) in firms, more in favour of middle management, has limitations. This is revealed by data analysis results of both the First and Second Firm, from viewpoints of activity theory and organizational learning theory.

In practice, there are still inherent issues of conflict, resistance and crisis on the part of both top and middle management. Whilst 'no great crisis exists as new management strategies are resisted' (Kanter, 1983), some middle managers still defend their existing oversight and control. Certain strategic orientation dimensions, which can be appropriate given dynamism in the environment, may therefore have been foreclosed in the short term, but 'culture, though pervaded with power, is not resistant to change' (Schoenberger, 1997). Although managers defend their valued powers, development in interactions and learning over time can support enhanced innovation, and improvement in the firm's competitive position. Lessons learned during execution of projects, can serve to enhance creativity and competencies of managers to perform strategic project management and upgrade the capacity and maturity levels of the firm. These also link back to strategic orientation and improvement in strategic goals and objectives as value is added by improving capabilities in strategic initiatives implementation and renewal. The next section further discusses and analyses the findings from data, and linking with existing literature, aids the confirming, refuting or modifying, while presenting new results.

6.5 Further Discussion, Confirmations, Modifications and New Results

Sources and insights from the literature review, as well as results from data analysis, inform the discussions in this section. The findings are key to understanding relationships, requirements and realities in implementing strategic initiatives for strategic renewal to enhance organizational competitiveness. Theoretical and empirical data sources helped to analyze strategic initiatives implementation factors including contexts, complexities, roles, culture, structure, approaches, associated maturity levels,

activities and learning. These factors contextual and specific are interlinked as the study focused on addressing deficiencies in the literature and alleviating research gaps.

6.5.1 Gaps in the Literature and Areas for Modification

In seeking to alleviate gaps, literature, theory and empirical data have been incorporated to support processes and practices in strategic initiatives implementation and strategic renewal. This enabled the linking of key procedures, practices and activities, especially concerning strategic initiatives selection and implementation. Examining empirical data allowed analysis of the firm's responses for adaptation and improvement of performance outcomes. The study of influences and interactions permitted one to ascertain how vital it is for the firm to enhance the utility of middle management and strategic project management to match key resources with market requirements for strategic renewal. It also allows one to glean how firms can successfully interconnect elements of their chosen strategic orientation dimension(s), strategic initiatives and projects. Success with implementing these can improve capabilities, allowing the firm advantageous outcomes, strategic renewal and enhanced competitiveness.

This research combines appropriate elements of literature on strategic initiatives, strategic project management, middle management, activity theory perspective and organizational learning theory perspective, important to and impacting strategic initiatives implementation to effect strategic renewal. The literature in these areas show that there is sparse exploration and integration of these elements (Table 1; Section 2.8). Guided by such gaps in the literature, the resulting aim of the research question (Section 1.3), and areas for contribution (Figures 5 and 5a), the study of these elements is to better inform process and practice and advance understanding, while new theory is generated as well as implications for future research and practice. As empirical study on strategic initiatives implementation in Barbados is virtually non-existent, this setting as unique context and incorporating manufacturing, was perceived as advantageous to enriching contribution to theory in these areas. The conceptual framework developed (Figure 7), with theoretical lens of organizational learning and activity theories applied in combination, 'framed the study' (McCaslin and Scott, 2003), guided case study (Yin, 2003) data collected and analyzed, and comparison of findings (Eisenhardt, 1989a). New theory sustains implications suggested for future research.

Studies (Vygotsky, 1978; Daniels et al, 2010), show that group relationships and contradictions can hinder the effectiveness of change management in firms. Nevertheless, the firm through its strategic initiatives activities improving capabilities, can renew its strategy and other elements by linkage of individuals, group, unit and firm levels. This is supported by the work of Easterby-Smith et al (2000). Data analysis reveals that as firms heed impacts of change factors in their business environment, choose strategic orientation(s), and initiate strategic initiatives and projects, there are conflicts, problems, and tensions within and between initiatives. These must be managed to promote efficiency, responsiveness and flexibility.

Data analysis reveals that the key to enhancing outcomes through strategic initiatives implementation, lies in improving linkages of strategic orientation, management, processes and practices, and control, to promote 'efficiency, responsiveness and flexibility' (Miller and Roth, 1994), heeding environment dynamism. The analysis of data confirms the firm as 'an activity system' with renewal projects facilitating linkages and learning (Bloomquist and Packendorff, 1998), once well coordinated and integrated. Both firms undertook actions to achieve 'higher performance' (Zhou et al, 2005), and the strategic initiatives implemented generated new knowledge and experiences in facilitating change. They also helped to improve the firm's capabilities, especially where the firm supported 'organizational learning' (Henri, 2006), as it implemented strategic initiatives to strategically renew, redefine itself and better survive.

Current strategies and management of strategic initiatives are insufficient to sustain strategic renewal for firms. The manager's day-to-day work in strategic activity is under-researched (Whittington, 2001a), and middle management (Balogun, 2003; Balogun and Johnson, 2004; Rouleau, 2005) and strategic project management contribution to implementing strategic initiatives, has not been fully exploited in studies. Moreover, structures and incentives for learning across projects and other activities (Ekstedt et al, 1999), and configurations in and through which projects operate (Gann and Salter, 2000) to facilitate strategic initiatives and renewal. This research and study contributes further, as it analyses associated influences, management, learning, integration and outcomes.

This thesis makes contributions theoretical, methodological and practical or managerial. In examining the development of strategic initiatives and the firm, it helps to better

determine actual processes, practices and activities associated, and this provides chances for firms to more advantageously compete and cope. It employs the methodological approach combining interpretive paradigm, strategy process approach, qualitative and inductive, with multiple case study incorporating document analysis and observation to support interviews. Comparisons were made between initiatives and firms, and data analyzed incorporating elements of the literature with activity theory and organizational learning theory combined. This is to enhance understanding of how processes, practices, activities and outcomes interact and impact. The theoretical framework was elaborated, and supporting concepts employed, to more richly assess levels of effectiveness in management relations and competencies, strategic project management and the improving of capabilities. Resulting developments or consequences can then be more apparent including the level of attainment of outcomes for strategic renewal, as the empirical study involved six strategic initiatives implemented in two manufacturing firms. The interactions with key stakeholders in dynamic environment and developing nation, provide leeway for confirming theories existing, as well as richer contributions to new theory.

6.5.2 Confirmation of existing results

Elements of literature are supported by empirical data results from the study. From the analysis of the findings, there appears strong evidence that strategic initiatives are implemented by middle management. As found by Lovas and Ghoshal (2000), being part of the group of persons with relevant knowledge, they are sources of variation in an environment where structures and routines are predominantly formal. They utilize project management as a means to implement strategic initiatives. However, the tools and techniques of project management vary in levels of sophistication across projects, initiatives and firms.

Strategic project management assists the combining of techniques of strategy and project management, to better improve capabilities and enhance strategic renewal efforts expected to assist a breakthrough to sustainable competitiveness. However, firms appear to not yet fully embrace capabilities of strategic project management to the extent that maturity levels can rise significantly in the short term. Both literature and data analysis show that radical innovation is still a challenge to established firms, either because they 'hesitate to destroy the usefulness of their existing capabilities', or it does

not 'fit into their structures' (Kekale and Kola-Nystrom, 2007). This tendency can limit ability to balance exploitation with exploration, in renewal endeavours.

The Study enabled enhanced contribution to middle management day-to-day activities in implementing strategic initiatives. Data analysis revealed that middle management involvement in strategy is increasing, and in strategic initiatives implementation, this involvement can be both downward and upward, with the downward influence greater. Middle management also engage in committee interactions with peers. This promotes learning and improvements in capabilities at such level, translating to improving capabilities at upper and lower echelons of the firm, as interactions occur within and across projects, initiatives and units. These influences encourage integration and learning. Middle management interaction with top management as they encourage greater involvement in strategy also enhances the level of responsiveness and timeliness associated with elements of strategic initiatives and outcomes.

Data analysis reveals that, regarding knowledge and learning practices, while there exists means for improving repositories of knowledge in specialized and particular areas, access to knowledge is managed in such a way that such access is not organization wide, but top and middle management are given priority access. Access by lower levels of management is still limited and associated controls, physical and password-coded for example, compound this. These constraints have implication for improving the level of organizational learning and project management maturity in firms, and improving capabilities. When employees improve their knowledge and understanding, they can more efficiently complete activities which can enhance the effectiveness of strategic initiatives. Moreover, where the planning and management of strategic initiatives strategically targets the sustaining of overall learning in the firm, renewal and advantage gains appear higher.

Processes of strategic initiatives in both firms are complex. Practices supporting strategic initiatives implementation within the firm are more uniform, but vary across firms. Activities in implementing strategic initiatives can be diverse, and depend on the nature of the project or initiative, and the nature of the product(s), service(s) or core processes supported by the firm. Sustainability of the project or strategic initiative also depends on commitment and resources availability. The degree of formality in processes and practices also impact the flow and success levels of activities and

outcomes for strategic initiatives. How the strategic initiative is driven in terms of criteria and assessment, including the degree of proactiveness with key performance indicators and monitoring of progress and performance outcomes, especially for projects, is also vital to success levels.

The study sought to enhance the literature concerning strategic project management input to strategic initiatives and related configurations. A project is a 'distinct and manageable activity system' (Bloomquist and Packendorff, 1998), in the system of strategic initiatives implementation in both firms. Yet effectiveness of management of activities organized through projects, is still hindered by inertia in establishing formal structures and incentives for cross-project learning (Ekstedt et al, 1999). In terms of linking individuals, group and firm levels through improving organizational learning (Crossan and Berdrow, 2003) to enhance strategic initiatives and project execution, there exists a weakness at both firms, concerning this area. This can be enhanced to facilitate greater understanding of how improving such capabilities can allow better coordination of resources, competencies and priorities, which when best combined, better contribute to performance (Grobler and Grubner, 2006). This is especially applicable in manufacturing, where new offerings can be constantly generated (Deeds et al, 2000). Both firms appear to appropriately invest to fit market requirements (Brown and Blackmon, 2005). Data analysis reveals that they blend exploration and exploitation in strategic orientation (Liao et al, 2003). However, they have not yet effectively reduced levels of uncertainty arising from forces in dynamic environments. The Firms can better develop, and engage more flexibility (Sanchez, 1995), with strategic initiatives and within the firm.

To better survive and sustain its products and services in the market locally, regionally and internationally, both firms can enhance the 'rate at which they build their human capital' (Hatch and Dyer, 2004), learn and enhance 'capabilities for knowledge creation' (Linderman et al, 2004). Better knowledge and understanding (Fiol and Lyles, 1985), helps improve processes and practices in strategic initiatives implementation. The empirical data confirms that firms still need to 'increase learning' (Yeo, 2008) in their communities of practice. Enhancing 'relations and networks' (Huber, 2013) within and between firms in the same industry, can help the two firms improve and innovate to best respond to requirements of market and other stakeholders. Flexibility and

timeliness in adaptation (Cowan-Sahadath, 2010), especially experienced at the Second Firm, provides greater opportunities for this firm to sustain competitiveness through outcomes from strategic initiatives. Moreover, at both firms, relations and networking assist with better identification of requirements. However, enhancing information technology and other measures can assist the 'provision of more relevant new knowledge to employees' (Gareis, 2010), and improve monitoring and database. This can assist efforts at communication and motivation, which some respondents indicate are deficient in areas. These measures need not stand alone, for with some employees, there needs to be 'unlearning in addition to fulfilment of the need to share experiences' (Nevis et al, 1995), to reinforce and maintain quality and innovation. Both firms appear constrained by their culture and resources (Teece et al, 1997), as the strategic initiatives are developed. Whether rebuilding a plant or pursuing more service excellence, the concentration of the six strategic initiatives on improving processes linked to quality, service and innovation is to further develop the strategic initiatives, offerings, and the firm. Middle management in their role, especially mediating, synthesized and integrated elements likely to secure renewal.

6.5.3 Challenges, New Results and related Implications Manifest

The contribution that middle management and strategic project management make to implementation of strategic initiatives, has not been fully exploited in studies of strategic renewal process and practice. Analysis and discussion of findings from the empirical studies of the six strategic initiatives, reveal that while there are similarities, there is also diversity in relationships within and between strategic initiatives in firms, as well as across firms, especially regarding middle management input, and where strategic project management is applied. Challenges are presented by contradictions within activities, projects, initiatives and the firm, and between these. These challenges impact practices and processes in strategy execution (Okumus, 2003).

The strategic initiatives activities examined in the empirical study to this research, revealed that there are environmental forces now even more dynamic that influence expected behaviour and performance levels in strategy implementation. These allow change and experience (Weick et al, 2005), but also present significant challenges to the meeting of goals and attainment of strategic renewal. The strategic initiatives, as new elements linked to the strategic orientation of the firm, assist them to enhance

efficiency, exploit competencies, meet market requirements, and explore some new ideas while improving capabilities. However, to allow capabilities to become more dynamic and enhance competitiveness, firms require higher levels of exploration and learning (Scarborough et al, 2004). In addition to this, analysis of the empirical data reveals that firms are challenged in dynamic markets to better combine dimensions of strategic orientations to best inform selection and development of strategic initiatives.

If management fails to effectively combine dimensions of strategic orientation(s) (Zhou et al, 2005), to assist more effective selection and implementation of strategic initiatives, performance outcomes can ultimately be deficient in targeting the increasing of advantages and competitiveness for the firm. This can jeopardize its survival. The six strategic initiatives at the two firms tend to be more process-oriented and exploitation focussed (Appendix K). This indicates that there are still firms deficient in their balance of exploration-exploitation tendencies (March, 1991). The First Firm sought to explore more. However, management needed to better deal with uncertainty; especially inherent with technical innovation (Lenfle, 2008). If such deficiencies are allowed to remain tenable, the firm can find it more difficult to renew strategy, improve practices, better compete in their markets, or survive in dynamic business environment.

Data analysis for both firms, shows that better mechanisms can be developed to facilitate continuous learning within the firm's system for implementing strategic initiatives. Both firms sought to implement what to them, is the most value-creating initiative(s), in their drive to reduce inefficiencies and meet customer and market requirements, so that they can grow the firm in the future. This is commendable, for strategic initiatives characteristics impose high demands on the firm's capabilities (Lechner and Kreutzer, 2010b), yet they must make their capabilities dynamic to gain competitive edge. The six strategic initiatives at the two firms, more support elements of first- and second-order strategic change (Cowan-Sahadath, 2010), as the two firms use them to help redefine, allow personnel opportunities to adapt to internal and external changes, and the firm to attain strategic renewal. However, from data analysis, it is revealed that firms need to better access and incorporate more developmental means for accumulating knowledge, to enhance higher levels of learning.

Figure 35, informed from data analysis and literature, shows that moving more swiftly from 'intuiting and interpreting, to integrating and institutionalizing' (Crossan et al,

1999), can significantly benefit firms seeking to improve capabilities and management of strategic initiatives and strategic renewal. Management processes shape capabilities (Beer et al, 2005) and activities should enhance strategic fit and consistency (Porter, 2008). While the processes and practices in the firms support the six strategic initiatives enhancing strategic renewal, the levels of learning and responsiveness between management, teams with work methods and tools, and the community both firm and industry, can also be further enhanced. This speaks to the level of flexibility and responsiveness of strategies and effective deployment of the resources (Mische, 2001). Data analysis reveals that such flexibility, responsiveness and effectiveness levels differed at each firm and for strategic initiatives.

Data reveals the necessity to not jeopardize the firm's prospector orientation or specific market share dominance. McDougall and Pike (2003), also find the need to maintain market fit and first-mover advantages. It is acknowledged through data analysis that the level of sophistication of the firms' strategic project management system differs. Elements such as use of portfolio management can also, depending on context, be better established to support this and the firm's level of performance and competitiveness relative to other firms in the same industry.

There is greater leeway for utilization of strategic project management and middle management capabilities, to better effect 'strategic initiatives development and strategic renewal' (Lechner and Kreutzer, 2010b). In addition to efforts in coordination and interaction, analysis of data reveals that provision is now being made to engage middle management skills more in crafting and implementing strategic initiatives. However, the degree to which they are willing to respond and support new approaches to strategy can impact on the extent to which strategic initiatives effectiveness is enhanced and to which capabilities are created and improved. Middle management currently engaged in the firm's routine processes and practices, mediating between top management and other stakeholders, may be additionally burdened by addition of new projects or initiatives, that can consume scarce resources and impinge on existing processes.

Data analysis reveals that the accuracy with which managers specify and change activities to make them relevant in the process of executing projects and strategy to positively impact the firm's performance, is impacted by management capabilities. These are significant at both firms, especially so at the Second Firm where active steps

are taken to engage them more in certain aspects of forming and evaluating strategy rather than just implementing (Figure 30). The extent to which middle managers are trained or qualified (Damanpour et al, 2009), affects their level of awareness of the firm's strategic context, their level of ability to exploit social and other networking aspects, and their capability to enhance the firm's capacity to manage complex initiatives and projects advantageously.

Sensemaking (Gephart et al, 2010; Hernes and Maitlis, 2010) and experience in the two firms is notable. However, from data analysis, this can be better utilized to enhance the structure of the activities when implementing the strategic initiatives, and to establish more effective configurations to improve interactions and networking. The data revealed that middle management play a crucial role as they influence structural elements business, social or cultural (Figure 25). By facilitating interactions and interrelationships as strategic initiatives are developed and capabilities improved, they contribute to effectiveness and performance of strategic renewal processes and practices.

Results from empirical data indicates that the firm's choice of degree of strategic project management and maturity levels (Appendix K3, L, O, Q), needs to be more critically related to its context, and the associated realities in strategic initiatives implementation, rather than just how it relates its portfolio, programs and projects to strategy. The extent to which strategic project management is utilized is heavily impacted by existing administrative and managerial structures and the culture within firms, yet can assist middle management to better mediate behaviour and capabilities, supporting interactions and interlinkages. The availability of resources to support its use is also an issue as this affected the level of strategic project management maturity in both firms, facing dynamic environment forces constraints.

Interaction within the firm and its external environment (Table 17), can moderate the expected effectiveness of activities and behaviour in the system of strategic initiatives implementation. Nonaka and Takeuchi (1995), find these interactions important. Strategic initiatives implementation does contribute to strategic renewal. The level of advantageous impact is influenced by the interactions and interrelationships. Better employing strategic project management can afford the firm greater flexibility and responsiveness, increasing opportunities to improve capabilities vital to strategic renewal, and to further developing the firm.

From data analysis, it is revealed that strategic initiatives implementation in the context of firms in a developing country, can be hindered by restrictive strategic practices within the firm. Such implementation is even hindered more by the limitation of abilities and mindset of management or other stakeholders crucial to success of strategic initiatives and their performance outcomes. Aritua et al (2009), considered multiple projects and levels of coordination and fit linked to levels of effectiveness and efficiency associated with strategic initiatives in strategic renewal. Data analysis connects with their findings, suggesting that firms can benefit from being more proactive in terms of learning and middle management capabilities. To improve the system and benefits of strategic initiatives (Figures 11 and 20), firms' processes and practices can be better integrated with activities to execute the strategic initiatives (Tables 4 and 9; Figures 17 and 27), and greater investment occur in supporting networks to capture knowledge and enhance learning within and across initiatives (Figure 35). Greater attention can be paid to the cultural aspects (Schoenberger, 1994), that impact the structure and system of strategic initiatives implementation to improve strategic capabilities in firms in developing nations.

The analysis of data shows that greater investments in the improving of mechanisms supporting strategic project management, can provide opportunities for better dealing with inconsistencies, and increasing communication and learning (Tables 6, 11, 16; Figures 24 and 29), within projects and initiatives and across units in the firm, to enhance outcomes. Wooldridge et al (2008), in considering aspects of integration, leadership, middle management linking, mediating, and boosting performance of strategic initiatives in strategic renewal, indicate the need for enhancing strategic project management and learning. This can better support middle management activities in implementation and improving capabilities (Tables 6 and 11). Data analysis reveals that manufacturing firms now regularly conduct strategic initiatives, as their context is no longer as stable, given current strategic discontinuities globally. They are also vulnerable to competition in their markets from global firms, especially those with greater economies of scope and scale. They implement initiatives through projects but need better configuration that can be accessible enough to promote learning (Figure 35, Appendix M and P), to best incorporate strategic project management in their processes and practices.

Results indicate that there are benefits to assessing the business environment and monitoring changes given the level of dynamism and vulnerability (Figures 12 and 23). Firms realize that to effectively implement strategic renewal in their particular context, established techniques such as strategic project management need to be adapted to make them more directly applicable within the particular context and culture, generating complexities (Table 14; Figures 29, 31, Appendix Q). This is a powerful factor in new theory as it indicates that there are additional influences on the aims, behaviour, intentions and outcomes of strategic initiatives in such settings. It also highlights the necessity for the firm to create its own model of strategic project management to ensure the right balance of projects for itself, heeding any limiting impacts on internal processes and operations in strategic initiatives implementation.

6.6 Summary

This Chapter further elaborated and more critically analyzed the data using a holistic approach. Figures and tables constructed heeded data analysis and the literature. The researcher was vigilant to incorporate concepts and themes relevant across cases and based on logic and practicality, while noting differences, inconsistencies and contradictions. The level of cohesion in strategic elements, activities and learning, has implications for efficiency and effectiveness of managerial and strategic project management influences, and strategic initiatives outcomes. At both firms, meetings within levels, across levels and within and across strategic initiatives and projects, support planning and resources allocation, as well as the improvement of capabilities and outcomes realization. This main basis for communication is managed in such a way that objectives can be both pre-determined and updated as necessary to support activities. The data analysis reveals that even more communication and interaction support is necessary for performance to match more closely with planned goals.

After separating strategic goals into different strategic initiatives, meetings and other means for negotiating the allocation of resources and capabilities, and deploying of these, by being more frequent and better coordinated, added to increasing effectiveness levels of strategic initiatives. This can help ease the flow of interaction within and between projects and initiatives, with greater consideration of the necessity not to hamper the processes and practices of the firm and its sectoral linkages. Comparison between the strategic initiatives at the firms, indicates that strategic initiatives A, B and

C at the First Firm, are constrained in implementation by communication not being optimal. Timeliness of performance and strategic renewal can be hindered, if such constraints remain. By contrast, at the Second Firm, strategic initiatives D, E and F, are better supported by communication structure, flow and interlinkages.

Middle managers at both firms are skilled and qualified and engage in linkages at levels of their firm as well as with other stakeholders in implementing initiatives. When overseeing execution of projects, they still depend heavily on top management for resources and rewards. Top management rely on them to diffuse values and goals and encourage cooperation and other means of enhancing performance. Their perspectives as they coordinate, reconfigure and interact, incrementally influence change in activities and improve capabilities to effect strategic renewal and advantageous outcomes. The strength of the firm's culture linked to hierarchy, power, decisionmaking, delegation, and related capabilities, strongly impact their efforts and the level of sophistication of their strategic project management usage.

Interaction and input from groups corporate, business and functional, and linkage of these with key stakeholders, sustain community and resources deployment as strategic initiatives are implemented. In their interaction within and across initiatives, these persons were generally courteous and hospitable, which ties in with emphasis on service and quality, especially at the Second Firm, and can contribute to better information flow. Nevertheless, given the hierarchical structure at Firms, there are limits to levels of strategic project management maturity, even as interactions are controlled within and across projects, initiatives and firms. Strategic initiatives initiation is not hampered, but there are implications for their effective development. Interviewees commented also on the importance of government and other external partners collaboration to realize objectives. These significantly impact relations, information, resources and capabilities, supporting the strategic initiatives' success, strategic renewal and the sustaining of the firm's advantages.

As each initiative, A, B, C, D, E, F, is implemented, the focus is to be on associated strategic objectives. Data analysis shows that by large, this is occurring. Staff and resources generally appear adequate to meet schedules and follow up with activities, monitoring and control, especially at the Second Firm. However, apart from business environment challenges, there is some resistance to change at both firms. Moreover, at

the First Firm, apart from some misunderstanding of some initiatives requirements, inefficiencies in execution of Strategic Initiative B, has been exacerbated by increasing constraints associated with available funding and need for regulation to be altered to favour the Firm's continuation of the endeavour. Although activities and their flow well support strategic initiatives implementation at the Second Firm, Strategic Initiative F, is impacted by structural changes affecting the firm. The Firm's strong culture helps increase performance. Managers heeding the need to strengthen the culture as strategic initiatives are developed, encourage employees and other supports to pursue more innovative ideas and practices in the face of rapid change.

Results from data analysis shows the need to improve strategic project management capabilities in developing strategic initiatives. The timeliness of such improvement, is to support more effective enhancement of process(es), product(s) and service(s). To effect this, information sourced externally, suitably engaged, is to be blended well with capitalising more on improving relationships, communication and learning internally; both by formal and informal means. Outcomes from strategic initiatives are expected to support each other but managers are to heed dysfunctional elements to avoid the failure of projects and the rendering of ineffective outcomes to strategic initiatives and renewal. As greater sharing and motivation elements are enhanced in strategic initiatives implementation, it is expected that organizational learning capabilities - core, dynamic and competitive - facilitated through both internal and external interactions (Figure 35), will be enhanced at firms. These are to support more closely linking relevant, flexible controls for projects, initiatives and administration, while engaging better means of acquiring, storing, assessing and sharing knowledge, as well as monitoring processes, practices and activities. Such sharing and learning is to boost strategic initiatives sustaining improvement of capabilities, renewal, survival and growth prospects.

The theoretical findings share a strong strategic initiatives focus as that is the unit of analysis and common element in examining relationships. Empirical findings or data analysis better detail the actuality of strategic initiatives relationships (Tables 8, 13 and 14). Contextual factors for the strategic initiatives include the firms' size, culture, structure and industry, as well as environmental dynamism, strategic orientation, goals, strategy processes and practices. Specific strategic initiatives implementation factors identified were strategic renewal and associated objectives, approaches, capabilities,

management, strategic project management, maturity level, and activities. Combining activity theory and organizational learning theory enabled the analysis to best focus on enhancing access, usage, processing and sharing at levels of individual, group and the firm. By incorporating learning considerations into goals and specific procedures linked to activities, persons and tools involved in implementation, a more collaborative culture involving increased interactions, can enhance strategic initiatives outcomes and renewal.

Culture is a strong theoretical concept impacting the performance of strategic initiatives and strategic renewal at the two firms. It influences motivation behind combination of strategic orientation dimensions chosen and the drive for strategic renewal, the related strategic initiatives, the configurations employed in implementation, and the level of effectiveness and outcomes. Ultimately, aspects of theory on strategic initiatives, formulated in context of developed nations, are made more powerful in application to the context of developing nations. There are however, limitations to the application of such theory. The current study of firms in developing nations, in offering fresh insights, also allow expansion of theory. This new theory adds to the literature on strategic initiatives, strategic project management, middle management, strategic renewal, activity theory and organizational learning theory. It also serves to enhance appreciation of unique environments as more contextualized deliberations are integrated. These elements evident lead to the conclusions and recommendations in the next Chapter.

Chapter 7

Conclusions and Recommendations

Chapter 7: Conclusions and Recommendations

7.0 This section is, in effect, to finalise the research and conclude the thesis. In it is included the aims of the research and the major outcomes. Incorporated too are the contributions, implications, limitations and directions for future research. Some benefits to the researcher are also highlighted.

7.1 Reaffirming Research Aim and Research Question

At the heart of this thesis is the research aim to investigate how strategic initiatives implemented in firms are influenced by middle management engaging in strategic project management, contributing to new and/or improved capabilities and strategic renewal. The 'processes and practices' linked to the 'activities' (Jarzabkowski, 2004), involved with strategic initiatives, and the interactions 'enabling knowledge and learning' (Agarwal and Helfat, 2009), facilitate improvements in capabilities. Strategic initiatives allow strategy to be more progressive, as their implementation involves the organization and deployment of 'resources and capabilities' (Teece et al, 1997; Barney, 1991), assisting strategic renewal (Chakravarthy and Lorange, 2007). This research of strategic initiatives implementation, incorporates existing literature on the topic, but such literature is still sparse and inconclusive, needing to more comprehensively include roles of middle management in strategic initiatives processes and practices. Prior research and practice, although overlapping to some extent, comprise themes that focus more on top management involvement in strategy, yet is sparse in relating such themes and other linkages to strategic project management.

Both commonalities and differences in existing models of strategy implementation failed to cover the full range or spectrum of strategic initiatives implementation factors including involvement of middle management and project management improving capabilities and strategic renewal for the firm to enhance competitiveness.

The study conducted, deals with, interrelates, and extends the major concerns formulated in research gaps in the literature selected as relevant, and incorporating motivation for the development of the main research question:

How can the implementation of strategic initiatives through strategic project management, contribute to new and/or improved capabilities?

In answering the main research question, objectives include enhancing understanding in two sub-areas where queries are considered:

- 1 *How do strategic project management processes and practices support the implementation of strategic initiatives improving capabilities?*
- 2 *What influence does the middle manager have in strategic project management and implementation of strategic initiatives to improve capabilities?*

Summary of research questions and their justification is provided in Table 2 (Section 2.6). Strategic management focuses on integrating organization, environment, strategy and performance (Farjoun, 2002). This research and empirical data collection conducted, concentrated more on strategy process perspective in addressing linkages inherent in strategic initiatives implementation through middle management utilizing strategic project management and improving capabilities, renewal and advantages. However, the conceptual framework (Figure 7), incorporates processes and practices of strategy, strategic renewal, middle management and strategic project management. This is so to heed the literature in these areas, as the contribution that middle management and strategic project management make to implementation of strategic initiatives, has not been fully exploited in studies of strategic renewal process and practice. In this way, conceptualization provides a viable framework for ongoing research and practice.

Miles and Huberman (1994) qualitative data analysis techniques were mainly utilized to examine and discover themes and elements from the data available, having studied six cases of strategic initiatives implementation in two large firms in the manufacturing industry in Barbados. Semi-structured interviews of by large middle managers in diverse areas in the firm, was supported by observation and document analysis. The two firms play a significant role in the food and beverage sub-sector, and are currently impacted by constraints cultural, economic and from dynamic environment impacts. The theoretical lens of organizational learning theory and activity theory combined, are employed to bring greater understanding of processes, practices and activities of strategic initiatives implementation for renewal, and both similarities and differences were made manifest from the associated stages, means and outcomes. Activity theory, supporting forces and mediating influences are depicted in Figure 4. The analysis and

interpretation concentrated on relevant themes including execution, influences, effectiveness, and outcomes. These heeded the need to incorporate aspects interlinking the interview questions, conceptual framework, research questions and theory. In this way, the findings, conclusions, implications, and recommendations, address the perceived need arising out of the gaps in the research, and attend to the areas allowing better contribution to new theory and understanding of the phenomena under study. This also involves examination of activities and interactions in the implementation of strategic initiatives, related effects, and analyzing improvements and consequences. Apart from focusing further on stimulus to interactions, complexities, issues and outcomes in strategic initiatives implementation, elements of the culture and context of strategic initiatives, are also incorporated to enhance contributions and implications.

7.2 *Contributions and Implications*

7.2.0 It is important to identify both contributions and implications from completion of this research, and to highlight them from methodological, theoretical and practical or managerial aspects. The research question guides this, and has been suitably enlightened by the research and study, to also support resulting conclusions. This research and outcomes are made richer through use of methodology of an interpretive paradigm, with a process approach qualitative and inductive, involving multiple case study incorporating document analysis and observation to support interviews.

Analysis of empirical data suggests that there are elements consistent with past research both literature and studies. The firms studied exist in a dynamic environment, where they operate under constraints which can limit their full access to information and resources and their ability to quickly build or improve capabilities and effect timely strategic renewal. How the firms interact with stakeholders both internally and externally can also be a key element impacting their levels of quality, responsiveness and flexibility in implementing strategic initiatives that match with strategic orientation dimensions that fit with requirements. How effective is sensemaking, communication, decisionmaking, and other processes and practices in the firm supporting the system of strategic initiatives implementation, can impact the level of success with related activities, and learning. This thesis therefore makes the following contributions to methodology, theory and practice in developing strategic initiatives.

7.2.1 Methodological Contribution

This research sought to examine and explore the influences of strategic project management and middle management in strategic initiatives implementation to improve capabilities and strategic renewal. While research on strategic initiatives employ both quantitative and qualitative approaches, these are sparse in consideration of implementation of these from strategy process viewpoint, and in combining strategic renewal processes and practices. They therefore fail to fully capture the related 'intricacies of day-to-day decisionmaking and practical realities' (Dougherty, 1992) of employing strategic project management, developing strategic initiatives to realize strategic renewal. This research employed 'qualitative approach' (Yin, 2003; Creswell, 2007), which is 'applicable' as it allowed findings from the six strategic initiatives case studies to be compared (Eisenhardt, 1989). This approach to empirical study is most 'appropriate' (Weick et al, 2005; Scarbrough et al, 2004), and indeed proper for studying strategic initiatives implementation, promoting reality (Hopper and Powell, 1985), enabling generalization through theoretical abstraction from data from cases of strategic initiatives. Using interpretivism allowed examination and interpretation of motivations and actions of both individuals and groups involved in processes, practices and activities. This facilitates better understanding of situational and cultural aspects to better clarify aspects, structures and meanings.

The researcher utilized elements of strategy process, supported with practice, and allowed the data analysis to reflect the complexities of effectively developing strategic initiatives and strategic renewal. By combining processes and practices, she enriched the data and analysis, allowing the ideas and perspectives to be integrated. Strategic initiatives are both facilitated and constrained by practices internally and externally, yet literature has not significantly examined in combination the processes and practices of strategy implementation through strategic initiatives to renew the firm's strategy, as this research has done. Showing that activities support practices and processes in the firm, also link back to objectives with a base form strategic management and strategic renewal. Blending elements of activity theory and organization learning theory helped to better engage elements in strategic initiatives implementation, to bring more avid viewpoint to strategy as practice. Interrelationships are utilized to portray the firm's practices that daily support strategic initiatives implementation activities, and alleviate gaps. By so doing, managerial roles, both individually and collectively, can be more

effectively focussed on, as they reveal how they engage in interactions internally while benefitting from networking through means social, technological and other. Combining activity theory and organizational learning theory allowed this research to integrate epistemological and ontological dimensions concerning intricate aspects of strategic initiatives, project management, middle management involvement and strategic renewal. This helps enhance the research stance, better improve the context supporting the methodological logic and benefits the research strategy and design. It permits better understanding of the link of competencies, behaviour and practices, at micro and macro levels, in improving capabilities through strategic initiatives implementation to enhance competitiveness. Even more so, combining the two theoretical lens, rarely used in study of strategic initiatives implementation and strategic renewal, enhanced the perception of processes, practices and interactions, and observation of changes or variations.

Using activity theory assisted application of novel aspects of qualitative approach. The researcher was able to better observe middle management as both individual subjects and as part of distinct groups collectively interacting in performance of strategic initiatives activities for renewal. It allowed incorporating in the study, strategic project management and other means appropriately facilitating configurations, division of work and maintenance of practices and regulations. As the approach to data analysis incorporated interactions that informed themes used for comparison, this proves beneficial to the researcher, as it enabled practical aspects to be captured, concerning how management engages networks that facilitate viable interrelationships and learning, geared at successful strategic initiatives implementation for strategic renewal. New elements in Figure 30 confirm that significant gains can be achieved by moving from knowledge that is merely tacit to the explicit form that better advances learning.

This research involved the development of a framework (Figure 7), to conceptualize and organize strategic initiatives implementation. This is expected to serve as a guide to the examination of the level of effectiveness of processes, practices and activities in combination, comprising an organization's system for executing strategic initiatives for strategic renewal. In addition to observing middle management and other personnel implementing initiatives, incorporating their views and documented evidence of their reality with combined activity theory and organizational learning theory, helped enhance the utility of the conceptual framework in Figure 7. This framework is a

significant contribution. It is to allow firms adopting the suggested methods, to benefit from a 'community of practice' (Jarzabkowski, 2003; Cuel and Manfredi, 2006), to enhance reflective processes as activities are performed to create value and enhance competitiveness. These implications of such methods link to developing middle management roles and other human capital and related strong culture, for a community of relations to enhance communication, learning, innovation, integration, problem-solving, flexibility and performance, as activities are performed. Although the study focussed more on analysis at the level of the firm, strategic interactions and experiences from both individual and community, internally and externally, brought greater insights into processes, practices and learning (Figures 29, 33 and 35; Table 17). Such insights are expected to complement existing capabilities, and lead to beneficial gains. The study therefore allows implications to incorporate strategic initiatives, firm and industry while heeding generalizability limitations.

The approach combining processes and practices acknowledges powerful forces - those with oversight and influence on processes supporting the practices in initiating and implementing strategic initiatives. Processes help control strategic initiatives implementation (Tables 4 and 9; Figure 35), but practices assist maturing and stability of elements supporting activities (Figures 11 and 28), and better results. Combining these help promote a new methodology and greater scope for studying new ways of organizing, and different types of initiatives in different firms and contexts where varying capabilities exist. Blended, they allow closer research, examination and observation of practitioners, and leway for future study over time. Methodological aspects of this is also to encourage practitioners to vary activities to incorporate a model involving more organizational learning and activity theories, to facilitate more viable configurations, greater reduction in risks, increased information and motivation for stakeholders involved, and with it being easier to put into practice, realization of strategic initiative implementation success. Researchers can also better study how managers perform their role, extending the range of considerations to bring greater consensus to methodology and practice, as they engage in wider debates beneficial to future theory and practice.

The researcher recommends that this same approach to the research, study, analysis and interpretation be undertaken again given the same phenomena under study, context and

conditions as they are deemed beneficial to inform theory, practice and further research. Researchers declare that a 'great deal is known about management in Europe, North America and Japan, but not a lot about management elsewhere in the world' (Punnett et al, 2006; Thomas et al, 1994). This current research and study allowed the researcher to promote enhanced appreciation of unique environment and integrate deliberations concerning particular contexts. The conceptual framework developed, to generate theory, informs processes, practices and activities of firms from developed countries especially locating in less developed economies, while also being specific to the context of developing countries. Figures 5 and 5a, of areas where the research contributes, and Figure 7 the conceptual framework, support 'strategy implementation factors' (Okumus, 2003; Saunders et al, 2008), linked to strategic content, context, process and outcomes, gleaned from literature and empirical data. These guided overarching themes used in analysis. By also heeding the firm's unique culture and processes, while linking these with structure and practices as the empirical data was analyzed, research aims are better supported. Greater understanding is gleaned, of decisions and actions of managers at various levels, as they interact to realize outcomes in implementing strategic initiatives.

Organizational learning theory complemented the researcher exploring 'decisions, actions, knowledge, communication and work flow' (Van de Ven, 1992), while activity theory enhanced this by enabling the level of effective consideration of 'stakeholders and day-to-day realities' (Dougherty, 1992), allowing analysis of change. Combining them helped to better explore effectiveness of processes and practices in the system of strategic initiatives implementation over time, and Figures 11, 20, 34 and Appendix Q, in data analysis reveal that there are both similarities and differences in such processes and practices for firms and in the level of the related strategic project management sophistication. The activities are linked to processes and practices that influence how strategic initiatives are initiated, selected, developed, and more specifically implemented. The researcher was able to analyze strategic initiatives as unit of analysis, middle management as mediators, strategic project management as intervention, while incorporating individuals and groups communicating, learning and developing, and relations between multiple systems, integrating cultural elements.

With both learning and activities fundamental constituents of strategy, the theories combined, helped the researcher to focus on and understand, the behaviour or actions of

managers and others influencing, the related techniques, tools and activities in use, and levels of expertise needed for strategic renewal. The researcher utilizes these in examining and analyzing the literature and data on how effectively management employs strategic project management and related capabilities in configuration to properly manage, integrate and coordinate strategic initiatives implementation. In this way, conflicts, improvements or consequences can fully manifest and be dealt with. Research approach, methods, literature, aim, questions, framework, study, analysis and discussion, support the next section on theoretical contribution.

7.2.2 Theoretical Contribution

The theoretical findings and implications also contribute to literature on strategic initiatives, strategic project management, middle management, organizational learning theory, activity theory and strategic renewal. This current research enabled the researcher to extend theory. It allowed the exploring of implementation of strategic initiatives in the context of developing countries such as Barbados. This enabled clarification of managerial and strategic initiatives implementation practices in firms, and reveals that theories formulated in particular contexts are valid. The study also helps to fill the gap whereby 'cultural differences and diversity need to be better considered, to prevent adverse impacts to productivity and performance' (Adler, 2002; Adler and Kwon, 2002).

7.2.2.1 Contributions to Theory on Strategic Initiatives, Implementation and Middle Management

The literature on strategic initiatives has been extended by combining middle management and strategic project management effects in implementation to enhance capabilities and renewal. These newly integrative elements in strategic initiatives implementation, serve to enhance insights especially when from a combinative viewpoint, they are compared with literature and other findings. The extent of fluid interactions in strategy and projects processes and practices were examined, to assess 'how new approaches are explored and current knowledge exploited' (Levinthal and March, 1993). This also involves strategizing activities of middle managers, improving capabilities and strategic renewal, helping to alleviate the gap whereby the 'day-to-day activities of middle management in strategic activity is under researched' (Bologun, 2003).

Activity theory and organizational learning theory combined, enabled this research to be better elaborated connecting strategic initiatives, implementation means, influences and capabilities impacting strategic renewal. Outcomes from interactions in strategic initiatives implementation, informed new theory. Data analysis reveals that managers are able to organise and enhance communication, learning and outcomes, as they implement single and multiple projects and initiatives, using scarce resources also necessary for business routines. Interactions (Cohen and Levinthal, 1990; Farjoun, 2002) in the system of strategic initiatives implementation at both firms, enabled activities, resources and capabilities to be configured in combination facilitated by relationships and communication structures. The effectiveness of these impacted the level of improvement and outcomes including the quality and substance of strategic renewal. This has implications for the level of value added. Figure 29 highlights this.

The traditional view of middle management as 'linking-pins', cannot still fully depict their responsibilities and challenges. A major contribution of this research, is the improving of understanding of how middle management, as mediators, utilize strategic project management, in influencing and implementing strategic initiatives, so as to help firms improve capabilities and 'steer' them more effectively towards strategic renewal. Kwee et al. (2011) find the need for such improvement. Floyd and Wooldridge (1992b) find that middle managers can also impede implementation, or pursue other goals. This research finds that they can hinder but in most cases assist, with varying commitment levels. They assist information diffusion and synthesis, and performance of initiatives' activities, affected by the firm's supporting goals, structures, practices, culture and external impacts. It further developed middle management influences in strategic project management and strategic initiatives implementation. The literature on middle management has been enriched. Included in the analysis of results is scope for greater understanding concerning the role that they have interacting with upward and downward elements in the firm, as well as with stakeholders externally (Figure 25), influencing activities, capabilities, practices, processes and outcomes as strategic initiatives are implemented.

Data analysis reveals that middle management, in roles as both initiators and implementors of strategic initiatives, are vital to strategic project management activities. These are performed to enhance strategic initiatives implementation practices by

organizational personnel as they interact combining skills, knowledge and experiences beneficially across strategic initiatives and projects. With capabilities in such techniques, middle management are key to effective leadership, communication, action, sharing and integration. As they manage impacts on strategic initiatives, incorporating practices as their involvement and sensemaking in strategic initiatives become enhanced for more successful strategic renewal. This extends the literature along these lines (Floyd and Wooldridge, 2000; Nonaka et al, 2000; Balogun, 2003; Balogun and Johnson, 2004), and provides another point for researchers to further investigate to assess potential in the longer term for enhancing learning across projects and initiatives and better managing these collectively.

Results from the research reveals that cultural impacts on strategic initiatives are significant (Table 15). For example, data analysis revealed that at the Second Firm, the level of synergies achieved internally were greater than at the First Firm, the differences attributed in part to effects from the internal culture at each firm and its combined dimensions of strategic orientation. Expected outcomes for the First Firm Strategic Initiative B, were less realized than for each of the three initiatives at the Second Firm. Strategic Initiative B has associated greater reliance on external sources for supporting resources and capabilities, and can be better structured. Nevertheless, literature shows that some firms can 'successfully allocate resources but still fail to renew' (Barney, 1991). Data analysis revealed that both firms in the dynamic environment of the manufacturing industry must heed this as they continue to face challenges involving interrelationships internal and external. As some projects fail to meet planned targets, greater attention to critical success factors and significant alteration in supporting processes and practices appear necessary to build capabilities, allow activities output to match key performance indicators, and meet renewal goals.

The empirical data also revealed that strategic initiatives likely to be negatively impacted in any way by the firm's processes and practices, can still be bolstered through 'deliberate effort to strengthen improvement in managerial, decision, prioritization and other supporting capabilities' (Eisenhardt and Martin, 2000; Winter, 2003), as was the case especially at the Second Firm Strategic Initiative F. However, overall, better focus on key performance indicators, impacts, consequences, configurations and effective management of interactions and inconsistencies were found to be major

contributing factors to enhancing critical success (Tables 8, 13, 16 and 17; Figures 17, 27 and 32). Strategic initiatives are to be effectively managed so that the outcomes add value, rather than create challenges and jeopardize the firm's renewal and survival, and this research fills the need to examine more the influences and capabilities of strategic project management and middle management in strategic initiatives implementation.

7.2.2.2 Contributions to Theory on Strategic Project Management

The study focussed on strategic project management (Kujala and Arto, 2000; Brache, 2002; Jamieson and Morris, 2004; Judgev et al, 2007), as a means for structuring or configuring, the investments, resources deployment, dependencies, interactions, and interrelations linked to the activities performed in executing initiatives. How these link to the strategic objectives and orientation of the firm is also focussed on. Lechner and Floyd (2007), perceiving coordination challenges, especially in terms of the mode of implementing strategic initiatives in strategic renewal, indicate leeway for more consideration of strategic project management. It presents a new focus in strategy implementation, particularly the influences of management and activities, in strategic initiatives development process, measurement and achievements (Appendix K3, K4). This current research augments the strategic project management literature with novel insights concerning how the firm can reconfigure its systems to advance capabilities and maturity levels beneficial to its managing strategic initiatives implementation, strategic renewal, practices and performance outcomes. It also incorporates the extensiveness of project management usage and assessment of strategic project management maturity levels (Appendix L, O and Q), as well as understanding and improving strategic capabilities, including the extent of organization learning.

As Ekstedt et al (1999) find the need to 'establish the extent of formality in structures and incentives for learning across projects and other activities', in seeking to help alleviate this gap, this research examined elements to determine level of configuration to be adapted to context and requirements of the firm and initiatives. The data analysis reveals that firms facing challenges arising from processes and practices in implementing strategic initiatives, can benefit more from improving means for effectively enhancing maturity levels in the system of projects. Data analysis confirmed that the level of sophistication and maturity associated with the strategic project management supporting the six strategic initiatives is not optimal, and supports

the utility of a revised model to more effectively account for maturity levels applicable to different contexts. The study also contributes to improving focus on strategic project management as an effective intervention method to implement strategic initiatives, especially in dynamic context including manufacturing, and for both single and multiple projects and strategic initiatives. By better linking projects within initiatives, across initiatives, and to related aspects in the firm especially those cultural, structural, and of resource scarcity types, it purports that synergistic elements can be improved, while enabling strategic project management as nucleus (Figures 12, 23 and 31), in strategic initiatives implementation.

7.2.2.3 Contributions to Theory on Organizational Learning

The literature on organizational learning theory has been deepened. This is as a result of new insights into how strategic initiatives impact the creation, storage, dissemination and sharing of knowledge and learning as individuals and groups interrelate and communicate while engaging in activities to improve capabilities and attain strategic outcomes including renewal. Each strategic initiative is associated with specific strategic goals of the firm, and has associated 'knowledge that is specialized' (Leonard-Barton, 1995). This was reinforced by respondents in the study, who indicated that sometimes their specialized capabilities are not always shared across initiatives and the firm, and furthermore knowledge bases have different degrees of access. This indicates limitations to sharing but not necessarily to capabilities, as 'core rigidities' (Leonard-Barton, 1992), did not appear to be so high as to generate debilitating conflicts. The outcomes of the study assist the alleviation of the neglect of learning roles essential to processes and practices of strategy, project management, and strategic renewal.

Capabilities can change significantly over time in competitive markets, but can also be gained from external sources that help augment innovative capabilities if networking allows such learning. Tables 7 and 12, and Figures 28, 32, 33, 34 and 35, especially highlight the necessity of learning in strategic initiatives, project management and renewal systems. Pettigrew (2005), in examining learning processes, find that levels of speed and adaptation influence strategic initiatives in strategic renewal, and suggest that more exploration focus is needed. Lovas and Ghoshal (2000), incorporating an 'organization learning perspective in considering the development of capabilities, find that internal elements such as structure and tensions impact strategic initiatives in

strategic renewal', and suggest the need for more focus on middle management and multiple case studies. This research helps fill such gaps, especially highlighting an integrative framework linking process-practice and learning-activity augmented from findings of a study in the Barbados manufacturing sector. It is to help remove 'capability gaps' (Coyne, 1986) and avoid 'capability differentials' (Hall, 1992).

Data analysis revealed that in the implementation of the six strategic initiatives, sensemaking was also enhanced through relationships both formal and informal within and across initiatives and across the firm's units, despite associated challenges. Tables 5, 10, and 15, and Appendix K3 support this. Greater outlays can be necessary to improve strategic project management capabilities, but opportunities are thereby provided to increase learning within and across projects, strategic initiatives and the firm. As it promotes greater levels of project management maturity and enhanced outcomes, middle management capabilities involving decisionmaking, prioritizing, mediating and establishing and monitoring of activities in strategic initiatives implementation, can be advantageously secured.

7.2.2.4 Contributions to Activity Theory

The literature on activity theory has been enriched as synergies with organizational learning theory have been highlighted. Combined, they augment understanding of how essential it is to recognize and manage the balance of tensions between new ideas development and improvement of existing core competencies, as the firm strives for strategic renewal, competitiveness and survival. One of the important aspects that emerged is the need to improve configurations or structures sustaining strategic initiatives and related projects, to benefit more from integration and related learning and interactions. This is linked to 'how labour and other resources and competencies are divided' (Hage, 1999; Jarzabkowski, 2003). The analysis of data highlighted that the internal focus of strategic initiatives is on developing new activities to support strategic implementation, but existing activities supporting processes and practices can also be rationalized to support improvements and other outcomes. Figures 10, 19 and 26, and Table 17, illustrate this. The activities and outcomes, can benefit further from supporting resources and capabilities improvement, which can be enhanced through better utilization and cohesion of projects, programme and portfolio linkages (Pennypacker and Ritchie, 2005), effected through strategic project management.

The significance of attaining performance outcomes including value added, has also been highlighted in the study, as firms have differential resources and capabilities even when in the same industry. Triangulation supports this particular examination of aspects across initiatives and firms. This aspect highlights how strategic initiatives expertly and effectively managed in implementation (Tables 6 and 11, and Figures 1, 11, 20, 30), heeding culture, context including other strategic initiatives, and business environment dynamism, have associated both beneficial synergies and conflicting challenges. These require detection, prioritization, and greater integration in managerial roles supporting strategic renewal. The data analysis highlights that given the level of specialization associated with activities supporting the implementation of strategic initiatives, it is best that managers and other key personnel be trained, qualified and experienced to effectively participate.

Negative impacts associated with performance of activities relate to deficiencies in resources, competencies, coordinating, communication, timeliness, quality and synergies. These relate back to organizational capabilities (Beer et al, 2005), and can negatively impact strategic initiatives outcomes and where goal or targets fail to be met, adversely affect strategic renewal. Analysis of the empirical data revealed that most respondents find the buy-in of staff and reinforcement of objectives of crucial importance to success of activities in strategic initiatives implementation. Appendix M and P highlight these elements, and how, apart from reinforcing them, it is necessary to strive for the best combination of activities and to maintain a high level of consistency. This is necessary as conflicts from existing routines and conflicts from culture and environment impacts can make it challenging to maintain efficiency and attain goals. Moreover, both the data analysis and literature also supported the necessity to enhance learning (Kaplan and Norton, 2008), to better facilitate effective feedback on performance of strategic initiatives, and their updating to meet strategic objectives.

7.2.2.5 Contributions to Strategic Renewal Theory

This research studied the implementation of six strategic initiatives in two manufacturing firms, with a view to contributing to the theory on strategic renewal. The findings from the six case studies support that strategic project management has utility in enhancing the bases of knowledge to facilitate greater learning, insights, sharing, and capabilities, that allow innovative ideas and the effective implementation

of the derived strategic initiative(s). Data from literature (Grobler and Grubner, 2006), and the research study, showed that such strategic initiatives in manufacturing adds value and contributes greatly to development of firms and industries (Section 4.2). However, they reveal necessity for the management to develop better fitting configurations to best combine elements to increase learning across projects and initiatives as they are implemented. This research therefore illuminates how it is necessary to better link internal capabilities with external environment situation, and reconfigure other elements in the firm, to support strategic initiative(s) and renewal that sustains the viability of the firm from the viewpoint of its customers and market.

Interactions within and across strategic initiatives and projects in the manufacturing firms, generate improved capabilities and influentially add value. However, while manufacturing firms are improving their core capabilities and other vital elements of their operations, difficulties still exist in streamlining learning and practices supporting the competencies being modified. More closely studying initiatives processes and practices, to appropriately understand and reflect on these, allowed confirmation that within best practice intentions, as strategic initiatives activities progress, challenges or inconsistencies within and across initiatives, projects and the firms, both positively and negatively impact strategic renewal. This research hopes consequentially to persuade firms to encourage more new ideas, competencies, markets, products or services.

The experiences and practices of strategic initiatives implementation in manufacturing firms is instructive and beneficially highlight how requirements and influences from both the dynamic environment and powerful internal forces, can moderate choices, behaviour, activities and outcomes. Both firms so impacted implementing initiatives in the case studies, sought to better balance orientation concerning production and innovation, with improving management capabilities to sustain strategic renewal. Firms focussing on effective strategic orientation in a dynamic environment situation, can more effectively renew their strategy as they strive to better balance new ideas and improvements in their core competencies, to gain or improve competitive edge. The study provides empirical evidence on actual processes, practices and activities facilitating strategic renewal in particular industry of manufacturing. This industry is facing significant pressure from market and major stakeholders to improve efficiencies and meet both short- and long-term demands. By altering capabilities in implementing

strategic initiatives that support shifts in strategic orientation, technology and other elements however, the firms still expect to maintain the quality and value of current resources.

Appendix K3 shows that firms developing strategic initiatives for strategic renewal, can best incorporate structures, projects, activities, targets, and means for learning, control and accountability. The data analysis highlights that as firms engage in strategic initiatives to proactively adapt or currently react to change, it is better to incorporate in their strategic initiatives implementation system, means both flexible and practical, for interaction, sharing, accountability and learning. Tables 7 and 12, and Figures 29 and 33 support this, as the data analysis reveals that capabilities can be built and improved to reduce challenges and enhance benefits, to better add value, renew strategy, enhance outcomes and sustain advantages. As the firm improves capabilities for strategic renewal, these elements can assist reduction in inertia and help prevent inefficiencies and deterioration in levels of performance outcomes and competitiveness. Figure 18 illustrates strategic renewal linkages with expertise, commitment, cohesiveness, goal attainment and responsiveness. Figures 16 and 28 support this. By enlarging and integrating process and practice theories in strategic renewal, this research is to further assist firms facing environment challenges. They are encouraged to better perceive how to pursue greater profits now whilst balancing this with longer-term investing and networking.

Data analysis (Table 14; Figures 25, 29 and 30), supported by literature (Balogun, 2003; 2006), provides enlightenment that middle management play a key role in generating new ideas critical to the managing and balancing of exploitation-exploration tendencies and conflicts in strategic renewal. This research also serves to extend the literature on middle management role in strategic renewal. It reveals that with their position in the social network structure of the firm, culture shared with top management, employees, and stakeholders, and degree of control over resources and capabilities, they are enabled if they desire to exert a core influence to initiate and drive change. It is also revealed that where strategic change is radical, employees resisting can require significant incentives. Moreover, where the firm enjoys a dominant position in the industry or product market, its strategy and related initiatives can be less radical than that of other

firms, but it still needs to carefully consider impacts, consequences and outcomes as indicated in Table 17, and in Figures 12, 23 and 34.

Figure 35, highlights how difficult it is to create knowledge, that it is not easy to emulate its processes, and that managers must assimilate new information from their environment or interactions, and be effective and timely in its storage and utilization to enhance learning, and gain advantages. The strategic initiative activities reconfigured over time, confirms the supporting elements of knowledge and learning interactions in the drive to meet market and other requirements to renew strategy in timely fashion to seize advantageously competitive opportunities. The quality of other interactions at all levels is crucial and can be better assured by promoting greater learning within and across projects, initiatives and units.

This research and study also further contributes to new theory in analyzing strategic initiatives implementation in the context of developing countries, where certain firms and industries are 'important engines of growth and development' (Fagerberg and Verspagen, 2007). The study of cultural and other impacts in firms in such context brings fresh and rich insights to data on strategic initiatives implementation, and the ability to expand theory. It serves to improve understanding of strategic initiatives and creating and improving capabilities in Barbados firms from a combined activity theory and organizational learning theory perspective. For example, the empirical data analysis revealed that while the implementation of strategic initiatives at the two firms are within the same national culture, cultural differences exist between the firms, and this can more impact the strategic initiatives implementation and outcomes. More specifically, the criteria used such as key performance indicators for strategic initiatives in the Second Firm, were more detailed and stringent in application than for the cases at the First Firm. While the system of strategic initiatives in Barbados firms is rich in relevant activities for strategy implementation, avenues for management of knowledge and learning can be further improved to assist more proactive and timely responsiveness for more effective strategic renewal.

These contributions are vitally necessary to improve capabilities for firms and to provide new insights linking strategic initiatives and strategic project management in strategic renewal process and practice to generate higher organizational performance.

They also suggest the necessity to harness knowledge and generate learning as the activities are performed in executing and managing strategic initiatives. The practical implications are also informed through methodological and theoretical aspects.

7.2.3 Managerial and Practical Contribution

This research contributes by providing a framework incorporating strategic initiatives, strategic project management, middle management and strategic renewal within lens of organizational learning and activity theories combined, for contemporary firms to have greater chances to gain or increase advantages in a dynamic business environment. The key dimensions of such vital influences of the management of strategic initiatives and projects through middle management, in Barbados firms, for example, are expected to enable persons in such firms to know why, how and when to better perform activities and create new processes, products or services, to benefit from advantage gains associated with enhanced practices and learning while renewing and realizing strategy.

Firstly, top, middle and other management are involved in implementation of strategic initiatives for more effective strategic renewal. Both the literature and empirical data analysis show that those firms utilizing middle management and strategic project management (Figure 29, Appendix L, O, Q), to the degree that they be considered key elements and means for strategic initiatives implementation, can benefit from improving capabilities and greater synergies in their strategic orientation, initiatives and projects. Critical to achieving the key targets, is the identification of individuals keen to develop the strategic initiative and the availability of resources and capabilities to do so. By so doing, the enhanced maturity in their project management and strategic initiatives systems for configuring and implementing, significantly support renewal processes and practices, to result in improving strategic outcomes.

Data analysis reveals that the chosen strategic orientation dimensions help the firms with definition of goals and selected KPIs, and better planning of strategic initiatives and projects. Where this was applied, processes and practices in implementation were better linked and activities better performed, assisted by monitoring and control as change and learning impact innovation and performance. Firms were also able to 'enhance innovation capability' and 'reduce implementation timeframes' (Schoenberger, 1994), by increasing interaction between firms or partners in industry. Managers were

able to significantly improve their level of awareness and capabilities, especially to plan, select and implement strategic initiatives, and to manage complexities, while adjusting to impacts from the dynamic business environment including the firm's inner context.

The analysis of data from the two firms in the study, indicates that there are still strategic initiatives and projects planned without full consideration of implications from constraints of resources and capacity, thereby over- or under-estimating level of power and influence of some sponsors. This can jeopardize implementation timeframes and other goals. Nevertheless, the project and strategic initiative best fit with orientation and environment constraints has been shown in the study, to be key. If managers are more proactive, even establishing a research and development unit or project management office, this will greatly assist better monitoring of interactions to ensure that viable linkages and synergies are facilitated across the firm. From results of the data analysis, it is therefore suggested that the level of innovativeness and the efficiency of allocation or deployment of resources, be enhanced to better support proactiveness.

The firm's choice of strategic orientation can significantly impact how it reconfigures its linkage of strategic components with its operational, seeking to renew strategy to gain competitive edge. Elements that influence the level of success of outcomes from strategic initiatives implementation, include the level of proactiveness of management in analyzing the internal and external environment components, and determining the significant impacts both direct and indirect. By so doing, they can ascertain the best balance of strategic orientation dimensions, and of exploitation and exploration. This also requires linkage of critical success factors, consequences and outcomes (Figures 32 and 34). Where there is some separation of strategic initiatives activities from routines, deployment can be improved to achieve KPIs and CSFs.

Secondly, 'proper project management is important to strategy implementation' (Van der Merwe, 2002). Data analysis revealed that firms can utilize projects to support their strategic orientation, initiatives and renewal, while strategic project management allows them further dynamic capabilities where they incorporate learning in the associated activities. Implications from the study are also that improvement is necessary in mechanisms for implementing strategic initiatives, to enhance the levels of effectiveness of the configuration utilized to interact with stakeholders and optimize usage of scarce resources and performance of relevant activities. Best practices in the

literature for strategic project management, focus on projects in a strategic portfolio linked to vision, mission and goals. Moreover, apart from lessons to be learned from projects supporting initiatives in the private sector, for the public sector, has been suggested ways to 'improve linkage of policies to projects, better govern and implement them' (Shiferaw and Klakegg, 2012).

It is important that managers embrace strategic project management more as a nucleus in implementation (Figure 31). Both the literature and data analysis reveal that such management made robust and applicable to the specific context, can prove instructive for improving implementation of strategic initiatives, in both private and public sector. Outcomes from the data analysis, in enhancing these findings, suggest that when managers incorporate flexibility, culture and diversity elements in their decision making and the performing of activities, personnel can be better motivated to accept and adopt new approaches for synergistic effects (Figures 29 and 34). Productivity, performance and outcomes can thereby be more advantageously affected. Numerous firms still face 'major difficulties implementing strategic decisions' (Al-Ghamdi, 1998), yet linkages between activities engaged in for strategic project management and strategic initiatives remain largely underexplored.

Contributions from the empirical study, shows that when the utilization of strategic project management by middle managers and other management in the firm is explored, responses are not overwhelming generally. The implications are that they perceive the configurations involved in managing process and practice linkages of portfolios, programmes and projects rather complex, and are still undecided or uncertain as to full benefits for the initiative and firm in the short term. Single and multiple project management practices are employed at firms (Figures 1 and 15), but it is suggested that firm-wide linkages and networking, to facilitate improved learning and practices, can be better applied, especially to enhance implementation of multiple strategic initiatives.

Where there is deficiency in the level of project management maturity, the associated costs of upgrading strategic project management capabilities and other elements may be immediately prohibitive, especially given the scarce resources needed to complete strategic initiatives implementation. The outcomes from this research proves instructive in providing practical solutions for such cases, with the framework and research outcomes being of utility to managers at firms desirous of improving their

existing model of strategic initiatives implementation. This research can help firms better understand strategic project management, and better link their projects and initiatives, so the portfolio best relates to the overall strategy. Where managers are deficient in skills for strategy, managing or strategic project management, it has been found best for training and education to be undertaken incorporating practical elements, to enhance capabilities and commitment levels for both the individual and firm.

Thirdly, addressing the issues and solutions that middle managers find vital, and obtaining verification, will enhance research and practice, as well as promote appreciation of intricacies of strategic initiatives and renewal process and practice, to enhance effectiveness and reduce failures. Data analysis reveals surprisingly that networks between the two firms in the same industry are limited, in part inferring fierce competition. Moreover, the research reveals how some middle managers still limit themselves to their existing or traditional oversight and control role in implementation, even though interactions and learning can further enhance exploration, innovation and outcomes. Nevertheless, middle managers can choose to collaborate with others in the specific industry (Figure 25), to benefit further from any learning and opportunities available, to improve their management and capabilities. By so doing, they can have better avenues to implement and monitor their strategic endeavours, with a view to enhancing competencies and advantages. The associated new processes, products or services can add value to the firm, and assist the industry (Figure 29).

Fourthly, the activities used to implement projects and strategic initiatives, tend to be impacted by the means available for communication, coordination and learning. Communication abilities and means need to be enhanced to encourage effective learning to support solving problems and aspects of inconsistencies. This is supported by both data analysis (Tables 16 and 17; Figures 25 and 35) and the literature (Wenger et al, 2002; Robbins and Coulter, 2007). Improving external interactions with relevant stakeholders (Figure 25) can 'enhance innovation capabilities', reduce implementation timeframes (Schoenberger, 1994), augment interactions across initiatives and projects internally (Tables 5 and 10), help facilitate better communication, knowledge, professionalism and performance (Figure 29), and match requirements with targeted outcomes (Figure 26).

The outcomes from this research and study is to encourage firms to enhance learning capacity in their mechanisms that generate and improve activities supporting strategic initiatives implementation (Figure 35). By so doing, they can 'better utilize their forms of capital' (Bourdieu, 1986; Adler and Kwon, 2002), to mobilize resources and motivate personnel to enhance interactions and performance. This is especially so in the cases of strategic initiatives, where some personnel temporarily interact in teams which disband on completion of related projects. Improving human capital expertise (Damanpour et al, 2009), to facilitate integration (Farjoun, 2002) and widening range of capabilities and flexibility (Hage, 1999), will significantly impact strategic renewal and performance. Figures 17 and 27 support this. Moreover, where top management allows middle management training, input and access to strategic planning related to strategic initiatives, they can better support employees' learning, encouragement, and commitment firm-wide. Figure 29 and Appendix K4 highlight this, illustrating that where the firm strives for an optimal configuration to support its strategic initiatives and renewal, the inputs, decision-making and measurements supporting the activities well coordinated and enhanced by blended processes and practices, are expected to generate achievements of expected outputs and outcomes.

Outcomes from the research, study and data analysis, are to assist managers and practitioners, to reduce challenges presented by strategic initiatives, and ways to cope with such, while increasing capabilities, so that strategic renewal facilitates benefits to the firm (Figure 33). This research contributes in a practical way, to the development of the Manufacturing Sector in Barbados, where studies of strategic initiatives in such context is virtually non-existent, and this research study has been applied to six strategic initiatives in two firms there. Within the firm, the inner context of the initiatives involves a hierarchical structure, where barriers and resistance are inherent. Where necessary, leaders and managers can better assess the necessity to increase resource levels, and train to meet current requirements of strategic initiatives, projects or renewal endeavours. They can also decrease the number of personnel as necessary where slack in capacity exists.

Studying strategic initiatives implementation in what is in effect underexplored context, allows the researcher to make a practical contribution pertaining to such context. In so doing, an aim is to improve understanding of such environment from the basis of

activities and learning. This proves crucial in implementing initiatives, developing capabilities, attaining strategic renewal to enhance the firm's competitive basis, offerings and sustainability. This research also contributes to enhancing framework to encourage firms to perceive the necessity to help ensure that knowledge bases are better updated and synchronized, increase efforts to reduce or remove risks, and establish criteria for priority and updating of knowledge and learning during activities supporting strategic initiatives. Table 18, provides a summary of contributions in this Thesis, in light of the research topics and research gaps. The central idea that emerges from this research, is of effective interactions in strategic initiatives implementation through strategic project management, being vital for attainment of strategy execution involving activities that facilitate the improvement of integration and coordination. As strategic initiatives are implemented within a hierarchy of strategic objectives, this allows focus on improving capabilities to sustain best practices and attain strategic renewal outcomes. Knowledge enables the processes, but its sharing with individuals and groups both internally and externally provides leeway for enhancing mediating influences.

Ultimately, initiatives and renewal processes are limited by realities as the firm adapts and respond to requirements. As strategic initiatives literature was still sparse and inconclusive, this research enhances its comprehensiveness and how themes and linkages relate to strategic project management and middle management involvement to enhance capabilities and competitiveness. The research generated in this thesis substantiated theoretical accounts, crucial to enhance human knowledge. It enriches our theoretical understanding concerning initiatives, especially from perspective of organizational learning and activity theory combined, that allowed one to better address effects and impacts. These perspectives combined allows one to glean that there are hindrances to middle management power in strategic initiatives development using strategic project management. Despite the level of consideration currently existing, tensions occur as middle management engage in interactions with top management and other stakeholders. Overtime, learning can enhance capabilities and added value, but knowledge bases in firms do not yet optimally support learning. Nevertheless, strategic initiatives implemented allow firms to focus on blending strategic project and strategic orientation dimensions to support needs of the firm, stakeholders and market, to attain effective outcomes. It is vital to integrate these to enhance middle management and strategic project management ability and capabilities to effect strategic renewal.

Table 18: Summary of Contributions in this Thesis

Research Area/ Topic	Research Gaps	Contributions	
		Academic	Managerial or Practical
1 Strategic Initiatives (SI) and SI Implementation (SII).	Sparse studies linking SPM and MM to SII. Virtually non-existent studies of SII in under-explored contexts and in specific firms in industries key to growth. Activity Theory applied to SII is under-researched. Current research fails to better conceptualize and apply organizational learning to SII for SR and address tension between exploration and exploitation in SR	The day day-to-day realities of SII through SPM and MM are captured heeding theoretical lens of combined activity theory (AT) and organizational learning theory (OLT), to improve understanding. It enables novel blend of strategy process and practice factors to more closely investigate and analyze. By incorporating SI structural or cultural elements greater scope is provided varying context, roles and capabilities in SII, as a theoretical basis for future research. Outcomes from integrating MM and SPM effect on SII in SR extends theory. Linkages are made of SII activities to strategic orientation, basis for analyzing SI goals/outcomes.	To avoid failure of SIs, a framework provides for improved innovation and efficiency, to allow practitioners and investigators to formulate, pursue and meet key targets. Findings from describing and exploring how SIs improve capabilities and outcomes for SR are expected to help practitioners enhance performance, and further develop.
2 Strategic Project Management (SPM)	Need to focus on role of SPM as intervention in SII.	SPM practices or roles investigated portray interactions and networks support to SII. Conceptual Framework guides linkages, and roles are precisely depicted incorporating relationships that promote learning as activities are performed. There is scope to enhance maturity in SPM and SI systems. By showing how SI activities can be better constituted or organized, Activity Theory/studies enriched.	To enhance success of SIs, suggestions are provided and linkages exhibited to enable managers and researchers to better configure/integrate project, program, portfolio so to better learn, deploy, execute and deliver.
3 Middle Management (MM) .	Day to day activities of MM in SII and SPM under-researched. Contribution MM and SPM make to SII improving capabilities is not fully exploited in SR studies.	Contribution is made to strategy as practice from practitioner viewpoint, as SI interactions and interrelationships are clearly depicted. Contributes to improving understanding of how MM both assist and hinder as they utilize SPM, mediating, influencing SII. Improves literature on MM, showing how they help improve capabilities and effectively steer to SR in different contexts.	To assist firms utilizing MM in SI planning and implementation to pinpoint key individuals to enhance resource use and develop capabilities. There is leeway for MM mediating and sensemaking to be enhanced through the new Conceptual Framework
4 Strategic Renewal (SR).	Dearth of research in process and practice approaches to SR linking SII, SPM, MM and learning. How are new approaches explored or knowledge exploited?	Strategy process blended with practice, analyzed with lens of combined OLT and AT, allows better reflection on SII in SR complexities. Processes supporting activities can be more fervently addressed, heeding means, influences and capabilities.	To enhance orientation, improve execution goals and timeframes, pursuit of competencies new and unique to assure firms' learning and survival. To encourage new model/solutions in manufacturing

The integrative theoretical framework utilized differs from established models. It offers a more holistic approach incorporating both processes and practices for better consideration of learning and activities in strategic initiatives implementation. This enables greater focus on initiatives in underexplored context, with clear organisation and suggestions for practical utility, to insightfully inform further research. Powerful contribution to enhancing understanding of both theory and practice in improving initiatives is generated by realization, that strategic project management and middle management roles need to be adapted for greater application to particular context and culture. This is so as in day-to-day management, uniform strategic initiatives practices vary across firms and activities and assessment criteria can be diverse.

Augmenting complex linkages in tables and diagrams, results and suggestions make clearer the relevance of why to apply strategic project management in system-wide enhancement of strategic initiatives, to help reduce complexities and challenges. Research gaps are filled not just by prescribing, but also clarifying how strategic initiatives can be more effectively managed improving roles, processes and practices, to reduce inconsistencies and conflicts. Moreover, gaps in the literature reviewed are alleviated by establishing what strategic project management and other capabilities are relevant and best configured for firms implementing strategic initiatives; and where is it necessary to more effectively combine strategy and project orientation dimensions in pursuing strategic initiatives implementation for strategic renewal and survival. The findings also fill research gaps on what role middle management play within strategic initiatives context, heeding culture, knowledge, capabilities and other impacts assisting or constraining learning, sharing and practices. They highlight when it is necessary for strategic initiatives internal interlinkages to be engaged to mediate external interactions, and how these enhance capabilities and best practices in strategic renewal. Results and suggestions also allow relevant linkages of why, what, when and where. This supports clearer explanation and interpretation.

There are virtually non-existent studies emphasizing strategic initiatives implementation in unique context such as Barbados and other underexplored areas, so this research applicability can serve to help remove capability gaps and differentials in strategic renewal. Interpretative approach blends inductive and deductive, allowing credible new insights. The next section considers limitations and avenues for further research.

7.3 Limitations and Directions for Future Research

This section considers limiting factors to the research, study and outcomes.

As a basis to enhance capacity to explore, describe and understand strategic initiatives in context of strategic change for renewal, using lens of organizational learning and activity theory combined, an interpretivist paradigm and interpretivist approach was employed. This approach does not generalize from sample to population as with positivist tenet, but it best informs understanding of the phenomena of strategic initiatives implementation. It facilitates the making of comparable observations, analysis and interpretations if the study is replicated in different circumstances, and data can be perused for discrepancy in evidence, and compared with literature or theory. Complemented with the combined theoretical lens applied also in analysis and discussion of results, it helped assist to keep the data focussed and bound. Individual inherent limitations to the theoretical lens of activity theory and organizational learning theory may impact, although combining them advantageously complemented the design and enhanced data analysis and interpretation. For example it is difficult to observe persons' knowledge levels and learning, and while the researcher expected to observe persons' learning and practices in action, the range of activities, observations and interviews was limited.

The research questions and interpretations have been carefully considered to allow for reduction in any inherent bias, and widest possible dissemination. Mindful of the need to enhance objectivity, validity and reliability of data, framework and results, the researcher was diligent in the selection process for firms and initiatives, analyzing stakeholders and risks, conducting pilot study, and utilizing managers from diverse areas in the firms. The conceptual framework in Figure 7 depicts logical linkages and influencing factors, limiting the aspects of initiatives and types of analyses undertaken and completed. Figure 8 further specifies the unit of analysis, what is expected to be fully addressed. Moreover, empirical data suggests how strategic initiatives implementation will influence these elements, and how elements influence each other.

The researcher focussed on strategy process and internal elements, but was flexible in considering content and context including structure and culture, to facilitate explanation of characteristics, behaviour, activities, practices and outcomes. The context focus for the empirical study is Barbados firms, as the researcher faced accessibility and other

limiting constraints, but the use of the manufacturing industry supported national and cultural elements being held constant to enhance reliability of the data. Moreover, as strategic initiatives implementation has little been addressed here, there are advantage gains in examining such a context where the dearth of research needs to be alleviated, and where rich lessons are to be learned.

The research and study retains a focus on a holistic view of influences in strategic initiatives implementation processes and practices for strategic renewal. Given some novel elements to the approach, the researcher acknowledges generalizability limitations, and the study involved one country and one industry. Nevertheless, unlike a positivist approach, the researcher using multiple case studies in qualitative approach, relied on 'analytic generalization' (Yin, 2003). 'In-dept information about a small' unit (Ambert et al, 1995), complemented these with appropriately developed theory to help reduce limitations of generalization. In-depth interviews and responses matched against observation and documents provided evidence and patterns and enabled rich analysis to confirm and further facilitate building of theory. Triangulation and replication supported generalization, especially through cross-case analysis (Miles and Huberman, 1994), which helps reduce potential bias and allows data greater representativeness, to be applicable to Manufacturing, Barbados and other industries and countries with similar context. Data analysis revealed domestic firms' interactions, import, export, establishment and partnership in regional and international markets, and other firms engage in foreign direct investment in Barbados and manufacturing industry.

Investigations of strategic initiatives, was especially delimited in the structure of two firms operating in Barbados. Although the culture in each firm is strong and this can serve to enhance performance, the researcher found elements of culture limiting to the timeline and access factors for the research. As aspects of the empirical study evolved, this theoretical concept had to be incorporated to further explicate the data. Access could not be gained without formally approaching the top management of each firm and there are limitations to use and release of the data. The researcher also found that limiting elements associated with this reduced the level of observation and data gathered about the external interactions with internal in terms of middle management, strategic project management and strategic initiatives. With restricted access, there were limits to number interviewed and observed, availability of some documents, and

range of processes and practices studied, so perspectives of all the firms' managers may not be adequately revealed, and there can be limits to analysis, interpretations and implications. The research process may also have affected those researched.

Guided by the research questions, the researcher identified both similar and contrasting strategic initiatives, and the chosen managers, involved with strategic initiatives and strategic projects, were means of indirectly observing this unit of analysis. Although the intention was to interview all, cultural and other elements impacted, and access to the managers was limited. However, the 'evolved' 20, conceptually and purposively chosen, 8 to 10 from each firm helped to limit bias, and still allow improvement of explanations and enhance theoretical insights. Some managers were more qualified, experienced and involved in implementation of initiatives processes and practices than others and none of the initiatives given access to were fully complete during the research timeframe. Nevertheless, the researcher sought to incorporate managers from the firms' diverse areas and to study a contrasting range of six strategic initiatives. This intense examination of a small number of instances (Thomas, 2004), make the findings more precise, stable and valid, adding to robust findings, generalizability and confidence. Managers, initiatives and firms' varying characteristics supported replication (Yin, 2003), validation and counteracting of potential bias, and the multiple methods and multiple cases studied allowed the use of triangulation to help with this.

The researcher was constrained by limited access to firms and personnel, this being related also to the subject-matter being connected to sensitive strategy, and other impacts cultural and economic of a dynamic business environment. The researcher faced, in acute form, the problem of access to the second firm, as many firms struggled to survive dynamic and recessionary environment impacts. However, she was able to overcome this and make contact and obtain data within a viable timeframe of approximately three years. The data collection process was especially intense during November 2011-March 2012 and November 2013-March 2014. With the research conducted through the method of case study, the researcher utilized techniques of document analysis, observation and in-depth, semi-structured interviews employing mainly open-ended probing questions to garner management interpretation, experiences and intensions. In this way, 'persons' framework of understanding was intersubjectively negotiated' (Gioia and Thomas, 1996b), for interpretation to more

effectively lead to communication and sensemaking to improve theory and practice. Rules of case-study research were appropriate and in employing such methods, top- and middle management or proxies were encouraged to participate in the study.

Having to limit the length of time for interview for response rate to be realistic, cost, interviewee and other constraints that impacted, proved to be limiting factors. Despite only one interview per participant being allowed by the firm(s), and limited observation period, the researcher persisted to keep within standards for process and validation as supported by Appendix F3. This indicates some tactics used by the researcher upholding design and analysis, especially in terms of consistency. As suggested by Gillham (2000), the researcher developed, pilot, set up and administered, travelled to and from the interview, transcribed and analyzed the interview, and focussed on appropriateness of time, and the balance of open and closed questions. It is noteworthy that recording was incorporated in semi-structured interviewing with open-ended questions. Consequently, some interviewee responses may have been inhibited, but the researcher made significant effort to reduce any impact this and likely observer and author effects can have on bias and reduction in reliability.

Report writing and standards of validation and evaluation were involved in the conduct of the research study. Before summarizing data and identifying themes in data analysis, codes were tested for reliability. Validity and reliability are also supported as through triangulation with multiple methods, and replication strategy, the analysis was made within and across cases of strategic initiatives, to maximize depth and breadth of data collection. This also supports 'data trustworthiness and high level of confidence in the results' (Denzin, 1989; Yin, 2003), interpretations, contributions, summary and assessment of the extent to which the study can be replicated, and results observed generalize to other situations and cases.

Collectively, the methodological, theoretical and practical contributions of this thesis are significant. Yet given the above-mentioned limitations, additional research can be called for. A focus in the thesis has been on improving capabilities. Capabilities link to resources, competencies, knowledge and learning. The study revealed that knowledge bases in firms are not yet optimal and this has implications for the levels of learning within and across strategic initiatives, and within and across firms. Firms are still limited by the level of sophistication of configurations supporting strategic project

management and strategic initiatives. This too has implications for the optimality of interactions and communication flow and the ability to reduce conflicts, challenges and contradictions in any system of strategic initiatives implementation. Additional research in this area can focus more on both creation and improvement of capabilities in such areas, and on linkage with improving the balance of exploration and exploitation to support strategic initiatives for strategic renewal. Further research can also focus more on negative aspects of middle managers role in implementing strategic initiatives.

This research has focussed mainly on strategic initiatives implementation, and the empirical investigation has been largely limited to this stage during the observation aspect. Further research can concentrate on more levels of the firm, to incorporate greater analysis of performance outcomes directly related to product and service offerings, which are beyond the scope of this research. Outgrowing from this work, especially related to strategy process. (Woolridge and Floyd, 1990), can also be other case studies either qualitative or quantitative, incorporating a greater sample of industries, and aim to glean also the level of consensus between firms. This research used strategic initiatives as unit of analysis. Further studies can concentrate on the unit of analysis as firms, especially those with co-evolutionary aspects, so leeway can be provided for application of institutional theory as a backdrop to better understand interrelationships in managing strategic renewal conflicts. More extensive empirical work can also be carried out with data collected across industries, and geographical boundaries. This can be even with a view to assessing the firm's risks and performance in both short- and long-term, relative to outcomes from strategic renewal processes and practices. Such studies can account for dynamic business environmental impacts on the firm's strategic management capacity and on strategic project management best practice.

In the empirical study supporting this research, data analysis revealed that firms were currently implementing strategic initiatives focussed more on improving processes. Although these link to their product offerings, future research can explore and compare strategic initiatives both process and product types so that the current findings can benefit further from resulting insights from new studies. More specific aspects of the conceptual framework can also be operationalized and tested. These can include how capabilities for strategic renewal through greater middle management involvement with strategic project management and strategic initiatives implementation can be improved

over time, and how contradiction in processes such as communication can be resolved. Longitudinal work can be conducted to assist with this. Further research is also suggested as re-interpretation can be possible, especially with regard to context. Contextual elements and conditions can also be further explored, concerning managers' capabilities, orientation and constraints related to strategic renewal. The final section deals with final conclusions incorporating those from the research and study, researcher experiences and benefits, and recommendations.

7.4 Final Suggestions and Benefits to Researcher

This thesis comprised seven chapters. After the introduction, the literature was comprehensively reviewed, giving rise to the research questions, directing the investigation and data collection from sound theory and framework. The appropriate research methodology and design, including the unit of analysis was specified in Chapter 3, setting the stage for critical data analysis. Empirical data collection overview of findings, was presented in Chapter 4, followed in Chapter 5 by analysis of findings from empirical data collection. In Chapter 6, further interpretation and discussion, lead to conclusions and recommendations provided in Chapter 7, which highlights new contributions, implications, benefits, and suggestions for future research.

Both the main research question and its two sub-areas (Section 1.3) have been addressed, mainly through strategy process research, incorporated with elements or practice. The review of literature revealed the need to pay more attention to middle managers and strategic project management in strategic initiatives implementation research. Understanding and heeding their influences is vital to reduce existing gaps between verification of their role, and practice. Findings from the six case studies, support that while strategic initiatives implemented in the same industry or context, can differ in characteristics and performance outcomes (Appendix M and P), there are some similarities in approach to their management (Figures 31 to 35). By enhancing middle management learning and involvement in strategy, projects and interactions, there is greater leeway for improving their upward influences and how they mediate, command and deploy resources, and encourage innovation when implementing initiatives.

Analysis of data also revealed that processes, practices and activities of strategic initiatives implementation in both firms are complex. Implementing them is

challenging, and while there is some uniformity within the firm, variation exists across firms. There is associated reasonable commitment and formality to efficiently complete them. There is also some combination of strategic orientation dimensions as those involved in implementation activities for strategic renewal (Figures 16, 28, 29, 33) are assisted by supporting processes and practices. However there exist restraining or constraining elements to their development and these can be attributed to the firm's levels of hierarchy, culture, implementation structure, resources availability and inertia forces for example (Appendix J1a and J2c; Tables 5 and 6; Figures 18 and 29). Where middle managers are allowed to and more effectively bridge gaps in learning, this can help enhance professionalism and prioritization. The case studies also support the need for firms to revise their current practical use of project management maturity models, to better complement and improve capability, utility and applicability of strategic project management to their particular context or circumstances. Applied in long run, this will enhance their strategic initiatives implementation and strategic renewal, enabling them to help close existing gaps as they adopt verified best practices to boost success rates.

The study of strategic initiatives implementation in developing nation and manufacturing industry enhances appreciation of dynamic, distinctive context. It is to allow integration of new elements to theory in hope that researchers, managers and firms benefit from any flexibility, responsiveness and possibilities of improving capabilities and opportunities to better perform and reduce vulnerabilities. In carrying out the research and study, the researcher experienced both significant constraints and benefits. Difficulties experienced during data collection or field work severely impacted. Stringent requirements for confidentiality, anonymity and signing off on these were paramount considerations linked to access. It was therefore crucial to find the key relevant 'gatekeeper' to help reduce access constraints, but still there were limitations to access with regard to areas, locations, timeframes, variety of sources and flexibility of use of documents, and range and level of observations. Analysis of results show that these did not adversely affect the data collection and analysis significantly, although the constraints affected the timeframe for completion of data collection. The researcher diligently endeavoured to maintain a representational view of perspectives, roles and actions in strategic initiatives implementation. No matter how perfect the design or plan, changes, circumstances and contextual elements impact in actuality.

The researcher also benefitted from significant gains in experience utilizing qualitative research techniques. After completing the first case study, the researcher had gained experience implementing methodology, techniques and tools. By the time triangulation was complete at the first firm, and the researcher was replicating the study at the second firm, significant testing of the methodology had occurred. It is expected then that the last three case studies may have benefitted from the enhanced experience of the researcher, but the use of structured tools especially in interviewing and observation allowed the researcher to reduce any inherent bias. To enhance contribution to theory and practice in strategic initiatives and renewal, the researcher diligently constantly considered both theory and data, and incorporated both internal and external impacts.

The support of supervisors to this research is greatly appreciated. In addition, valuable insights were gained into perception, behaviour and motivation of parties involved in strategic initiatives, and even from using the quotations from respondents to enrich the analysis of data. It was instructive to hear and observe how business and social activity in the firms' systems support the implementation of strategy, strategic initiatives and objectives attainment. The researcher realises more the importance of establishing and maintaining trust during qualitative research and the need to at all times maintain appropriate relationships, especially to retain permission to continue with the study and complete it in viable timeframe. Important too is the realization of the significant costs to the researcher, but more importantly the researched, as there was always awareness of the value of time and its linkage in terms of the resource(es) forfeited when a manager or worker is removed from day-to-day work activity for even an hour or more.

It is realized that the managers and other persons involved in the study, can also benefit from the important insights provided so as to enhance their efficiencies, especially related to their processes in strategic initiatives implementation for renewal, to redefine and enhance products, services or processes and analyse any existing performance gaps. Results from the data collection and analysis processes, served to enhance knowledge in the area of strategy, strategic renewal, strategic initiatives, and the activities required to support associated processes and practices within the firm and industry. The entire endeavour has made the researcher more aware and competent as her capabilities, including researching, academic and managerial, are significantly enhanced. In

addition, new ideas are discovered through the research, which can assist further exploration of other topics or avenues for future research.

The data analysis process proved significantly instructive. Data reduction and organization are key elements and the research relied on literature to guide data analysis processes. There are different aspects to these processes and guided in the main by Miles and Huberman (1994), approaches, other literature supplemented. The researcher finds that although use of computerized software such as QSR NVivo assisted data organization, 'manually' analyzing the data proved reliably complementary. The two, 'manual' and computerized techniques supporting data analysis, proved more advantageous as more advanced aspects of coding and thematic analysis can be applied by the researcher, especially in triangulating. Moreover, the combination supported convenience and helped to maintain the logic and consistency which is necessary to completion of analysis to support implications and conclusions.

REFERENCES

Abbasi, G. Y and Al-Mharmah, H. A. (2000), "Project Management Practice by the Public Sector in a Developing Country", *International Journal of Project Management*, Vol. 18, pp 105-109.

Acur, N and Englyst, L. (2006), "Assessment of Strategy Formulation: How to Ensure Quality in Process and Outcome", *International Journal of Operations and Production Management*, Vol. 26 No. 1, pp 69-91.

Adler, N. (2002). *International Dimensions of Organizational Behaviour*. Southwestern Publishing Company.

Adler, P. and Adler, P. (1987). *Membership Roles in Field Research*. Newbury Park, CA: Sage Publications.

Adler, P and Kwon, W. (2002). "Social Capital: Prospects for a New Concept", *Academy of Management Review*, Vol. 27 No. 1, pp 17-40.

Aeurbach, C. and Silverstein, L. (2003). *An Introduction to Coding and Analysis*. New York: New York University Press.

Afua, A. (2004). *Business Models: A Strategic Management Approach*. New York: McGraw-Hill/Irwin.

Agarwal, R and Helfat, C. E. (2009), "Strategic Renewal of Organizations", *Organization Science*, Vol. 20 No. 2. pp 281-293.

Ahadzie, D. K., Proverbs, D. G and Olomolaiye, P. O. (2008), "Critical Success Criteria for Mass House Building Projects in Developing Countries", *International Journal of Project Management*, Vol. 18, pp 105-109.

Ahsan, K and Gunawan, I. (2010), 'Analysis of Cost and Schedule Performance of International Development Projects', *International Journal of Project Management*, Vol. 28, pp 67-78.

Ahuja, G. (2000). The Duality of Corroboration: Inducements and Opportunities in the Formation of Interfirm Linkages. *Strategic Management Journal*. Vol. 21 No. 3, pp 317-343.

Al-Ghamdi, S. I. (1998), "Obstacles to Successful Implementation of Strategic Decisions: The British Experience", *European Business Review*, Vol. 98 No. 6, pp 322-327.

Altindag, E.A., Zehir, C and Acar, A.Z. (2011), Learning, Entrepreneurship and Innovation Orientations in Turkish Family-owned Firms, *Emerging Markets Journal*, Vol. 1, pp. 34-47.

Alvarez, V. S and Merino, T. G. (2003), "The History of Organizational Renewal: Evolutionary Models of Spanish Savings and Loans Institutions", *Organization Studies*, Vol. 24 No. 9, pp 1437-1461.

Ajzen, I. (1991), "The Theory of Planned Behaviour", *Organizational Behaviour and Human Decision Processes*, Vol. 50 No. 2, pp 179-211.

Amason, A. C. (1996), "Distinguishing the Effects of Functional and Dysfunctional Conflict on Strategic Decision making", *Academy of Management Journal*, Vol. 39, pp 123-148.

Amason, A. C and Schweiger, D. M. (1994), "Resolving the Paradox of Conflict, Strategic Decision making, and Organizational Performance", *International Journal of Conflict Management*, Vol. 5 No. 3, pp 239-253.

Ambert, A., Adler, P. A., Adler, P and Detzner, D. F. (1995), "Understanding and Evaluating Qualitative Research", *Journal of Marriage and the Family*, Vol. 57 No. 4, pp 879-893.

Ambrosini, V., Bowman, C and Collier, N. (2009), "Dynamic Capabilities: An Exploration of how Firms Renew their Resource Base", *British Journal of Management*, Vol. 20 No. 1, pp S9-S24.

Amin, A and Cohendet, P. (2004). *Architectures of Knowledge: Firms, Capabilities and Communities*. New York: Oxford University Press.

Anderson, D. K and Merna, T. (2003). "Project Management Strategy – Project management represented as a process-based set of management domains and the consequences for project management strategy", *International Journal of Project Management*, Vol. 21 No. 6, pp 387-393.

Andersen, E. S. (2008), *Rethinking Project Management: An Organizational Learning Perspective*, Essex: Pearson Education Ltd.

Andersen, E. S., Birchall, D. B., Jessen, S. A and Money, A. H. (2006), "Exploring Project Success", *Baltic Journal of Management*, Vol. 1 No. 2, pp 127-147.

Andersen, T. J. (2004). 'Integrating Decentralized Strategy making and Strategic Planning Processes in Dynamic Environments', *Journal of Management Studies*, Vol. 41, pp1271-1299.

Angrosino, M.V and de Pérez, K.A.M. (2000). Rethinking Observation: From Method to Context. In Denzin, N.K and Lincoln, Y.S. (eds.), *Handbook of Qualitative Research* (Second Edition), pp.673-702. Thousand Oaks: Sage.

Ansoff, H. I. (1965), *Corporate Strategy*. New York: McGraw-Hill.

Ansoff, H. I. (1990), *Implementing Strategic Management*, Prentice-Hall: Englewood Cliffs, New Jersey.

Antonio, N. F., Emilio, R. and Jose, D. (2005), "Implication of Perceived Competitive Advantage, Adaptation of Marketing Tactics and Export Commitment on Export Performance", *Journal of World Business*, Vol. 45, pp 287-300.

Antonacopoulou, E., Ferdinand, J., Graca, M and Easterby-Smith, M. (2005). *Dynamic Capabilities and Organisational Learning: Socio-Political Tensions in Organisational Renewal*. Advanced Institute of Management Research (AIM) Working Paper Series, 014-January-2005, ISSN 1744-0009, EPSRC.

Applebaum, E., Bailey, T., Berg, P. and Kalleberg, A. (2000). *Manufacturing Advantage: Why High-Performance Work Systems Pay Off*. New York: Cornell University Press.

Archibald, R. D. (2003). *Managing High Technology Programs and Projects*. Hoboken, NJ: John Wiley and Sons.

Arend, R. (2008). The Definition of Strategic Liabilities, and their Impact on Firm Performance. *Journal of Management Studies*, Vol. 41 No. 6, pp 1003-1027.

Archer, N. P and Ghasemzadeh, F. (1999), "An Integrated Framework For Project Portfolio Selection", *International Journal of Project Management*, Vol. 17 No. 4, pp 207-216.

Argote, L. (1999). *Organizational Learning: Creating, Retaining and Transferring Knowledge*. Norwell, MA: Kluwer Academic Publishers Group.

Argote, L and Miron-Spektor, E. (2011). *Organizational Learning: From Experience to Knowledge*. *Organization Science*, Vol. 22 No. 5, pp 1123-1137.

Argyris, C. (1979), "Single-Loop and Double-Loop Models in Research on Decision Making", *Administrative Science Quarterly*, Vol. 21, pp 363-377.

Argyris C and Schon, D. A. (1978), *Organizational Learning: A Theory in Action Perspective*, Reading, MA: Addison-Wesley.

Arikan, A. M and McGahan, A. M. (2010), "Research Notes and Commentaries: The Development of Capabilities in New Firms", *Strategic Management Journal*, Vol. 31, pp 1-18.

Aritua, B., Smith, N. J and Bower, D. (2009), "Construction Client Multi-Project: A Complex, Adaptive Systems Perspective", *International Journal of Project Management*, Vol. 27 No. 1, pp 72-79.

Artto, K.A., Kujalo, J., Dietrich, P. and Martinsuo, M. (2008). "What is Project Strategy?", *International Journal of Project Management*, Vol. 26 No. 1, pp 4-12.

Artto, K.A., Martinsuo, M and Aalto, T. (2001). *Project Portfolio Management: Strategic Management through Projects*. Helsinki: Project Management Association.

Asrilhant, B., Dyson, R. G and Meadows, M. (2007), "On the strategic project management process in the UK upstream oil and gas sector", *Omega*, Vol. 35 No. 1, pg 89.

Atkinson, J. (1968). *A Handbook for Interviewers*. London: HMSO.

Atkinson, R. (1999), "Project Management: Cost, Time and Quality, Two Best Guesses and a Phenomenon. Its Time to Accept Other Success Criteria", *International Journal of Project Management*, Vol. 17, pp 337-342.

Aubry, M., Hobbs, B and Thuillier, D. (2007). A New Framework for Understanding Organisational Project Management through the PMO. *International Journal of Project Management*, Vol. 25, pp 328-336.

Audretsch, D. B., Houweling, P and Thurik, A. R. (2004), "Industry Evolution: Diversity, Selection and the Role of Learning", *International Small Business Journal*, Vol. 22 No. 4, pp 331-348.

Aydin, B and Ceylan, A. (2009), "Does Organizational Learning Capacity Impact on Organizational Effectiveness?", *Development and Learning In Organizations*, Vol. 23 No. 3, pp 21-23.

Babbie, E. R. (2007), *The Practice of Social Research (11th ed.)*, Belmont, CA: Wadsworth.

Babbie, E. R. (2010). *Survey Research Methods*. Belmont, CA: Wadsworth.

Baccarini, D. (1999), "The Logical Framework Method for Defining Project Success", *Project Management Journal*, Vol. 30 No. 4, pp 25-32.

Bacharach, S.B. (1989), "Organizational Theories: Some Criteria for Evaluation", *Academy of Management Review*, Vol. 13 No.4, pp 496-515.

Back, W. E and Moreau, K. A. (2001). "Information Management Strategies for Project Management", *Project Management Journal*, Vol. 32 No.1, pp 10-19.

Baines, T., Kay, G., Adosola, S and Higson, M. (2006). Strategic Positioning: An Integrated Decision Process for Manufacturers. *International Journal of Operations and Production Management*. Vol. 25 No. 2, pp 180-201.

Balogun, J. (2003), "From Blaming the Middle to Harnessing its Potential: Creating Change Intermediaries", *British Journal of Management*, Vol. 14, No. 1, pp 69-83.

Balogun, J. (2006), "Managing Change: Steering a Course Between Intended Strategies and Unanticipated Outcomes", *Long Range Planning*, Vol. 39 No. 1, pp 29-49.

Balogun, J., Huff, A. S and Johnson, P. (2003), "Three Responses to the Methodological Challenges of Studying Strategizing", *Journal of Management Studies*, Vol. 40 No. 1, pp 197-224.

Balogun, J and Johnson, G. (2004), "Organizational Restructuring and Middle Manager Sensemaking", *Academy of Management Journal*, Vol. 47 No. 4, pp 523-549.

Barbados Industrial Development Corporation. (2008), Annual Report 2008, Barbados: BIDC.

Barbados Private Sector Trade Team. (2003), *The Manufacturing Sector in Barbados*, BPSTT Sectoral Profile – Manufacturing, December 2003, Barbados: BPSTT.

Barbados Ministry of Finance and Economic Affairs. (2005). National Strategic Plan 2005-2025. Barbados: Research and Planning Unit, Economic Affairs Division.

Barbados Ministry of Housing, Lands and the Environment. (2003). Barbados National Assessment Report on the Implementation of the Barbados Programme of Action. Barbados: Ministry of Housing, Lands and the Environment.

Barbados Statistical Service. (2011). Revised GDP 1990-2009, Barbados Statistical Service.

Baregheh, A., Rowley J and Sambrook, S. (2008), "Towards a Multidisciplinary Definition of Innovation", *Management Decision*, Vol. 47 No. 8, pp 1323-1339.

Barki, H and Pinsonneault, A. (2005), "A model of organization integration, implementation effort, and performance", *Organization Science* Vol. 16 No. 2, pp 165-179.

Barnes, D. (2001), "Research Methods for the Empirical Investigation of the Process of Formation of Operations Strategy", *Journal of Production and Operations Management*, Vol. 21 No. 8, pp 1076-1095.

Barnett, W. P and Burgelman, R. A. (1996), "Evolutionary Perspectives on Strategy", *Strategic Management Journal*, Vol 17, pp 5-19.

Barney, J. (1991), "Firm Resources and Sustained Competitive Advantage", *Journal of Management*, Vol 17 No. 1, pp 99-120.

Barney, J. (2002), "Gaining and Sustaining Competitive Advantage", New Jersey: Prentice Hall.

Barr, P. F., Stimpert, J. L and Huff, A. S. (1992), "Cognitive Change, Strategic Action and Organizational Renewal", *Strategic Management Journal*, Vol. 13, pp 15-36.

Bartlett, C. A and Ghoshal, S. (1993), "Beyond the M-Form: Toward a Managerial Theory of the Firm", *Strategic Management Journal*, Vol. 14, pp 23-46.

Baskaran, A and Muchie, M. (2011), Can the Relative Strength of the National Systems of Innovation Mitigate the Severity of the Global Recession on National Economies? - The Case of Selected Developed Economies. Paper presented at the DIME Final Conference 6-8 April 2011, Maastricht.

Baum, J. A. C. (1996), Organizational Ecology. In *Handbook of Organization Studies*, Clegg, S. R., Handy, C and Nord, W. R. London: Sage, pp 77-114.

Baum, J. R and Wally, S. (2003). 'Strategic Decision Speed and Firm Performance', *Strategic Management Journal*, Vol. 24, pp 1107-1129.

Bazeley, P. (2007), *Qualitative Data Analysis with NVivo*. London: Sage Publications Ltd.

Beckhard, R and Pritchard, W. (1992). *Changing the Essence: The Art of Creating and Leading Fundamental Change in Organizations*. San Francisco, CA: Jossey Bass.

Beer, M. (2002), "Building Organizational Fitness", In Chowdhury, S. (Ed) *Organizations 21C*, Financial Times, Prentice Hall: NJ, pp 311-330.

Beer, M and Nohira, N. (2000), "Cracking the Code of Change", *Harvard Business Review*, Vol. 78 No. 3, pp 133-141.

Beer, M., Voelpel, S. C., Leibold, M and Tekie, E. B. (2005), "Strategic Management as Organizational Learning: Developing Fit and Alignment through a Disciplined Process", *Long Range Planning*, Vol. 38, pp 445-465.

Belassi, W., Kondra, A. Z and Tukel, O. I. (2007), "New Product Development Projects: The Effects of Organizational Culture", *Project Management Journal*, Vol. 38 No. 4, pp 12-24.

Belassi, W and Tukel, O. I. (1996), "A New Framework for Determining Critical Success/Failure Factors in Projects", *International Journal of Project Management*, Vol. 14 No. 3, pp 141-151.

Belbin, R. M. (1981). *Management Teams: Why They Succeed or Fail*. Oxford: Heinemann.

Belout, A. (1998), "Effects of Human Resource Management on Project Effectiveness and Success: Towards a New Conceptual Framework", *International Journal of Project Management*, Vol. 16 No. 1, pp 21-26.

Bendoly, E., Rosenzweig, E. D and Stratman, K. (2007). Performance Metric Portfolios: A Framework and Empirical Analysis. *International Journal of Operations and Production Management*, Vol. 16 No. 2, pp 257-276.

Benner, M. J and Tushman, M. L. (2003), "Exploitation, Exploration and Process Management: The Productivity Dilemma Revisited", *The Academy of Management Review*, Vol. 28 No. 2, pp 238-256.

Bennett, A and Bennett, D. (2008), "A New Change Model: Factors for Initiating and Implementing Action Learning", *VINE: The Journal of Information and Knowledge Management Systems*, Vol. 38 No. 4, pp 378-387.

Juliette Patricia Brathwaite, April 2015

Berg, B. L. (2009), *Qualitative Research Methods For The Social Sciences*. Boston, MA: Pearson Education Inc.

Berg, K. E. and Latin, R. W. (2008). *Essentials of Research Methods in Health, Physical Education, Exercise Science and Recreation*. Philadelphia, PA: Lippincott, Williams and Wilkins.

Bernard, H. R. and Ryan, G. (1998). Text Analysis: Qualitative and Quantitative Methods. In Benard, H. R. (Ed.). *Handbook of Methods in Cultural Anthropology*, pp 595-645. Walnut Creek, CA: AltaMira Press.

Bernard, H. R. and Ryan, G. (2010). *Analyzing Qualitative Data: Systematic Approaches*. Thousand Oaks, California: Sage Publications Inc.

Berthon, P., Hulbert, J. M and Pitt, L.F. (1999), "To Serve or Create? Strategic Orientations towards Customers and Innovation", *California Management Review*, Vol. 42 No. 1, pp 37-58.

Bessant, J., Lamming, R., Noke, H and Phillips, W. (2005), "Managing Innovation Beyond the Steady State", *Technovation*, Vol. 25 No. 12, pp 1366-1376.

Birkinshaw, J. (1997), "Entrepreneurship in Multinational Corporations: The Characteristics of Subsidiary Initiatives", *Strategic Management Journal*, Vol. 18 No. 2, pp 207-229.

Birkinshaw, J., Hamel, G and Mol, M. (2008), "Management Innovation", *Academy of Management Review*, Vol. 33, pp 825-845.

Blackler, F. (1993), "Knowledge and the Theory of OrganizationsL Organizations as Activity Systems and the Reframing of Management", *Journal of Management Studies*, Vol. 30 No. 6, pp 863-884.

Blackler, F., Crump, N and McDonald, S. (2000), "Organizing Processes in Complex Activity Networks", *Organization*, Vol. 7 No. 2, pp 277-300.

Bloomberg, L. D and Volpe, M. (2012), *Completing Your Qualitative Dissertation: A Road Map from Beginning to End*. LA: Sage.

Bloomquist, T and Müller, R. (2005), "Roles and Responsibilities of Program and Portfolio Managers" In Slevin, D., Cleland, D. and Pinto, J. (Eds.). *Innovations: Project Management Research*, Vol. 1. Newton Square, PA: Project Management Institute.

Bloomquist, T and Müller, R. (2006), "Practices, Roles and Responsibilities of Middle Managers in Program and Portfolio Management" *Project Management Journal*, Vol. 37 No. 1, pp 52-66.

Bloomquist, T and Packendorff, J. (1998), "Learning from Renewal Projects: Content, Context and Embeddedness" In Mudlin, R. A and Miller, C. (Eds.). *Projects as Arenas for Renewal and Learning Processes*. Norwell, MA: Kluwer, pp 77-46.

Juliette Patricia Brathwaite, April 2015

Blumberg, B., Cooper, D. R and Schindler, P. S. (2005), *Business Research Methods*, UK: McGraw-Hill Education.

Boddy, D. (2002), *Managing Projects: Building and Leading the Team*. England: Pearson Education.

Bogdan, R and Biklen, S. K. (1992). *Qualitative Research for Education: An Introduction to Theory and Methods*. Boston: Allen and Bacon.

Boland, R. J and Tenkasi, R. (1995), "Perspective Making and Perspective Taking in Communities of Knowing", *Organization Science*, Vol. 6 No. 4, pp 350-372.

Bossidy, L and Charan, R. (2002), *Execution: The Discipline of Getting Things Done*, UK: Crown.

Bourdieu, P. (1977). *Outline of a Theory of Practice*. Cambridge: Cambridge University Press.

Bourdieu, P. (1984). *Distinctions: A Social Critique of the Judgement of Taste*. Cambridge: Harvard University Press.

Bourdieu, P. (1986). The Forms of Capital. In Richardson, J. (Ed.). *Handbook of Theory and Research for the Sociology of Education*. New York: Greenwood, pp 241-258.

Bourgeois, L and Brodwin, D. (1984), "Strategic Implementation: Five Approaches to an Elusive Phenomenon", *Strategic Management Journal*, Vol. 5, pp. 241-264.

Bourgeois, L and Eisenhardt, K. (1988), "Strategic Decision Processes in High Velocity Environments: Four Cases in the Microcomputer Industry", *Management Science*, Vol. 34 No. 7, pp. 816-835.

Bowen, H. K., Clark, K. B., Holloway, C. A and Wheelwright, S. C. (1994), *The Perceptual Enterprise Machine – Seven Keys to Corporate Renewal through Successful Product and Process Development*. New York: Oxford University Press.

Bower, J. (1970), *Managing the Resource Allocation Process*, Boston: Harvard Business School Press.

Bowman, C and Ambrosini, V. (1997), "Using Single Respondents in Strategy Research", *British Journal of Management*, Vol. 8, pp 119-131.

Boyatzis, R. (1998). *Transforming Qualitative Information: Thematic Analysis and Code Development*. Thousand Oaks, CA: Sage

Brache, A. (2002), *How Organizations Work: Taking a Holistic Approach to Enterprise Health*, New York: John Wiley and Sons Inc.

Brache, A and Bradley-Scott, S. (2006), "Which Initiatives should you Pursue?", *Harvard Management Update*, October, pg 5.

Brady, T and Davies, A. (2004), "Building Project Capabilities: From Exploratory to Exploitative Learning", *Organization Studies*, Vol. 25, pp 1601-1622.

Branzei, O and Vertinsky, I. (2006). Strategic Pathways to Product Innovation Capabilities in SMEs. *Journal of Business Venturing*, Vol. 21, pp 75-105.

Brass, D. J., Galaskiewicz, J., Greve, H. R and Tsai, W. (2004), Centrality and Power in Organizations In Nohira, N and Eccles, R. G., (Eds.), *Networks and Organizations: Structure, Form and Action*. Boston, MS: Harvard Business School Press.

Bredillet, C. N. (2008), "Exploring Research in Project Management: Nine Schools in Project Management Research (Part Six)", *Project Management Journal*, Vol. 39 No. 3, pp 2-5.

Brown, S and Blackmon, K. (2005), "Linking Manufacturing strategy to the Strategy Mainstream: The Case for Strategic Resonance", *Journal of Management Studies*, Vol. 42 No. 4, pp 793-815.

Brown, J. S and Duguid, P. (1991), "Organizational Learning and Communities of Practice: Toward a Unified View of Working, Learning and Innovation", *Organization Science*, Vol. 2 No. 1, pp 40-57.

Brown, J. S and Duguid, P. (2000), "Balancing Act: How to Capture Knowledge without Killing it", *Harvard Business Review*, Vol. 78 No. 3, pp 73-80.

Brown, S. L and Eisenhardt, K. M. (1995), "Product Development: Past Research, Present Findings and Future Directions", *Academy of Management Review*, Vol. 20 No. 2, pp 342-378.

Brown, S. L and Eisenhardt, K. M. (1997), "The Art of Continuous Change: Linking Complexity Theory and Time-Paced Evolution in Relentlessly Shifting Organizations", *Administrative Science Quarterly*, Vol 42 No. 1, pp 1-34.

Brown, S., Squire, B and Blackmon, K. (2007), "The Contribution of Manufacturing Strategy Involvement and Alignment to World-Class Manufacturing Performance", *International Journal of Operations and Production Management*, Vol. 27 No. 3, pp 282-302.

Bruton, G.D., Ahlstrom, D and Obloj, K. (2008), "Entrepreneurship in Emerging Economies: Where are we Today and Where Should the Research go in the Future", *Entrepreneurship Theory and Practice*, Vol. 32 No. 1, pp 1-14.

Bryde, D. J. (2003), "Project Management concepts, Methods and Applications", *International Journal of Operations and Production Management*, Vol. 27 No. 3, pp 282-302.

Bryde, D. J. (2005), "Methods for Managing Different Dimensions of Project Success", *British Journal of Management*, Vol. 16 No. 2, pp 119-131.

- Bryman, A and Bell, E. (2003), *Business Research Methods*. New York. Oxford University Press.
- Bunderson, J. S and Reagans, R. E. (2011). Power, Status and Learning in Organizations. *Organization Science*. Vol. 22 No. 5, pp 1182-1194.
- Burgelman, R. A. (1983a), "A Model of the Interaction of Strategic Behaviour, Corporate Content, and the Concept of Strategy", *Academy of Management Review*, Vol. 8, pp 61-70.
- Burgelman, R. A. (1983b), "A Process Model of Internal Corporate Venturing in the Diversified Major Firm", *Administrative Science Quarterly*, Vol. 28 No. 2, pp 223-244.
- Burgelman, R. A. (1984), "Designs for Corporate Entrepreneurship in Established Firms", *California Management Review*, Vol. 26 No. 3, pp 154-166.
- Burgelman, R. A. (1991), "Intraorganizational Ecology of Strategy Making and Organizational Adaptation", *Organization Science*, Vol. 2 No. 3, pp 239-262.
- Burgelman, R. A. (1994), "Fading Memories: A Process Theory of Strategic Business Exit", *Administrative Science Quarterly*, Vol. 39 No. 1, pp 24-56.
- Burrell, G. and Morgan, G. (1979), *Sociological Paradigms and Organizational Analysis*, London: Heineman.
- Burt, R. S. (1992). *Structural Holes: The Social Structure of Competition*. Harvard University Press: Cambridge, MA.
- Burt, R. S. (1997), "A Note on Social Capital and Network Content", *Social Networks*, Vol. 19, pp 355-373.
- Caerteling, J., Halman, J., Song, M. and Dorée, A. (2009), "Impact of Government and Corporate Strategy on the Performance of Technology Projects in Road Construction", *Journal of Construction Engineering and Management*, Vol. 13 No. 11, pp 1211-1221.
- Calantone, R. J., Cavusgil, S. T and Zhao, Y. (2000), Learning Orientation, Firm Innovation Capability, and Firm Performance, *Industrial Marketing Management*, Vol. 31 No. 6, pp 515-524.
- Calantone, R. J., di Benedetto, C. A and Meloche, M. S. (1988), "Strategies of Product and Process Innovation: A Loglinear Analysis", *R&D Management*, Vol. 18, pp 13-21.
- Callahan, K. R and Brooks, L. M. (2004). *Essentials of Strategic Project Management*. Hoboken, NJ: Wiley and Sons.
- Caloghirou, Y., Kastelli, I and Tsakanikas, A. (2004), "Internal Capabilities and External Knowledge Sources: Complements or Substitutes for Innovative Performance?", *Technovation*, Vol. 24, pp 27-39.

Campbell, D. T. (1965), "Variation and Selective Retention In Social Cultural Evolution IN Barringer, H. R., Blanksten, G. I and Mack, R. W. (Eds), *Social Change In Developing Areas: A Reinterpretation of Evolutionary Theory*, pp 19-48, Cambridge, MA: Shenkman.

Carmeli, A and Tishler, A. (2004). The Relationship between Intangible Organizational Elements and Organizational Performance. *Strategic Management Journal*, Vol. 25, pp 1257-1278.

Carton, F., Adam, F and Sammon, D. (2007), 'Project Management: A Case Study of a Successful ERP Implementation', *International Journal of Managing Projects in Business*, Vol. 1 No. 1, pp 106-124.

Casey, A. (2005). "Enhancing Individual and Organizational Learning: A Sociological Model", *Management Learning*, Vol. 36, pp 141-147.

Chakravarthy, B. S and Doz, Y. (1992), "Strategy Process Research: Focussing on Corporate Self-Renewal", *Strategic Management Journal*, Vol. 13, pp 5-14.

Chakravarthy, B. S and Lorange, P. (2007), "Sponsoring Renewal", *Business Strategy Review*, Vol. 18 No. 3, pp 39-44.

Champlin, D and Olson, P. (1994), "Post-Industrial Metaphors: Understanding Corporate Restructuring and the Economic Environment of the 1990s ", *Journal of Economic Issues*, Vol. 28 No. 2, pp 449-459.

Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. Cambridge, MA: MIT Press.

Chandler, A. (1992). Organization Capabilities and the Economic History of the Industrial Enterprise. *Journal of Economic Perspectives*. Vol. 6 No. 3, pp 79-100.

Chandy, R and Tellis, G. (1998), "Organizing for Radical Product Innovation: The overlooked role of willingness to cannibalize", *Journal of Marketing Research*, Vol. 34, pp 474-487.

Charan, R. (1991), "How Networks Reshape Organizations - For Results", *Harvard Business Review*, September-October In W. D. Hitt (1995), 'The Learning Organization: Some Reflections on Organizational Renewal', *Leadership and Organization Development Journal*, Vol. 16 No. 8, pp 17-25.

Chesbrough, H.W and Rosenbloom, T.S. (2002), "The Role of the Business Model in Capturing Value from Innovation: Evidence from Xerox Corporation's Technology Spinoff Companies", *Industrial and Corporate Change*, Vol. 11, pp 533-534.

Chia, R and Rasche, A. (2010), Building and Dwelling World-views - Two Alternatives for Researching Strategy as Practice In D Golsorkhi, D Seidl, L Roleau, E Vaara. (Eds), *Cambridge Handbook of Strategy as Practice*. pp. 34-46. Cambridge: Cambridge University Press.

Juliette Patricia Brathwaite, April 2015

Child, J. (1972), "Organizational Structure, Environment, and Performance: The Role of Strategic Choice", *Sociology*, Vol. 6, pp 1-22.

Child, J and Tse, D. K. (2001), "China's Transition and its Impact on International Business", *Journal of International Business Studies*, Vol. 32 No. 1, pp 8-21.

Cicmil, S. (2006), "Understanding Project Management Practice through Interpretive and Critical Research Perspectives ", *Project Management Journal*, Vol. 37 No. 2, pp 27-37.

Cicmil, S and Hodgson, D. (2006), "New Possibilities for Project Management Theory: A Critical Engagement", *Project Management Journal*, Vol. 37, pp 111-122.

Cleland, D. I. (1986), "Measuring Success: The Owner's Viewpoint", In A. J. Shenhar and O. Levy (1997), *Mapping the Dimensions of Project Success*, *Project Management Journal*, Vol. 28 No. 5, pp 5-14.

Cleland, D. I. (1999). *Project Management: Strategic Design and Implementation*. New York: McGraw Hill.

Cohen, M., Burkhart, R., Dosi, G., Egidi, M., Merengo, L., Warglien, M and Winter, S. (1996), "Routines and Other Recurrent Action Patterns of Organisations: Contemporary Research Issues", *Industrial and Corporate Change*, Vol. 5, pp 653-698.

Cohen, W. M and Levinthal, D. A. (1990), "Absorptive Capacity: A New Perspective on Learning and Innovation", *Administrative Science Quarterly*, Vol. 35, pp 128-152.

Coleman, J. S. (1990). *Foundations of Social Theory*. Cambridge, MA: Harvard University Press.

Collis, D. J. (1994), "How Valuable are Organizational Capabilities? *Strategic Management Journal*, Vol. 15, pp 143-152.

Cooke-Davies, T. (2009), *Front-End Alignment of Projects*, In Williams, T. M., Samset, K and Sunnevag, K. J. (2009), *Making Essential Choices With Scant Information: Front-End Decision Making in Major Projects*. UK: Palgrave Macmillan.

Cooper, R. G., Edgett, S. J and Kleinschmidt, E. J. (2000). "New Problems, New Solutions: Making Project Portfolio Management More Effective ", *Research-Technology Management*, Vol. 43 No. 2, pp 18-33.

Cowan-Sahadath, K. (2010), "Business Transformation: Leadership, Integration and Innovation – A Case Study", *International Journal of Project Management*, Vol. 28, pp 395-404.

Coyne, K. P. (1986). *Sustainable Competitive Advantage: What it is, What it isn't*. *Business Horizons*. Vol 29 (January to February), pp 24-61.

- Crabtree, B and Miller, W. (1999). A Template Approach to Case Analysis: Developing and Using Codebooks In Crabtree, B and Miller, W. (Eds.), *Doing Qualitative Research*. Newbury Park, CA: Sage.
- Crawford, L and Nahmias, A. H. (2010), "Competencies for Managing Change", *International Journal of Project Management*, Vol. 28, pp 406-412.
- Creswell, J. W. (2007), *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*. California: Sage Publications Inc.
- Creswell, J. W. (2009), *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Thousand Oaks, California: Sage Publications Inc.
- Crossan, M. M and Berdrow, I. (2003), "Organizational Learning and Strategic Renewal", *Strategic Management Journal*, Vol. 24, pp 1087-1105.
- Crossan, M. M., Lane, H. W and White, R. E. (1999), "An Organization Learning Framework: From Intuition to Institution" *The Academy of Management Review*, Vol. 24, No. 3, pp 522-537.
- Crossan, M. M., Lane, H. W., White, R. E., and Djurfeldt, L. (1995), "Organizational Learning: Dimensions for a Theory" *International Journal of Organizational Analysis*, Vol. 3, No. 4, pp 337-360.
- Csiszar, E. (2008). "Managing Risk and Uncertainty", *Business Economic Review*, Vol. 55 No. 1, pp 3-7.
- Cucumano, M. A and Nobeoka, K. (1998). *Thinking Beyond Lean: How Multi-Project Environment is Transforming Product Development at Toyota and Other Companies*, New York: The Free Press.
- Cuel, R and Manfredi, F. (2006), "Towards a Project Learning Organization: A Multifaceted View", *Journal of Universal Knowledge Management*, Vol. 1 No. 3, pp 255-270.
- Currie, G and Proctor, S. (2005). The Antecedents of Middle Managers' Strategic Contribution: The Case of a Professional Bureaucracy. *Journal of management Studies*. Vol. 43 No. 7, pp 1325-1356.
- Daly, J., Kellehear, A and Glikesman, M. (1997). *The Public Health Researcher: A Methodological Approach*. Melbourne, Australia, Oxford University Press.
- Damanpour, F., Walker, R. M and Avellaneda, C. M. (2009), "Combinative Effects of Innovation Types and Organizational Performance: A Longitudinal Study of Service Organizations", *Journal of Management Studies*, Vol. 46 No. 4, pp 650-675.
- Damm, D and Schindler, M. (2002), "Security Aspects of an Enterprise Knowledge Medium for Distributed Project Work", *International Journal of Project Management*, Vol. 20 No. 1, pp 37-47.

Dangayach, G. S. and Deshmukh, M. G. (2001), "Manufacturing Strategy: Literature review and some issues", *International Journal of Operations and Production Management*, Vol. 21 No. 7, pp 884-932.

Daniels, H., Edwards, A., Engeström, Y, Gallagher, T and Ludvigsen, S.R. (2010). *Activity Theory in Practice: Promoting Learning Across Boundaries and Agencies*. New York: Routledge.

Dasgupta, M. (2012), "Conceptual Paper: Organizational Learning and its Practices", *Sage Open*, pp 1-11.

Dasgupta, M and Gupta, R. K. (2009), "Innovation in Organizations: A Review of the Role of Organizational Learning and Knowledge Management", *Global Business Review*, Vol. 10 No. 2, pp 203-224.

DaSilveira, G. J. C and Sousa, R. S. (2010). Paradigms of Choice in Manufacturing Strategy. *International Journal of Operations and Production Management*, Vol. 30 No. 12, pp 1239-1245.

Davenport, T. H. (1997). Ten Principles of Knowledge Management and Four Case Studies. *Knowledge and Process Management*, Vol 4 No. 3, pp 187-208.

Davenport, T. H., Harris, J.G and Cantrell, S. (2004). "Enterprise Systems and on-going Process Change". *Business Process Management*, Vol 10 No. 1, pp 16-26.

David, F. (2009), *Strategic management: Concepts and Cases*. New Jersey: Pearson Education Inc.

Davies, A and Hobday, M. (2005). *The Business of Managing Projects: Managing Innovation in Complex Products and Systems*. Cambridge: Cambridge University Press.

Dawson, P. (1994). *Organizational Change: A Processual Approach*. London: Paul Chapman.

Dawson, P. (2003). *Reshaping Change: A Processual Perspective*. London: Routledge.

Dean, J. W. Jr and Sharfman, M. P. (1996). Does decision process matter? A study of strategic decision-making effectiveness. *Academy of Management Journal*, Vol 39 No. 2, pp 368-396.

Deeds, D. L., Decarolis, D and Coombs, J. (2000). Dynamic Capabilities in New Product Development in High Technology Ventures: An Empirical Analysis of New Biotechnology Firms. *Journal of Business Venturing*, Vol 15, pp 211-229.

Deguire, M and Thiry, M. (2007), "Recent Developments in Project-Based Organizations", *International Journal of Project Management*, Vol. 25, pp 649-658.

Deloitte. (2011). The Barbados 2011 Budgetary Proposals: Will they work? Barbados: Deloitte Touche Tohmatsu.

Juliette Patricia Brathwaite, April 2015

- Demas, W. G. (1965). *The Economics of Development in Small Countries with Special Reference to the Caribbean*. McGill University Press, Montreal.
- Denzin, N. K. (1989), *The Research Act: A Theoretical Introduction to Sociological Methods*. New Jersey: Prentice Hall.
- Denzin, N. and Lincoln, Y. (Eds). (2011). *Handbook of Qualitative Research*, 4th Ed. Thousand Oaks, California: Sage.
- DeSarbo, W. S., DiBenedetto, C. A., Song, M and Sinha, I. (2005). Revisiting the Miles and Snow Strategic Framework: Uncovering Interrelationships between strategic types, capabilities, environmental uncertainty, and firm performance. *Strategic Management Journal*, Vol 26, pp 47-74.
- DeWalt, K M. and DeWalt, R. (2002), *Participant observation: a guide for fieldworkers*. Walnut Creek, CA: AltaMira Press.
- Dess, G. G., Ireland, R. D., Zahra, S. A., Floyd, S. W., Janney, J. J and Lane, P. J. (2003), "Emerging Issues in Corporate Entrepreneurship", *Journal of Management*, Vol. 29 No. 3, pp 351-378.
- Dibella, A. J., Nevis, E. C and Gould, J. M. (1996), "Understanding Organizational Learning Capability", *Journal of Management Studies*, Vol. 33 No. 3, pp 361-379.
- Dietrich, P and Lehtonen, P. (2005), "Successful Management of Strategic Intentions through Multiple Projects – Reflections From Empirical Studies", *International Journal of Project Management*, Vol. 23, pp 386-391.
- Dinsmore, P. C. and Cooke-Davies, T. J. (2006), *Right Projects Done Right! From Business Strategy to Successful Project Implementation*. Jossey-Bass, SanFrancisco.
- Dodgson, M. (1993), "Organizational Learning: A Review of Some Literatures", *Organization Studies*, Vol. 14, pp 375-394.
- Dougherty, D. (1992), "A Practice-Centred Model of Organization Renewal through Product Innovation", *Strategic Management Journal*, Vol. 13, pp 77-92.
- Dougherty, D. (2001), "Re-imagining the Differentiation and Integration of Work for Sustained Product Innovation", *Organization Science*, Vol. 12 No. 5, pp 6221-6231.
- Dutton, J. E and Ashford, J. A. (1993), "Selling Issues to Top Management", *Academy of Management Review*, Vol. 8, pp 397-428.
- Dutton, J. E., Ashford, J. A., O'Neill, R. M., Hayes, E and Wierba, E. E. (1997), "Reaping the Wind: How Middle Managers Assess the Context for Selling Issues to Top Management", *Strategic Management Journal*, Vol 18 No. 5, pp 407-423.
- Dvir, D., Lipovetsky, S., Shenhar, A and Tishler, A. (1998), "In Search of Project Classification: A Non-Universal Approach to Project Success Factors", *Research Policy*, Vol. 27, pp 915-935.

Dyer, W. G and Wilkins, A. L. (1991). "Better Stories, not Better Constructs, to Generate Better Theories: A Rejoinder to Eisenhardt", *The Academy of Management Review*, Vol. 16 No. 2, pp. 613-619.

Easterby-Smith, M., Crossan, M and Nicolini, D. (2000), "Organizational Learning Debates: Past, Present and Future", *Journal of Management Studies*, Vol. 37, No. 6, pp 783-796.

Easterby-Smith, M and Lyles, M.A. (2008), "Inter-Organizational Knowledge Transfer: Current Themes and Future Prospects", *Journal of Management Studies*, Vol. 45, No. 4, pp 677-690.

Easterby-Smith, M., Thorpe, R and Lowe, A. (1991). *Management Research*, London: Sage Publications Ltd.

Easterby-Smith, M., Thorpe, R and Lowe, A. (2002), *Management Research: An Introduction*, London: Sage.

Echeverri-Carroll, E. L. (1999), "Knowledge Flows In Innovation Networks: A Comparative Analysis of Japanese and US High-Technology Firms", *Journal of Knowledge Management*, Vol. 3 No. 4 296-303.

(The) Economist. (2005). Overdue and Over Budget Over and Over Again. *The Economist*. Vol. 375 No. 8420, pp 57-58.

Edquist, C., Hommen, L and McKelvy, M. (2001). *Innovation and Employment: Process versus Product Innovation*. Cheltenham: Edward Edgar.

Eisenhardt, K. M. (1989), "Building Theories From Case Study Research", *Academy of Management Review*, Vol. 14 No. 4, pp 532-550.

Eisenhardt, K. M. (1989b). "Making fast decisions in high-velocity environments", *Academy of Management Journal*, Vol 32 No. 3, pp 543-576.

Eisenhardt, S. (2002), Has Strategy Changed?, *MIT Sloan Management Review*, Vol. 43 No. 2, pp 88-91.

Eisenhardt, K. M and Martin, J. (2000), "Dynamic Capabilities: What are They?", *Strategic Management Journal*, Vol. 21, SI, pp 1105-1121.

Eisenhardt, K. M and Zbaracki, M. J. (1992), "Strategic Decision making", *Strategic Management Journal*, Vol. 13, pp 17-37.

Ekstedt, E., Lundin, R. A., Soderholm, A. and Wirdenius, H. (1999). *Neo-industrial Organising: Renewal by Action and Knowledge in a Project-intensive Economy*. Routledge, London.

Juliette Patricia Brathwaite, April 2015

Elonen and Artto, (2003), "Problems of Managing Internal Development Projects in Multi-Project Environment", *International Journal of Project Management*, Vol. 21 No. 6, pp 391-402.

Emerson, R. M., Fretz, R. I and Shaw, L. L. (1995), *Writing Ethnographic Fieldnotes*. Chicago: University of Chicago Press.

Engeström, Y. (1999). Activity Theory and Individual and Social Transformation In Y. Engeström, R. Miettinen and R. Punamaki (Eds.), *Perspectives on Activity Theory*. New York, NY: Cambridge University Press.

Engeström, Y. (2000). "Activity Theory as a Framework for Analyzing and Re-defining Work", *Ergonomics*, Vol. 43, pp 960-974.

Engwall, M. (2003), "No Project is an Island: Linking Projects to History and Context", *Research Policy*, Vol. 32, pp 789-808.

Enkel, E., Gassmann, O. and Chesbrough, H. (2009), "Open R&D and Open Innovation: Exploring the Phenomenon", *R&D Management*, Vol. 39, pp 311-316.

Eris, E.D and Ozmen, O.N.T. (2012), The Effect of Market Orientation, Learning Orientation and Innovativeness on Firm Performance: A Research from Turkish Logistics Sector, *International Journal of Economic Sciences and Applied Research*, Vol. 5 No. 1, pp 77-108.

Ettlie, J. and Reifeis, S. (1987). "Integrating Design and Manufacturing to Deploy Advanced Manufacturing Technology", *Interfaces*, Vol. 17 No. 6, pp 63-74.

Ettlie, J. E and Reza, E. M. (1992). "Organizational Integration and Process Innovation", *Academy of Management Journal*, Vol. 35 No. 4, pp 795-827.

European Commission (2005), European Commission Regulatory Policy, Brussels: EU, 19 July 2005.

Evans, J. (2008). *Quality and Performance Excellence: Management, Organization and Strategy*. Mason, OH: Thomson South-Western.

Fagerberg, J and Verspagen, B. (2007), "Innovation, Growth and Economic Development: Have the Conditions for Catch Up Changed?", *International Journal of Technological Learning, Innovation and Development*, Vol. 1 No. 1, pp 13-33.

Farjoun, M. (2002), "Towards an Organic Perspective on Strategy", *Strategic Management Journal*, Vol. 23 No. 7, pp 561-594.

Farrell, M. A. (2000), "Developing a Market-Oriented Learning Organisation", *Australian Journal of Management*, Vol. 25 No. 2, pp 201-222.

Feagin, J., Orum, A and Sjoberg, G. Eds. (1991). *A Case for Case Study*. Chapel Hill, NC: University of North Carolina Press.

Ferdows, K and DeMeyer, A. (1990), "Lasting Improvements in Manufacturing Performance: In Search of a New Theory", *Journal of Operations Management*, Vol. 9 No. 2, pp 168-184.

Fereday, J and Muir-Cochrane, E. (2006), "Demonstrating Rigor Using Thematic Analysis: A Hybrid Approach of Inductive and Deductive Coding", *International Journal of Qualitative Methods*, Vol. 5 No. 1, pp 1-11.

Ferguson-Amores, M., Garcia-Rodriguez, M. and Ruiz-Navarro, J. (2005), "Strategies of Renewal: The Transition from 'Total Quality Management' to 'The Learning Organization'", *Management Learning*, Vol. 36 No. 2, pp 149-180.

Fielder, S. (2010), "Managing Resistance in and Organizational Transformation: A Case Study from a Mobile Operator Company", *International Journal of Project Management*, Vol. 28, pp 370-383.

Fiol, C. M and Lyles, M. A. (1985), "Organizational Learning", *The Academy of Management Review*, Vol. 10 No. 4, pp 803-813.

First Firm. (2010). Annual Reports 2000-2010. Barbados: First Firm.

Floyd, S. W and Lane, P. J. (2000), "Strategizing Throughout the Organization: Managing Role Conflict in Strategic Renewal", *The Academy of Management Review*, Vol. 25 No. 1, pp 154-177.

Floyd, S. W and Wooldridge, B. (1992a), "Middle Management Involvement in Strategy and Its Association with Strategic Type: A Research Note", *Strategic Management Journal*, Vol. 13, pp 153-167.

Floyd, S. W and Wooldridge, B. (1992b), "Managing Strategic Consensus: The Foundation of Effective Implementation", *Academy of Management Journal*, Vol. 5 No 4, pp 27-39.

Floyd, S. W and Wooldridge, B. (1997), "Middle Managers' Strategic Influence and Organization Performance", *Journal of Management Studies*, Vol. 34 No. 3, pp 465-485.

Floyd, S. W and Wooldridge, B. (1999), "Knowledge Creation and Social Networks in Corporate Entrepreneurship: The Renewal of Organizational Capability", *Entrepreneurship Theory and Practice*, Spring, pp 123-143.

Floyd, S. W and Wooldridge, B. (2000), *Building Strategy from the Middle: Reconceptualizing Strategy Process*, USA: Sage Publications Inc.

Ford, J. D., Ford, L. W and D'Amelio, A. (2008), "Resistance to Change: The Rest of the Story", *Academy of Management Review*, Vol. 33 No. 2, pp 362-377.

Gann, D. M and Salter, A. (2000). "Innovation in Project-Based, Service-Enhanced Firms: The Construction of Complex Products and Systems", *Research Policy*, Vol. 29 No. 7-8, pp 955-972.

Juliette Patricia Brathwaite, April 2015

Gareis, R. (2004), "Management of the Project-oriented Company" In *Wiley Guide to Managing Projects*, Wiley and Sons, Hoboken, NY.

Gareis, R. (2010). "Changes of Organizations by Projects", *International Journal of Project Management*, Vol. 28, pp 314-327.

Gareis, R and Huemann, M. (2000), "Project Management Competencies in the Project Oriented Organization", In Turner, J. L and Simister, S. J. (Eds) *The Gower Handbook of Project Management*. Aldershot, Gower, pp 725-731.

Garfein, S. (2007). *Executive Guide to Strategic Portfolio Management: Roadmap for Closing the Gap between Strategy and Results*. Paper presented at the annual North American meeting of the Project Management Institute. Atlanta, GA.

Garland, J., Farmer, R. N and Taylor, M. (1990), *International Dimensions of Business Strategy and Policy*, Boston: PWS-KENT Publishing Co.

Garvin, D.A. (1993). "Building a Learning Organization". *Harvard Business Review*, Vol. 73 No. 4, pp 78-91.

Geffen, C and Judd, K. (2004). "Innovation through Initiatives", *Journal of Engineering and Technology Management*, Vol. 21 No. 4, pp 281-306.

Geletkanycz, M. A and Hambrick, D. C. (1997). "The External Ties of Top Executives: Implications for Strategic Choice and Performance", *Administrative Science Quarterly*, Vol. 42 No. 4, pp 654-681.

Gephart, R.P., Topal, C and Zhang, Z. (2010). Future-Oriented Sensemaking: Temporalities and Institutional Legitimation. In T. Hermes and S. Maitlis (Eds.), *Process, Sensemaking, and Organizing* (pp 275-302). Oxford, UK: Oxford University Press.

Ghoshal, S and Bartlett, C. A. (1994), "Linking Organizational Context and Managerial Action – The Dimensions of Quality Management", *Strategic Management Journal*, Vol. 15 (Special Issue S1), pp 91-112.

Gibbs, G.R. (2007). *Analyzing Qualitative Data*. In Flick, U. (Ed.). *The Sage Qualitative Research Kit*. London: Sage.

Gillham, B. (2000), *The Research Interview*. London: Continuum.

Glisby M and Holden, N. (2003), "Contextual Constraints In Knowledge Management Theory: The Cultural Embeddedness of Nonaka's Knowledge-Creating Company", *Knowledge and Process management*, Vol. 19 No. 1, pp 29-36.

Gioia, D. A and Chittipeddi, K. (1991), "Sensemaking and Sensegiving in Strategic Change Initiation", *Strategic Management Journal*, Vol. 12 No. 6, pp 433-448.

- Gioia, D. A and Thomas, J. B. (1996), "Identity Image and Issue Interpretation: Sensemaking During Strategic Change in Academia", *Administrative Science Quarterly*, Vol. 41, pp 370-403.
- Glouberman and Mintzberg, H. (2001), "Managing the Care of Health and Cure of Disease", *Health Care Management Review*, Vol. 26 No. 1, pp 85-87.
- Goh, S. C. (2003), "Improving Organizational Learning Capability: Lessons from Two Case Studies", *The Learning Organization*, Vol. 10 No. 4, pp 216-227.
- Gould, R and Fernandez, R. 1989. "Structures of Mediation: A Formal Approach to Brokerage in Transaction Networks." *Sociological Methodology*, 19: 89-126.
- Grabher, G. (2004), "Learning in Projects, Remembering in Networks?: Community, Sociality, and Connectivity in Project Ecologies", *European Urban and Regional Studies*, Vol. 11, No. 2, pp 103-123.
- Granovetter, M. S. (1985). "Economic Action and Social Structure: the problem of embeddedness". *American Journal of Sociology*, Vol. 91 No. 3, pp 481-510.
- Granovetter, M. S. (1992). Problems of Explanation in Economic Sociology. In *Networks and Organization*, Nohira, N and Eccles, R. G. (Eds), Harvard Business School Press: Boston, MA. 22-56.
- Grant, R. M. (1991). "The Resource-based Theory of Competitive Advantage". *California Management Review*, Vol 33 No. 3, pp 114-125.
- Grant, R. M. (2002). *Contemporary Strategy Analysis: Concepts, Techniques, Applications*. Blackwell: Cambridge, MA.
- Grant, R. M. (2003). "Strategic Planning in a Turbulent Environment: Evidence from the Oil Majors". *Strategic Management Journal*, Vol 21 No. 6, pp 491-517.
- Grant, R. M. (2010). *Contemporary Strategy Analysis*. New York: John Wiley and Sons.
- Gray, C., Dworatschek, S., Gobeli, D., Knoepfel, H and Larson, E. (1990), "International Comparisons of Project Management Structures: Use and Effectiveness", *International Journal of Project Management*, Vol. 8 No. 2, pp 26-32.
- Greasley, A. (2006). *Operations Management*. Chichester, West Sussex: John Wiley and Sons.
- Greener, S. Dr. (2008), *Business Research Methods*, UK: Ventus Publishing.
- Grinstein, A. (2008), "The Relationships between Market Orientation and Alternative Strategic Orientations: A Meta Analysis", *European Journal of Marketing*, Vol. 42, No. 1/2, pp 115-134.

Juliette Patricia Brathwaite, April 2015

- Grobler, A and Grubner, A. (2006). "An Empirical Model of the Relationships between Manufacturing Capabilities". *International Journal of Operations and Production Management*, Vol. 26 No. 5, pp 458-465.
- Grosse, R. (1996). "International Technology Transfer in Services". *Journal of International Business Studies*, Volume 27 No. 4, pp 781-800.
- Grundy, T. (1998), "Strategy Implementation and Project Management", *International Journal of Project Management*, Vol. 16 No. 1, pp 43-50.
- Grundy, T. (2000), "Strategic Project Management and Strategic Behaviour", *International Journal of Project Management*, Vol. 18 No. 2, pp 93-103.
- Grundy, T and Brown, L. (2002). *Be Your Own Strategy Consultant: Demystifying Strategic Thinking*. London: Thomson Learning.
- Guba, E. G and Lincoln, Y. S. (1988), "Do Inquiry Paradigms Imply Inquiry Methodologies?" In D. M. Fetterman, (Ed.), *Qualitative Approaches to Evaluation in Education: The Silent Revolution*. Pp 89-115, New York: Praeger.
- Guest, G., McQueen, K. and Namey, E. (2012). *Applied Thematic Analysis*. Thousand Oaks, California: Sage Publications Inc.
- Gulati, R. (1999). "Network Location and Learning: the Influence of Network Resources and Firm Capabilities on Alliance Formation". *Strategic Management Journal*, Vol. 20 No. 5, pp 397-420.
- Gulati, R., Nohria, N and Zaheer, A. (2000). "Strategic Networks", *Strategic Management Journal*, Vol. 21, pp 203-215.
- Gupta, A. K., Smith, K. G and Shalley, C.E. (2006), "The Interplay between Exploration and Exploitation", *Academy of Management Journal*, Vol. 49, pp 693-706.
- Guth, W. D and Macmillan, I. C. (1986), "Strategy Implementation versus Middle management Self-Interest", *Strategic Management Journal*, Vol. 7 No. 4, pp 313-327.
- Hafeez, K., Zhang, Y and Malak, N. (2002), "Determining Key Capabilities of a Firm Using Analytical Hierarchy Process", *International Journal of Production Economics*, Vol. 76 No. 1, pp 39-51.
- Hage, J. (1974). *Communication and Organizational Control*. New York: Wiley.
- Hage, J. (1980). *Theories of Organizations: Form, Process, and Transformation*. New York: Wiley.
- Hage, J. (1999), "Organizational Innovation and Organizational Change", *Annual Review of Sociology*, Vol. 25, pp 597-622.
- Halgren, M. and Olhager, J. (2006). "Differentiating Manufacturing Focus". *International Journal of Production Research*, Vol. 44 No. 18-19, pp 3863-3878.

Juliette Patricia Brathwaite, April 2015

Halgren, M., Olhager, J and Schroeder, R. G. (2011). "A Hybrid Model of Competitive Capabilities". *International Journal of Operations and Production Management*, Vol. 31 No. 5, pp 511-526.

Hall, R. (1992). The Strategic Analysis of Intangible Resources. *Strategic Management Journal*, Vol 13 (February), pp 135-144.

Hall, R. (1993). A Framework Linking Intangible Resources and Capabilities to Sustainable Competitive Advantages. *Strategic Management Journal*. Vol 14 No. 8, pp 607-618.

Hambrick, D. C. (1983). Some Tests of the Effectiveness and Functional Attributes of Miles and Snow's Strategic Types. *Academy of Management Journal*, Vol 26 (March), pp 5-25.

Hamel, G. (1991), "Competition for Competence and Inter-partner Learning within International Strategic Alliances", *Strategic Management Journal*. Vol 12, pp 83-103.

Hamel, G and Prahalad, C. K. (1990). "The Core Competence of the Corporation", *Harvard Business Review*. Vol 68, pp 79-91.

Hamel, G and Prahalad, C. K. (1994). *Competing for the Future: Breakthrough Strategies for Seizing Control of Industry and Creating the Markets of Tomorrow*. Boston, MA: Harvard Business School Press.

Hammersley, M., Gomm, R and Foster, P. Eds. (2000), *Case Study Method: Key Issues, Key Texts*, London: Sage.

Hannagan, Tim. (2002), *Mastering Strategic Management*. England: Palgrave.

Hannan, M. T and Freeman, J. (1989). *Organizational Ecology*. Cambridge, MA: Harvard University Press.

Hannan, M. T and Freeman, J. (1984), "Structural Inertia and Organizational Change", *American Sociological Review*, Vol. 49, pp 149-164.

Hansen, M. T., Podolny, J. M and Pfeffer, J. (2001). "So Many Ties, So Little Time: A Task Contingency Perspective on Corporate Capital" In Gabbay, S. M., Leenders, R. Th. A. J. (Eds). *Social Capital of Organizations*, NY: JAI Press.

Harpham, A. (2005), "Tools to Manage Continuing Change: Program and Projects", *Development and Learning in Organizations*, Vol. 19 No. 1, pp 15-16.

Hart, S. L. (1992), "An Integrative Framework for Strategy-making Processes", *The Academy of Management Review*, Vol. 17 No. 2, pp 327-351.

Harrigan, K. R. (1983), "Research Methodologies for Contingency Approaches to Business Strategy", *Academy of Management*, Vol. 8 No. 3, pp 398-405.

Juliette Patricia Brathwaite, April 2015

Harrington, R. J. (2006). The Moderating Effects of Size, Manager Tactics and Involvement on Strategy Implementation in Food Service. *Hospitality Management*. Vol. 25, pp 373-397.

Hass, K. (2007), "The blending of traditional and agile project management", *PM World Today*, Vol. 9 No. 5, pg. 1.

Hass, M. R and Hansen, M. T. (2005). "When Using Knowledge Can Hurt Performance: The Value of Organizational Capabilities in a Management Consulting Company". *Strategic Management Journal*, Vol 26, pp 1-24.

Hastings, D. A. (2009). Filling Gaps in the Human Development Index: Findings for Asia and the Pacific. UNESCAP Working Paper WP/09/02. Thailand: United Nations Economic and Social Commission for Asia and the Pacific.

Hatch, A. (2002). *Doing Qualitative Research in Education Settings*. New York: State University of New York Press.

Hatch, N. W and Dyer, J. H. (2004). "Human Capital Learning as a Source of Sustainable Competitive Advantage", *Strategic Management Journal*, Vol. 25 No. 12, pp 1155-1178.

Hayes, J. (2007), *The Theory and Practice of Change Management*. Hampshire: Palgrave McMillan.

Hayes, R. H and Abernathy, W. J. (1980). Managing Our Way to Economic Decline. In M. J. Benner and M. L. Tushman. (2003). 'Exploitation, Exploration, and Process Management: The Productivity Dilemma Revisited', *The Academy of Management Review*, Vol. 28 No. 2, pp 238-256.

Hayes, D. R and Wheelwright, S. C. (1984), *Restoring Our Competitive Edge*, New York: John Wiley and Sons.

Healey, M. B and Rawlinson, M. J. (1994). *Interview Techniques in Business and Management Research*, New York: Aldershot.

Hebert, B. (2002), "Tracking Progress", *CMA Management*, pp 24-27.

Heerkens, G. (2007). *Introducing the Revolutionary Strategic Project Management Maturity Model (SPM3)*. Paper presented at the annual North American meeting of the Project Management Institute, Atlanta, GA.

Helfat, C. E. (1997). Know-how and Asset Complementarity and Dynamic Capability Accumulation: The Case of R&D. *Strategic Management Journal*. Vol. 18 No. 5, pp 339-360.

Helfat, C. E. (2000). Guest Editor's Introduction to the Social Issue: The Evolution of Firm's Capabilities. *Strategic Management Journal*. Special Issue, Vol. 21 No. 10-11, pp 955-959.

Helfat, C. E and Peteraf, M. A. (2003), "The Dynamic Resource-Based View: Capability Lifecycles", *Strategic management Journal*, Vol. 24 No. 10, pp 997-1010.

Helfat, C., Finkelstein, S., Mitchell, W., Peteraf, M., Singh, H., Teece, D and Winter, S. (2007). *Dynamic Capabilities: Understanding Strategic Change in Organizations*. Malden, MA: Blackwell.

Hendry, J. (2000), "Strategic Decision-Making, Discourse and Strategy as Social Practice", *Journal of Management Studies*, Vol. 37 No. 7, pp 955-977.

Henri, J. (2006), "Management Control Systems and Strategy: A Resource-based Perspective", *Accounting, Organizations and Society*, Vol. 31 No. 6, pp 529-558.

Hernes, T and Maitlis, S. (2010), Process, Sensemaking, and Organizing: An Introduction. In T. Hermes and S. Maitlis (Eds.), *Process, Sensemaking, and Organizing* (pp 27-37). Oxford, UK: Oxford University Press.

Hides, M. T., Irani, Z., Polychronakis, I and Sharp, J. M. (2000), "Facilitating Total Quality through Effective Project Management", *International Journal of Quality and Reliability Management*, Vol. 17 No. 4/5, pp. 407-422.

Hill, C. W. L. (2010). *International Business: Competing in the Global Marketplace*. New York: McGraw-Hill

Hill, C. and Jones, G. (2001). *Strategic Management*, Boston: Houghton Mifflin.

Hill, T. (2000), *Manufacturing Strategy: Text and Cases*, New York: Palgrave.

Hitt, M. A and Ireland, R. D. (1985). Corporate Distinctive Competence, Strategy, Industry and Performance. *Strategic Management Journal*, Vol 6 No. 3, pp 273-294.

Hitt, M. A., Keats, B. W and DeMarie, S. M. (1998), "Navigating in the New Competitive Landscape: Building Strategic Flexibility and Competitive Advantage in the 21st Century", *Academy of Management Executive*, Vol. 12 No. 4, pp 22-42.

Hitt, M. A., Gimeno, J and Hoskisson, R. E. (1998), "Current and Future Research Methods in Strategic Management", *Organizational Research Methods*, Vol. 1 No. 1, pp 6-44.

Hitt, M. A., Ireland, D. and Hoskisson, R. E. (2010). *Strategic Management: Competitiveness and Globalization*. Ohio: South-Western, Cengage Learning.

Hitt, W. D. (1995), "The Learning Organization: Some Reflections on Organizational Renewal", *Leadership and Organization Development Journal*, Vol. 16 No. 8, pp 17-25.

Hoang, H and Rothaermel, F. (2010). Leveraging Internal and External Experience: Exploration, exploitation, and R&D Project Performance. *Strategic Management Journal*. Vol. 31, pp 734-758.

Juliette Patricia Brathwaite, April 2015

Hodgson, D. (2002), *Disciplining the Professional: The Case of Project Management*, *Journal of Management Studies*, Vol. 39 No. 6, pp 803-821.

Hoffman, E. J (1997). "NASA Project Management: Modern Strategies for Maximizing Project Performance", *Project Management Journal*, Vol. 28 No. 3, pp 4-5.

Hofstede, G. (2000). *Cultural Consequences: Comparing Values, Behaviours, Institutions, and Organizations Across Nations*, London: Sage.

Hofstede, G. (2001). *Culture's Consequences: International Differences in Work Related Values*. USA: Sage Publications.

Hopper, T and Powell, A. (1985), "Making Sense of the Organizational and Social Aspects of Management Accounting: A Review of its Underlying Assumptions", *Journal of Management Studies*, Vol. 22, pp 429-465.

Hrebiniak, L. G. (2006). "Obstacles to Effective Strategy Implementation, Organizational Dynamics", Vol. 35 No. 1, pp 12-31.

Hrebiniak, L. G. (2008). *Making Strategy Work: Leading Effective Execution and Change*. USA: Pearson Education Inc.

Huang, K., Wang, K.Y., Chen, K and Yien, J. (2011), "Revealing the Effects of Entrepreneurial Orientation on Firm Performance: A Conceptual Approach", *Journal of Applied Sciences*, 11, 3049-3052.

Huber, G. P. (1991), "Organizational Learning: The Contributing Processes and the Literatures", *Organization Science*, Vol. 2, pp 88-115.

Huber, F. (2012), "On the Socio-spatial Dynamics of Personal Knowledge Networks: Formation, maintenance, and knowledge interactions", *Environment and Planning A*, Vol. 44, pp 356-376.

Huber, F. (2013), "Knowledge-sourcing of R&D Workers in Different Job Positions: Contextualising external personal knowledge networks", *Research Policy*, Vol. 42 No. 1, pp 167-179.

Huemann, M. (2010), "Considering Human Resources Management when Developing a Project-Oriented Company: Case Study of a Telecommunications Company", *International Journal of Project Management*, Vol. 28, pp 361-369.

Huff, J.O., Huff, A. S and Thomas, H. (1992), "Strategic Renewal and the Interaction of Cumulative Stress and Inertia", *Strategic Management Journal*, Vol. 13, pp 55-75.

Hurst, D. K, Rush, J. C and White, R. C. (1989), "Top Management Teams and Organizational Renewal", *Strategic Management Journal*, Vol. 10, pp 87-105.

Hussey, J and Hussey, R. (1997). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*. London: MacMillan Press Ltd.

Hutzschenreuter, T and Kleindienst, I. (2006), "Strategy-Process Research: What Have We Learned and What is Still to Be Explored", *Journal of Management*, Vol. 32 No. 5, pp 673-720.

Huy, Q. N. (2004), "Emotional Balancing of Organizational Continuity and Radical Change: The Contribution of Middle Managers", *Administrative Science Quarterly*, Vol. 47 No. 1, pp 31-69.

Huysman, M and de Wit, D. (2004), "Practices of Managing Knowledge Sharing: Towards A Second Wave of Knowledge Management", *Knowledge and Process Management*, Vol. 11 No. 2, pp 81-92.

Hyväri, I. (2006a), "Success of Projects in Different Organizational Conditions", *Project Management Journal*, Vol. 37 No. 4, pp 31-41.

Hyväri, I. (2006b), "Project Management Effectiveness in Project-Oriented Business Organizations", *International Journal of Project Management*, Vol. 24 No. 3, pp 216-255.

Ibbs, C and Kwak, Y. (2000), "Assessing Project Management Maturity", *Project Management Journal*, Vol. 31 No. 1, pp 32-43.

International Bank for Reconstruction and Development (IBRD). (2009). *Global Economic Prospects: Commodities at the Crossroads 2009*. Washington: IBRD/The World Bank.

Inter-Agency Group on Economic and Financial Statistics. (2011). *Principal Global Indicators: Industrial Production*.
<http://www.principalglobalindicators.org/default.aspx>. Retrieved from the worldwide web 21 October 2011.

Interviewee. (2011). Interview Data. Barbados: First Firm.

Interviewee. (2014). Interview Data. Barbados: Second Firm.

Irvin, R. A and Michaels III, E. G. (1989). *Core Skills: Doing the right things right*. The McKinsey Quarterly. Summer, pp 4-19.

Isik, Z., Arditi, D., Dikmen, I and Birgonul, M. T. (2009), "Impact of Corporate Strengths/Weaknesses on Project Management Competencies", *International Journal of Project Management*, Vol. 27, pp 629-637.

Jamieson, A and Morris, P. W. G. (2004). *Moving from Corporate Strategy to Project Strategy*. In: Morris, P.W.G and Pinto, J.K. (Eds). *The Wiley Guide to Managing Projects*. Hoboken, NJ: John Wiley and Sons, pp 177-205.

Janis, I. L. (1972). *Victims of Groupthink*. Boston: Houghton Mifflin Company.

Jankowicz, A. D. (2005), *Business Research Projects*. London: Thomson Learning, pp 105-124, 219-327.

Juliette Patricia Brathwaite, April 2015

Jarzabkowski, P. (2003), "Strategic Practices: An Activity Theory Perspective on Continuity and Change", *Journal of Management Studies*, Vol. 40, No. 1, pp 23-56.

Jarzabkowski, P. (2004), "Strategy as Practice: Recursiveness, Adaptation, and Practices-in-Use", *Organization Studies*, Vol. 25, pg 529.

Jarzabkowski, P. (2005). *Strategy as Practice: An Activity-based Perspective*. London, Sage Publications.

Jarzabkowski, P., Balogun, J and Seidl, D. (2007), "Strategizing: The Challenges of a Practice Perspective", *Human Relations*, Vol. 60 No. 1, pp 5-27.

Jarzabkowski, P and Spee, A. P. (2009), "Strategy-as-Practice: A review and future direction for the field", *International Journal of Management Reviews*, Vol. 11 No. 1, pp 69-95.

Jenkin, T. A. (2013), "Extending the 4I Organizational Learning Model: Information Sources, Foraging Processes and Tools". *Administrative Sciences*, Vol. 3, pp 96-109.

Johnson, M.W, Christensen, C.C and Kagermann, H. (2008), "Re-inventing your Business Model", *Harvard Business Review*, Vol. 86 No. 12, pp 50-59.

Johnson, P and Duberley, J. (2000), *Understanding Management Research: An Introduction to Epistemology*. London: Sage.

Johnson, G., Langley, A., Melin, L and Whittington, R. (2007a), *Strategy as Practice: Research Directions and Resources*, Cambridge, UK: Cambridge University Press.

Johnson, J. L., Lee, R. P., Saini, A and Grohmann, B. (2003), Market-Focussed Strategic Flexibility: Conceptual Advances and an Integrated Model, *Journal of the Academy of Marketing Science*, Vol. 31 No. 1, pp. 74-89.

Johnson, G., Melin, L and Whittington, R. (2007b), "Micro Strategy and Strategizing: Towards an Activity-Based View", *Journal of Management Studies*, Vol. 40 No. 1, pp 3-22.

Jonas, D. (2010), Empowering Project Portfolio Managers: How Management Involvement Impacts Project Portfolio Management Performance. *International Journal of Project Management*, Vol. 28 No. 8, pp 818-831.

Jones, O. (2005), "Manufacturing Regeneration through Corporate Entrepreneurship", *International Journal of Operations and Production Management*, Vol. 25, No. 5, pp 491-511.

Joshi, M. P., Kathuria, R and Porth, S. J. (2003), "Alignment of Strategic Priorities and Performance: An Integration of Operations and Strategic Management Perspectives", *Journal of Operations Management*, Vol. 21 No. 3, pp 353-369.

Jugdev, K., Mather, G. and Fung, T. S. (2007), "Project Management Assets and their Relationship with the Project Management Capability of the Firm", *International Journal of Project Management*, Vol. 25, pp 560-568.

Jugdev, K and Muller, R. (2005), "A Retrospective look at our Evolving Understanding of Project Success", *Project Management Journal*, Vol. 36 No. 4, pp 19-31.

Jugdev, K and Thomas, J. (2002), "Project Management Maturity Models: The Silver Bullets of Competitive Advantage?", *International Journal of Project Management*, Vol. 33, pp 4-14.

Julian, C.C. (2010), "The Market Orientation-Marketing Performance Relationship: The Empirical Link in International Joint Ventures Inderscience Enterprises Ltd", *International Journal of Trade and Global Markets*, Vol. 3, pp 414-431.

Jung, J. Y., Wang, Y. J and Wu, S. (2008), "Competitive Strategy, TQM Practice, and Continuous Improvement of International Project Management: A Contingency Study", *International Journal of Quality and Reliability Management*, Vol. 26, No. 2, pp 164-183.

Kansal, (2007). "Systemic Analysis for Inter-Relation of Identified Critical Success Factors in Enterprise Systems Projects", *Conemporary Management Research*, Vol. 3 No. 4, pp 341-346.

Kanter, R. M. (1982), "Middle Managers as Innovators", *Harvard Business Review*, Vol. 60 (July-August), pp 95-105.

Kanter, R. M. (1983). *The Change Masters*. New York: Simon and Schuster.

Kanter, R. M. (1989), *When Giants Learn to Dance*. New York: Simon and Schuster.

Kanzanjian, R. K and Rao, H. (1999), "Research Notes: The Creation of Capabilities in New Ventures: A Longitudinal Study", *Organization Studies*, Vol. 20 No. 1, pp 125-142.

Kaplan, A. (1964). *The Conduct of Inquiry*. Seranton, PA: Chandler.

Kaplan, S. (2008). Cognition, Capabilities and Incentives: Assessing firm response to the fiber-optic revolution. *Academy of Management Journal*, Vol 51 No. 4, pp 672-695.

Kaplan, S., Murray, F and Henderson, R. M. (2003). Discontinuities and Senior Management: Assessing the Role of Recognition in Pharmaceutical Firm Response to Biotechnology. *Industrial and Corporate Change*, Vol 12 No. 2, pp 203-233.

Kaplan, R and Norton, D. (2001), "Building a Strategy-Focussed Organization", *Leadership*, May/June, 2001.

Kaplan, R and Norton, D. (2004), *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, Boston: Harvard Business School Publishing Corporation.

Juliette Patricia Brathwaite, April 2015

Kaplan, R and Norton, D. (2008), *Execution Premium: Linking Strategy to Operations for Competitive Advantage*, Boston: Harvard Business School Press.

Karim, S and Mitchell, W. (2000), "Path-Dependency and Path-Breaking Change: Reconfiguring Business Resources following Acquisitions in the US Medical Sector 1978-1995", *Strategic Management Journal*, Vol. 21, pp 1061-1081.

Keegan, A and Turner, J. R. (2001), "Quantity versus Quality in Project-based Learning Practices", *Management Learning*, Vol. 32 No. 1, pp 77-98.

Keizer, J.A and Halman, J.I.M. (2007), "Diagnosing Risk in Radical Innovation Projects", *Research Technology Management*, Vol. 50 No. 5, pp 30-36.

Kekale, T and Kola-Nystrom, S. (2007). "Successful Innovations from an Established Company", *Business Strategy Series*, Vol. 8 No. 2, pp 109-115.

Kendra, K. and Taplin, L. J. (2004). "Project Success: A Cultural Framework", *Project Management Journal*, Vol. 35 No. 1, pp 30-45.

Kenny, J. (2006), "Strategy and the Learning Organization: A Maturity Model for the Formation of Strategy", *The Learning Organization*, Vol. 13 No. 4, pp 353-368.

Kerlinger, F. (1986). *Foundations of Behavioural Research*. New York: Holt, Rinehart and Winston.

Kerzner, H. (2000), *Applied Project Management: Best Practices on Implementation*. New York: John Wiley and Sons.

Kerzner, H. (2005). *Strategic Planning for Project Management*. USA: John Wiley and Sons Inc.

Kerzner, H. (2006), *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. USA: John Wiley and Sons Inc.

Ketokwi, M. A and Schroeder, R. G. (2004). Manufacturing Practices, Strategic Fit and Performance: A Routine-based View. *International Journal of Operations and Production Management*, Vol. 24 No. 2, pp 171-191.

Kidder, L and Judd, C. M. (1986). *Research Methods in Social Relations*. New York: Holt Rinehart and Winston.

Killen, C. P and Hunt, R. A. (2010), "Dynamic Capability through Project Portfolio Management in Service and Manufacturing Industries", *International Journal of Managing Projects in Business*, Vol. 3 No. 1, pp 157-169.

Killen, C. P., Hunt, R. A and Kleinschmidt, E. J. (2008), "Learning Investments and Organizational Capabilities", *International Journal of Managing Projects in Business*, Vol. 1 No. 3, pp 334-351.

Kim, D. H. (1993), "The Link Between Individual and Organizational Learning", *Sloan Management Review*, Vol. 35 No. 1, pp 37-50.

Kim, S and Trimi, S. (2007). IT for KM in the Management Consultancy Industry, *Journal of Knowledge Management*, Vol 11, pp 145-155.

Kiridena, S., Hasan, M. and Kerr, R. (2009), "Exploring Deeper Structures In Manufacturing Strategy Formation Processes: A Qualitative Enquiry", *International Journal of Production and Operations Management*, Vol. 28 No. 4, pp 386-417.

Klakegg, O.J and Haavaldsen, T. (2011), "Governance of Major Public Investment Projects: In Pursuit of Relevance and Sustainability", *International Journal of Managing Projects in Business*, Vol 4 No. 1, pp 157-167.

Koch, T. (1994), "Establishing Rigor in Qualitative Research: The Decision Trial", *Journal of Advanced Nursing*, Vol 19, pp 978-986.

Kock, C. J. and Guillén, M. F. (2001). "Strategy and Structure in Developing Countries: Business Groups as an Evolutionary Response to Opportunities for Unrelated Diversification", *Industrial and Corporate Change*. Vol. 10 No. 1, pp 77-113.

Kodama, M. (2011). *Knowledge Integration Dynamics: Developing Strategic Innovation Capability*. London: World Scientific Publishing Co. Pte. Ltd.

Kogut, B. (2000), "The Network as Knowledge: Generative Rules and the Emergence of Structure", *Strategic Management Journal*, Vol. 21, pp 405-425.

Kogut, B and Zander, U. (1992), "Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology", *Organization Science*, Vol. 3, No. 3, pp 383-397.

Kotha, S. and Swamidass, P. (2000), "Strategy, Advanced Manufacturing Technology and Performance: Empirical Evidence from US Manufacturing Firms", *Journal of Operations Management*, Vol. 18 No. 3, pp 257-277.

Kotter, J. (1996). *Leading Change*. Boston: Harvard Business School Press.

Koufteros, X. A., Vonderembse, M. A and Doll, W. J. (2002). Examining the Competitive Capabilities of Manufacturing Firms. *Structural Equation Modelling*. Vol. 9 No. 2, pp 256-282.

Koskinen, K.U. (2012), "Organizational Learning in Project-Based Companies: A Process Thinking Approach", *Project Management Journal*, Vol. 43 No. 3, pp 40-49.

Kozulin, A. (1996), "The Concept of Activity in Soviet Psychology". In H. Daniels (Ed), *An Introduction to Vygotsky*. London: Routledge, pp 99-122.

Kreitzner, R. (2009). *Management*. Boston: Houghton Mifflin Harcourt Publishing Company.

Krogh, G. V., Ichijo, K. and Nonaka, I. (2000). *Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation*. USA: Oxford University Press.

Juliette Patricia Brathwaite, April 2015

Kuhn, T. S. (1970), *The Structure of Scientific Revolutions*. Chicago: Chicago University Press.

Kujala, J. and Artto, K. (2000), Criteria for Project Performance in Business Context, *Project Management*, Vol. 6 No. 1, pp 46-63.

Kumar, R. (2005), *Research Methodology: A Step by Step Guide for Beginners*. London: Sage Publications Ltd.

Kurtz, C. F and Snowden, D. J. (2003), 'The New Dynamics of Strategy: Sense-Making in a Complex and Complicated World'. *IBM Systems Journal*, Vol. 42 No. 3, 462-483.

Kuwanda, K. (1998), "Strategic Learning: The Continuous Side of Discontinuous Change", *Organization Science*, Vol. 9 No. 6, pp 719-736.

Kuzel, A. (1999). "Sampling in Qualitative Enquiry", in B Crabtree and W Miller, eds, *Doing Qualitative Research*: USA: Sage, 33-45.

Kvale, S. (1996). *Interviews: An Introduction to Qualitative Research Interviewing*. CA: Sage Publications

Kwak, Y.H and Anbari, F.T. (2009), "Availability-Impact Analysis of Project Management Trends: Perspectives from Allied Disciplines", *Project Management Journal*, Vol. 40 No. 2, pp 94-103.

Kwak, Y and Ibbs, C. (2002), "Project Management Process Maturity (PM)² Model", *Journal of Management in Engineering*, Vol. 18 No. 3, pp 150-155.

Kwee, Z., Van Den Bosch, F. A. J and Volberda, H. W. (2011). The Influence of Top Management Team's Corporate Governance on Strategic Renewal Trajectories: a Longitudinal Analysis of Royal Dutch Plc 1907-2004. *Journal of management Studies*. Vol. 48 No. 5, pp 984-1014.

Kylaheiko, K and Sandstrom, J. (2007), "Strategic Options-based Framework for Management of Dynamic Capabilities in Manufacturing Firms", *Journal of Manufacturing Technology Management*, Vol. 18 No. 8, pp 966-984.

Lahteenmaki, S., Toivonen, J. and Mattila, M. (2001), "Critical Aspects of Organizational Learning Research and Proposals for its Measurement", *British Journal of Management*, Vol. 12 No. 2, pp 113-129.

Lampel, J., Scarbrough, H and Macmillan, S. (2008), "Managing through Projects in Knowledge-based Environments", *Long Range Planning*, Vol. 41 No. 1, pp 7-16.

Langley, A. (1999), "Strategies for Theorizing From Process Data", *Academy of Management Review*, Vol. 24 No. 4, pp 691-710.

Landaeta, R. W. (2008). Evaluating Benefits and Challenges of Knowledge Transfer Across Projects. *Engineering Management Journal*, Vol. 20 No. 1, pp 29-38.

- Larson, E.W and Gray, C.F. (2011). *Project Management: The Managerial Process*. NY: McGraw-Hill/Irwin.
- Latham, S. F and Braun, M. (2009). “Managerial Risk, Innovation and Organizational Decline”, *Journal of Management*, Vol. 35 No. 2, pp 258-281.
- Lau, C. M and Bruton, G. D. (2011), “Strategic Orientations and Strategies of High Technology Ventures in Two Transition Economies”, *Journal of World Business*, Vol. 46 No. 3, pp 371-380.
- Laugen, B. T, Acur, N., Boer, H and Frick, J. (2005). “Best Manufacturing Practices: What do the best-performing companies do?”, *International Journal of Production and Operations Management*, Vol. 25 No. 2, pp 131-150.
- Lawson, B and Samson, D. (2001), Developing Innovation Capability in Organizations: A Dynamic Capabilities Approach, *International Journal of Innovation Management*, Vol. 5 No. 3, pp. 377-400.
- Lubatkin, M.H., Simsek, Z., Ling, Y and Veiga, J.F. (2006), Ambidexterity and Performance in Small- to Medium-sized Firms: The Pivotal Role of Top Management Team Behavioural Integration, *Journal of Management*, Vol. 32 No. 5, pp. 646-672.
- Leachman, C., Pegless, C. C and Shin, S. K. (2005), “Manufacturing Performance: Evaluation and Determinants”, *International Journal of Production and Operations Management*, Vol. 25 No. 9, pp 851-874.
- Lechner, C and Floyd, S. W. (2007), “Searching, Codifying and Practicing – Key Learning Activities in Exploratory Initiatives”, *Long Range Planning*, Vol. 40, pp 9-29.
- Lechner, Frankenberger and Floyd, (2010), “Task Contingencies in the Curvilinear Relationships Between Intergroup Networks and Initiative Performance”, *Academy of Management Journal*, Vol. 53 No. 4, pp 865-889.
- Lechner, C and Kreutzer, M. (2010a). Strategic Initiatives: Past, Present and Future In Mazolla, P and Kellermanns, F. W. Eds. (2010). *Handbook of Research on Strategy Process*. MA: Edward Elgar Publishing Inc., pp 283-303.
- Lechner, C and Kreutzer, M. (2010b), “Coordinating Growth Initiatives in Multi-Unit Firms”, *Long Range Planning*, Vol. 43, pp 6-32.
- Lee, W. W and Kraymer, J. K. (2003). *Organizing Change*. San Francisco: John Wiley and Sons.
- Lee, C., Lee, K and Pennings, J. M. (2001). Internal Capabilities, External Networks, and Performance: a study on technology-based ventures. *Strategic Management Journal*, Vol 22, pp 615-640.
- Lee, C. C and Yang, J. (2000), “Knowledge Value Chain”, *Journal of Management Development*, Vol. 19 No. 9, pp 783-793.

Juliette Patricia Brathwaite, April 2015

Lee, S., Thomas, S and Tucker, R. (2005), "The Relative Impacts of Selective Practices on Project Cost and Schedule", *Construction Management and Economics*, Vol. 23 No. 5, pp 545-553.

Lehmann, V. (2010). "Connecting Changes to Projects Using a Historical Perspective: Towards Some New Canvasses for Researchers", *International Journal of Project Management*, Vol. 38, pp 328-338.

Lehtonen, P and Martinsuo, M. (2008), "Change Programme Initiation: Defining and Managing the Programme", *International Journal of Project Management*, Vol. 26, pp 21-29.

Leibold, M., Probst, G. and Gibbert, M. (2007), *Strategic Management in the Knowledge Economy: New Approaches and Business Application*. NY: Wiley.

Lenfle, S. (2008), "Exploration and Project Management", *International Journal of Project Management*, Vol. 26, pp 469-478.

Leonard, J and Higson, H. (2013), "A Strategic Activity Model of Enterprise System Integration and Use: Scaffolding Fluidity", *Journal of Strategic Information Systems*, Vol. 23, pp 62-85.

Leonard-Barton, D. (1995). *Wellsprings of Knowledge*. Boston: Harvard Business School Press.

Leonard-Barton, D. (1992), "Core Capabilities and Core Rigidities: A Paradox In Managing New Product Development", *Strategic Management Journal*, Vol. 13, pp 111-125.

Leong, G. K., Snyder, D. L and Ward, P.T. (1990), "Research in the Process of Manufacturing Strategy", *Omega*, Vol. 18 No. 2, pp 109-122.

Levinthal, D. A. (1991), "Organizational Adaptation and Environmental Selection: Interrelated Processes of Change", *Organization Science*, Vol. 2 No. 1, pp 140-145.

Levinthal, D. A and March, J. G. (1993), "The Myopia of Learning", *Strategic Management Journal*, Vol. 14, pp 95-112.

Levy, A and Merry, U. (1986). *Organizational Transformation: Approaches, Strategies, and Theories*. New York: Praeger Publisher.

Lewis, A. (2005), "Industrialisation of the British West Indies", originally published in Caribbean Economic Review Vol 12, 1950 and republished in Pantin, D. (Ed), *The Caribbean Economy*, Kingston, Jamaica: Ian Randle Publishers Ltd., pp 5-43,

Lewis, M. W and Grimes, A. J. (1999), "Metatriangulation: Building Theory from Multiple Paradigms", *The Academy of Management Review*, Vol. 24 No. 4, pp .672-690.

- Lewis-Bynoe, D., Griffith G and Moore, W. (2002). "Trade Liberalization and the Manufacturing Sector: The Case of the Small Developing Country", *Contemporary Economic Policy*, Vol. 20 No. 3, pp 272-287.
- Liao, J., Welsch, H. and Stoica, M. (2003), "Organizational Absorptive Capacity and Responsiveness: An Empirical Investigation of Growth-Oriented SMEs", *Entrepreneurship Theory and Practice*, Vol. 28 No. 1, pp 63-85.
- Likert, R. (1961), *New Patterns of Management*. New York: McGraw Hill.
- Lim, K. K. (1999), "Managing for Quality through Knowledge Management", *Total Quality Management*, Vol. 10 No. 415, pp 615-622.
- Lincoln, Y and Guba, E. (1985), *Naturalistic Inquiry*, New York: Sage.
- Linderman, K., Schroeder, R. G., Zaheer, S., Liedtke, C and Choo, A. S. (2004). "Integrating Quality Management Practices with Knowledge Creation Processes", *Journal of Operations Management*, Vol. 22 No. 6, pp 589-607.
- Liu, S.S., Luo, X and Shi, Y. (2003), "Market-oriented Organizations in an Emerging Economy: A Study of Missing Links", *Journal of Business Research*, Vol. 56, pp 481-491.
- Lofland, J. (1971). *Analyzing Social Settings: A Guide to Qualitative Observation and Analysis*. Belmont, CA: Wadsworth.
- Lofland, J., Snow, D., Anderson, L. and Lofland, L. (2006). *Analyzing Social Settings: A Guide to Qualitative Observation and Analysis*. Belmont, CA: Wadsworth Publishing.
- Longman, A and Mullins, J. (2004), "Project management: key tool for implementing strategy", *Journal of Business Strategy*, Vol. 25 No. 5, pp 54-60.
- Lorange. P. (1998), "Strategy Implementation: The New Realities", *Longrange Planning*, Vol. 31 No. 1, pp 1-29.
- Lovas, B., and Ghoshal, S. (2000), "Strategy as Guided Evolution", *Strategic Management Journal*, Vol. 21, pp 875-896.
- Lumpkin, G. T and Dess, G. G. (1996). Clarifying the Entrepreneurial Orientation Construct and Linking it with Performance. *Academy of Management Review*, Vol. 21 No. 1, pp. 135-172.
- Lubatkin, M,H., Simsek, Z., Ling, Y and Veiga, J.F. (2006), Ambidexterity and Performance in Small- to Medium-sized Firms: The Pivotal Role of Top Management Team Behavioural Integration, *Journal of Management*, Vol. 32 No. 5, pp. 646-672.
- Lundquist, K. J., and Olander, L. O. (2010). Growth Cycles: Transformation and Development, Proceedings of the 50th Anniversary European Congress of the Regional

Juliette Patricia Brathwaite, April 2015

Science Association International 'Sustainable Regional Growth and Development in the Creative Knowledge Economy', 19-23 August 2010, Jonkoping, Department of Human Geography, Lund University.

Lundvall, B. A and Nielsen, P. (1999), *Revue d'Economie Industrielle*, No. Special 88, pp 67-89

Lycett, M., Rassau, A and Danson, J. (2004), "Programme Management: A Critical Review", *International Journal of Project Management*, Vol. 22 No. 4, pp. 289-299.

MacDougall, S. L and Pike, R. H. (2003), "Consider Your Options: Changes to Strategic Value During Implementation of Advanced Manufacturing Technology", *Omega: The International Journal of Management Science*, Vol. 31 No. 1, pp. 10-15.

MacPherson, A. D. (1994), "The Impact of Industrial Process Innovation Among Small Manufacturing Firms: Empirical Evidence From Western New York", *Environment and Planning A*, Vol. 26, pp 453-470.

Maier, R and Remus, U. (2002), "Defining Process-Oriented Knowledge Management Strategies", *Knowledge and Process Management*, Vol. 9 No. 2, pp 103-118.

Maitlis, S. (2005). *The Social Processes of Organizational Sensemaking*. *Academy of Management Journal*, Vol. 48, pp 21-49 .

Maitlis, S and Sonenshein, S. (2010). *Sensemaking in Crisis and Change: Inspiration and Insights from Weick (1988)*. *Journal of management Studies*. Vol. 47 No. 3, pp 551-580.

Mantere, S. (2008). *Role Expectations and Middle Manager Strategic Agency*. *Journal of Management Studies*. Vol 45 No. 4, pp 294-316.

Manu, F. A. and Sriram, V. (1996) , "Innovation, Marketing Strategy, Environment and Performance", *Journal of Business Research*, Vol. 35 No. 1, pp. 79-91.

March, J. (1991). 'Exploration and Exploitation in Organizational Learning', *Organization Science*, Vol 2, pp 71-87.

March, J. G and Olsen, J. P. (1975), "Organizational Learning Under Ambiguity", *European Journal of Policy Review*, Vol. 3 No. 2, pp 147-171.

Maritan, C. A. (2001). "Capital Investment as Investment in Organizational Capabilities: An Empirical Grounded Process Model", *Academy of Management Journal*, Vol. 44, pp 513-531.

Marshall, C and Rossman, G. B. (2006), *Designing Qualitative Research*. USA, Thousand Oaks: Sage.

Martin, J. (2002), *Organizational Culture: Mapping the Terrain*. London: Sage Publications Inc.

Martinsuo, M and Lehtonen, P. (2007), "Role of single-project management in achieving portfolio management efficiency", *International Journal of Project Management*, Vol. 25, pp 56-65.

Maruchek, A., Pannesi, R and Anderson, C. (1990), "An Exploratory Study of the Manufacturing Strategy Process in Practice", *Journal of Operations Management*, Vol. 9 No. 1, pp 101-123.

Mason, J. (1996). *Qualitative Researching*. London: Sage.

Matheson, D and Matheson, J. (1998), *The Smart Organization: Creating Value through Strategic R&D*. USA: Harvard Business School Press.

Maxwell, J. A. (2005), *Qualitative Research Design: An Interactive Approach*. London: Sage Publications Ltd.

Mazolla, P and Kellermanns, F. W. (2010). *Handbook of Research on Strategy Process*. MA: Edward Elgar Publishing Inc.

McAdam, R. (2000), "Knowledge Management as a Catalyst for Innovation Within Organizations: A Qualitative Study", *Knowledge and Process Management*, Vol. 7 No. 4, pp 223-241.

McCelland, S. (1994), "Gaining Competitive Advantage through Strategic Management Development", *Journal of Management Development*, Vol. 13 No. 5, pp 4-13.

McCaslin, M. L and Scott, K. W. (2003), "The Five-Question Method for Framing a Qualitative Research Study", *The Qualitative Report*, Vol. 8 No. 3, pp 447-461.

McChesney, F. S. (1987), "Rent Extraction and Rent Creation in the Economic Theory of Regulation", *Journal of Legal Studies*, Vol. 16, pp 101-118.

McCracken, G. (1988), *The Long Interview*. Newbury Park, CA: Sage.

McElroy, W. (1995), "Strategic Change through Project Management", APM.

McElroy, W. (1996), "Implementing Strategic Change through Projects", *International Journal of Project Management*, Vol. 14 No. 6, pp 325-329.

McEvily, B and Marcus, A. (2005). Embedded Ties and the Acquisition of Competitive Capabilities. *Strategic Management Journal*, Vol 26, pp 1033-1055.

McGahan, A. M. (2004), *How Industries Evolve: Principles for Achieving and Sustaining Superior Performance*. Boston: Harvard Business School Press.

McGrath, R. G. (2001). "Exploratory Learning, Innovative Capacity, and Managerial Oversight", *Academy of Management Journal*, Vol. 44 No. 1, pp 118-131.

McGrath, R. G. (2010). "Business Models: A Discovery Driven Approach", *Long Range Planning*, Vol. 43, pp 247-261.

McGrath, R. G., Macmillan, I. C and Venkataraman, S. (1995), "Defining and Developing Competence: A Strategic Process Paradigm", *Strategic Management Journal*, Vol. 16 No. 4, pp 251-275.

Meeus, M. T. H and Edquist, C. (2006), Introduction to Part I: Product and Process Innovation In Hage, J and Meeus, M (Eds), *Innovation, Science and Institutional Change*, Oxford: Oxford University Press, 23-37.

Menguc, B and Auh, S. (2006), "Creating a Firm-level Dynamic Capability through Capitalizing on Market Orientation and Innovativeness", *Academy of Management Science Journal*, Vol. 34 No. 1, pp 63-73.

Menguc, B and Auh, S. (2010), Development and Return on Execution of Product Innovation Capabilities: The Role of Organizational Structure, *Industrial Marketing Management*, Vol. 39 No. 56, pp. 820-831.

Meredith, J. and Mantel, S. J. (2006), *Project Management: A Managerial Approach*, John Wiley and Sons, Inc., USA.

Merriam, S. (1998). *Qualitative Research and Case Study Applications in Education*. San Francisco: Jossey Bass.

Mertens, D. M. (1998), *Research Methods in Education and Psychology: Integrating Diversity with Quantitative and Qualitative Research*. London: Sage Publications.

Meskendahl, S. (2001), "The Influence of Business Strategy on Project Portfolio Management and Its Success – A Conceptual Framework", *International Journal of Project Management*, Vol. 28, pp. 807-817.

Might, R. J and Fisher, W. A. (1985), "The Role of Structural Factors in Determining Project Management Success", *IEEE Transactions on Engineering Management*, Vol. 32 No. 2, pp 71-77.

Miles, M. B and Huberman, A. M. (1994), *Qualitative Data Analysis: An Expanded Sourcebook*, Thousand Oaks CA: Sage Publications Inc.

Miles, M. B., Huberman, A. M., and Saldana, J. (2013), *Qualitative Data Analysis: A Methods Sourcebook*. London: Sage Publications Ltd.

Miles, R. E and Snow, C. (1978), *Organizational Strategy, Structure and Process*. New York: McGraw-Hill.

Miles, R. E., Snow, C., Meyer, A. D and Coleman, H. J. (1978), "Organizational Strategy, Structure and Process", *Academy of Management Review*, Vol. 3 No. 3, pp 546-562.

Miller, D. (1983), "The Correlates of Entrepreneurship in Three Types of Firms", *Management Science*, Vol. 29 No.7, pp 770-791.

Miller, D. (2002), "Successful Change Leaders: What makes them? What do they do that is different?", *Journal of Change Management*, Vol. 2 No. 4, pp 259-268.

Miller, J. G and Roth, A. V. (1994), "A Taxonomy of Manufacturing Strategies", *Management Science*, Vol. 40 No. 3, pp 285-304.

Miller, S and Rogers, D. (1956), *Manufacturing Policy*, Homewood, IL: Irwin.

Miller, S., Wilson, D., Hickson, D. (2004), "Beyond Planning Strategies for Successfully Implementing Strategic Decisions", *Long Range Planning*, Vol. 37 No. 3, pp 201-218.

Milosevic, D. Z. (2003), *Project Management Toolbox: Tools and Techniques for the Practicing Manager*. Hoboken, NJ: John Wiley and Sons.

Milosevic, D. Z and Patanakul, P. (2005), "Standardized Project Management May Increase Development Project Success", *International Journal of Project Management*, Vol. 23, pp 181-192.

Minarro-Viseras, E., Baines, T and Sweeney, M. (2005), "Key Success Factors When Implementing Strategic Manufacturing Initiatives", *International Journal of Operations and Production Management*, Vol. 25 No. 2, pp 151-179.

Mintzberg, H. (1973), *The Nature of Managerial Work*. New York: Harper and Row.

Mintzberg, H. (1978), "Patterns In Strategy Formulation", *Management Science*, Vol. 24 No. 9, pp 934-948.

Mintzberg, H. (1990), "The Design School: Reconsidering the Basic Premises of Strategic Management", *Strategic Management Journal*, Volume 11, pp 171-195.

Mintzberg, H. (1994), *The Rise and Fall of Strategic Planning*. Hartfordshire: Prentice Hall.

Mintzberg, H. (2001), "Managing Exceptionally", *Organization Science*, Volume 13, pp 759-771.

Mintzberg, H. (2007), *Mintzberg on Management*. New York: The Free Press.

Mintzberg, H., Lampel, J., Quinn, J. B and Ghoshal, S. (2003), *The Strategy Process: Concepts, Contexts, Cases*. New Jersey: Prentice Hall.

Mintzberg, H and McHugh, A. (1985), "Strategy Formation in an Adhocracy", *Administrative Science Quarterly*, Vol. 30 No. 2, pp 160-197.

Mintzberg, H and Quinn, J. B. (1996). *The Strategy Process: Concepts, Contexts, Cases*. Upper Saddle River, NJ: Prentice Hall.

Mintzberg, H., Raisinghani, D and Theoret, A. (1976). The Structure of unstructured decision processes, *Administrative Science Quarterly*, Vol 21 No 2, pp 246-275.

Juliette Patricia Brathwaite, April 2015

Mintzberg, H and Waters, J. A. (1985), "Of Strategies Deliberate and Emergent", *Strategic Management Journal*, Vol. 6, pp 257-272.

Mir, R and Watson, A. (2000), "Strategic Management and the Philosophy of Science: The Case for a Constructivist Methodology" *Strategic Management Journal*, Vol. 21 No. 9, pp 941-953.

Mische, M. A. (2001), *Strategic Renewal: Becoming a High-Performance Organization*. New Jersey: Prentice Hall.

Mitchell, J. R., Shepherd, D. A and Sharfman, M. P. (2011). Erratic Strategic Decisions: When and why managers are inconsistent in strategic decision making, *Strategic Management Journal*, Vol 32, pp 683-704.

Mohammed, S. (2001), "Toward an Understanding of Cognitive Consensus in a Group Decision-Making Context", *The Journal of Applied Behavioural Science*, Vol. 37 No. 4, pp 408-425.

Mohrman, S. A., Finegold, D and Mohrman, A. M. (2003), "An Empirical Model of the Organization Knowledge System in New Product Development Firms", *Journal of Engineering and Technology Management*, Vol. 20, pp 7-38.

Moncrieff, J. (1999), "Is Strategy Making a Difference?", *Long Range Planning Review*, Vol. 32 No. 2, pp 273-276.

Moran, P. (2005). Structural versus Relational Embeddedness: Social Capital and Managerial Performance. *Strategic Management Journal*, Vol 26, pp 1129-1151.

Morgan, R.E. and Strong, C.A. (2003), "Business Performance and Dimensions of Strategic Orientation", *Journal of Business Research*, Vol. 56 No. 3, pp. 163-176.

Morris, M., Schindehutte, M and Allen, J. (2005), "The Entrepreneur's Business Model: Toward A Unified Perspective", *Journal of Business Research*, Vol. 58, pp 726-735.

Morris, P.W.G. (1994), *The Management of Projects*, Thomas Telford, London.

Morris, M., Schindehutte, M and Allen, J. (2005), "The Entrepreneur's Business Model: Toward A Unified Perspective", *Journal of Business Research*, Vol. 58, pp 726-735.

Morris, P and Jamieson, M. S. (2004), *Translating Corporate Strategy Into Project Strategy: Realizing Corporate Strategy Through Project Management*. PA: Project Management Institute.

Morris, P and Jamieson, A. (2005), "Moving From Corporate Strategy to Project Strategy", *Project Management Journal*, Vol. 36, pp 5-18.

Morse, J. M. (2001), 'Are There Risks in Qualitative Research?', *Qualitative Health Research*, Vol. 11 No. 3: pp 1-4..

Muller, P and Penin, J. (2006). Why do Firms Disclose Knowledge and How does it Matter? *Journal of Evolutionary Economics*, Vol. 16 No. 1, pp 85-108.

Nadkarni, S and Barr, P. S. (2008). Environmental context, managerial cognition, and strategic action: an integrated view. *Strategic Management Journal*, Vol 29 No. 13, pp 1395-1427.

Nag, R., Hambrick, D. C and Chen, M. J. (2007), "What is Strategic Management Really? Inductive Derivation of a Consensus Definition of the Field", *Strategic Management Journal*, Vol. 28 No. 9, pp 935-955.

Nahapiet, J and Ghoshal, S. (1998). Social Capital, Intellectual Capital and the Organization Advantage. *Academy of Management Review*. Vol. 23 No. 2, pp 242-266.

Nahapiet, J and Ghoshal, S. (2002). "Social Capital, Intellectual Capital, and the Organization Advantage"; In C. W. Woo and N. Bontis (Eds), *The Strategic Management of Intellect Capital and Organizational Knowledge*. New York: Oxford University Press, pp 699-710.

Narasimhan, R., Swink, M and Kim, S. W. (2005). An Exploratory Study of Manufacturing Practice and Performance Interrelationships: Implications for Capability Progression. *International Journal of Operations and Production Management*, Vol. 25 No. 10, pp 1013-1033.

Narver, J.C and Slater, S.F. (1990), The Effect of Market Orientation on Business Profitability, *Journal of Marketing*, Vol. 54 No. 4, pp 20-35.

Nazdrol, W.M., Breen, J and Josiassen, A. (2011), Relationship between Strategic Orientation and SME Performance: Developing a Conceptual Framework, *Proceedings of the 8th AGSE International Entrepreneur Research Exchange, Swinburne University of Technology, Melbourne, 1-4 February*.

Nelson, R. R and Winter, S. G. (1982), *An Evolutionary Theory of Economic Change*, Boston, MA: The Belknap Press.

Nespor, J and Barylske, J. (1991). "Narrative Discourse and Teacher Knowledge", *American Educational Research Journal*. Vol. 28, pp 805-823.

Neuman, L. W. (2006), *Social Research Methods: Qualitative and Quantitative Approaches*. Boston: Allyn and Bacon.

Nevis, E. C., DiBella, A. J and Gould, J. M. (1995). Understanding Organizations as Learning Systems, *Sloan Management Review*, 36 (2): 73-85.

Newman, K. L. (2000), "Organizational Transformation During Institutional Upheaval", *The Academy of Management Review*, Vol. 25 No. 3, pp 602-619.

Newton, R. (2007). *Managing Change Step by Step*. Harlow: Prentice Hall.

Juliette Patricia Brathwaite, April 2015

- Nielsen, B and Michailova, S. (2007). Knowledge Management Systems in International Corporations: Typology and Transitional Dynamics. *Long Range Planning*, Vol 40, pp 314-340.
- Nikerson, J., Silverman, B. and Zenger, T. (2007), "The Problem of Creating and Capturing Value", *Strategic Organization*, Vol. 5 No. 3, pp 211-225.
- Nobeoka, K. (1995), "Inter-Project Learning in New Product Development", *Academy of Management Journal*, Vol. 38 No. 4, pp 432-436.
- Noble, C. H., Sinha, R. K and Kumar, A. (2002). "Market Orientation and Alternative Strategic Orientations: a longitudinal assessment of performance implications", *Journal of Marketing*, Vol 66, pp 25-39.
- Nokes, S and Kelly, S. (2007), *The Definitive Guide to Project Management*. Harlow, UK: Pearson Education Limited.
- Nonaka, I. (1991), "The Knowledge Creating Company", *Harvard Business Review*, Vol. 69 No. 6, pp 96-104.
- Nonaka, I. (1994), "A Dynamic Theory of Organizational Knowledge Creation", *Organizational Science*, Vol. 5 No. 1, pp 19-35.
- Nonaka, I and Takeuchi, H. (1995). *The Knowledge-Creating Company*. UK: Oxford University Press.
- Nonaka, I and Teece, D. (2001). *Managing Industrial Knowledge*. London: Sage.
- Nonaka, I., Toyama, R and Nagata, A. (2000), "A Firm as a Knowledge-Creating Entity: A New Perspective on the Theory of the Firm", *Industrial and Corporate Change*, Vol. 9 No. 1, pp 2000.
- Nurse, K., Francis, A and Niles, K. (2008), "The Economic Partnership Agreement and Beyond: The Case for Innovation and Industrial Policy", *Journal of Eastern Caribbean Studies*, Vol 33 No. 2, pp 70-104.
- O'Brien, D., Scott, P.S and Gibbons, P. (2013), "Developing Strategy from the Middle: Subsidiary Strategy and the Role of the Subsidiary General Manager", *Irish Journal of Management*, Vol 32 No. 2, pp 109-128.
- UK Office of the Government of Commerce (OGC), (2007), *Managing Successful Programs*, London, UK. Office of Government Commerce.
- UK Office of Government Commerce. (2008). *Portfolio, Programme and Project Offices*. Norwich, UK. The Stationery Office.
- Okumus, F. (2003), "A Framework to Implement Strategies in Organizations", *Management Decision*, Vol. 41 No. 9, pp 871-82.

Olson, B. J., Parayitam, S and Bao, Y. (2007), "Strategic Decision making: The Effects of Cognitive Diversity, Conflict, and Trust on Decision Outcomes", *Journal of Management*, Vol. 36 No. 2, pp 196-222.

Olson, E. M., Slater, S. F., and Hult, T. M. (2005). "The Performance Implications of Fit among Business Strategy, Marketing Organization Structure and Strategic Behaviour", *Journal of Marketing*, Vol. 69, pp. 49-65.

O'Regan, N. and Ghobadian, A. (2005), "Innovation in SMEs: The Impact of Strategic Orientation and Environmental Perceptions", *International Journal of Productivity and Performance Management*, Vol. 54 No. 2, pp. 81-97.

Orton, J. D and Weick, K. E. (1990), "Loosely Coupled Systems: A Reconceptualization", *Academy of Management Review*, Vol. 15 No. 2, pp. 203-223.

Osegowitsch, T. (2001), "The Art and Science of Synergy: The Case of the Auto Industry", *Business Horizons*, Vol. 44, pp. 17-24.

Pack, H. (2000), "Industrial Policy: Growth Elixir or Poison?", *World Bank Research Observer*, Vol 15 No. 1, pp 47-67.

Packendorff, J. (1994), "Temporary Organizing: Integrating Organization Theory and Project Management." In R A Lundin and J Packendorff (Eds) *Proceedings of the IRNOP Conference on Temporary Organizations and Project Management*: pp 207-226. Umea: IRNOP.

Papazoglou, M.P and Ribbers, P.M.A. (2006). *e-Business – Organizational and Technical Foundations*. Chichester, West Sussex: John Wiley and Sons Ltd.

Pappas, J. M and Wooldridge, B. (2007), "Middle Managers' Divergent Strategic Activity: An Investigation of Multiple Measures of Network Centrality", *Journal of Management Studies*, Vol. 44 No. 3, pp 323-341.

Parnell, J. A, Lester, D. L and Menefee, M. L. (2000), "Strategy as a Response to Organizational Uncertainty: An Alternative Perspective on the Strategy-Performance Relationship", *Management Decision*, Vol. 38 No. 8, pp 520-530.

Partington, D. (1996), "The Project Management of Organization sing Project-Based Change", *International Journal of Project Management*, Vol. 14 No. 1, pp 13-21.

Patanakul, P and Shenhar, A. J. (2011), "What Project Strategy Really Is: The Fundamental Building Block in Strategic Project Management", *Project Management Journal*, Vol. 43 No. 1, pp 4-20.

Patterson, M. E. and Williams, E. R. (2002). *Collecting and Analyzing Qualitative Data: Hermeneutic Principles, Methods and Case Examples*. Champaign, Illinois: Sagamore Publishing.

Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods*. Newbury Park, CA: Sage.

Juliette Patricia Brathwaite, April 2015

Patton, M. Q. (2002), *Qualitative Research and Evaluation Methods*, Thousand Oaks, California: Sage.

Payne, S. (1997). "Nursing Research: A Social Science?" In *Understanding Social Research: Perspectives on Methodology and Practice*. London: The Falmer Press.

Pearson, G.J. (1993), Business Orientation Cliché or Substance, *Journal of Marketing Management*, Vol. 9, pp. 233-243.

Pellegrinelli, S. (1997), "Programme Management: Organising Project-Based Change", *International Journal of Project Management*, Vol. 15 No. 3, 141-149.

Pellegrinelli, S. (2010), "What's In a Name: Project or Programme?", *International Journal of Project Management*.

Pellegrinelli, S., Partington, D and Geraldi, G. J. (2010), Programme Management: An Emerging Opportunity for Research and Scholarship. In Morris, P.W.G., Pinto, J., Söderlund, J. (Eds). *Handbook of Project Management*, Oxford, UK: Oxford University Press.

Pellegrinelli, S., Partington, D and Young, M. (2003), "Understanding and Assessing Program Management Competence", In Morris, P and Jamieson, M. S. (2004), *Translating Corporate Strategy Into Project Strategy: Realizing Corporate Strategy Through Project Management*. PA: Project Management Institute.

Pellegrinelli, S., Partington, D., Hemingway, C., Mohdzain, Z and Shah, M. (2007), "The Importance of Context in Programme Management: An Empirical Review of Programme Practices", *International Journal of Project Management*, Vol. 25, No. 1, pp 41-55.

Pemsel, S and Wiewiora, A. (2012), "Project Management Office a Knowledge Broker ." *Strategic Management Journal*, Vol. 13, pp 5-16.

Penrose, E. T. (1959). *The Theory of the Growth of the Firm*. New York: Oxford University Press.

Pennypacker, J and Ritchie, P. (2005), *The Four Ps of Strategy Execution: Integrating Portfolio, Program, Project and Performance Management*, PMI Global Congress 2005, North America, Toronto, Canada.

Pettigrew, A. M. (1985), *The Awakening Giant: Continuity and Change in ICI*, Oxford, England: Blackwell.

Pettigrew, A. M. (1990), "Longitudinal Field Research on Change: Theory and Practice." *Organization Science*, Vol. 1 No. 3, pp 267-292.

Pettigrew, A. M. (1992), "The Character and Significance of Strategy Process Research." *Strategic Management Journal*, Vol. 13, pp 5-16.

Juliette Patricia Brathwaite, April 2015

Pettigrew, A. M. (2005), "The Character and Significance of Management Research on the Public Services." *Academy of Management Journal*, Vol. 48, pp 973-977.

Pettigrew, A. M., Whittington, R. W., Melin, L., Sanchez-Runde, C., van den Bosch, F., Ruigrok, W and Numagami, T. (2003). *Innovative Forms of Organizing*. London: Sage

Pettigrew, A. M., Woodman, R. W and Cameron, K. S. (2001), "Studying Organization Change and Development: Challenges for Future Research", *The Academy of Management Journal*, Vol. 44 No. 4, pp 697-713.

Piccoli, G. and Ives, B. (2005). IT-Dependent Strategic Initiatives and Sustained Competitive Advantage: A Review and Synthesis of the Literature, *MIS Quarterly*, 29 (9): 747-776.

Pinto, J. K. (2007). *Project Management: Achieving Competitive Advantage*. Upper Saddle River, NJ: Pearson Education Inc.

Pinto, J. K and Mantel, S. J. (1990), "The Causes of Project Failure", *IEEE Transactions on Engineering Management*, Vol. 37 No. 4, pp 269-276.

Pinto, J. K and Slevin, D. P. (1988), "Project Success: Definitions and Measurement Techniques", *Project Management Journal*, Vol. 19 No. 1, pp 67-71.

Pisano, G.P. (2000). In Search of Dynamic Capabilities: The Origins of R&D Competence in Biopharmaceuticals. In Dosi, G., Nelson, R.R. and Winter, S.G. (Eds.). *The Nature and Dynamics of Organizational Capabilities*. London: Oxford University Press.

Platts, K. W., Mills, J. F., Bourne, M. C., Neely, A.D., Richards, A. H. and Gregory, M. J. (1998), "Testing Manufacturing Strategy Formulation Processes", *International Journal of Production Economics*, Vol. 56, pp 517-523.

Podolny, J. M and Baron, J. N. (1997). Resources and Relationships: Social Networks and Mobility in the Workplace. *American Sociological Review*, Vol. 62 No. 5, pp 673-693.

Popper, M and Lipshitz, R. (1988). "Organizational Learning Mechanisms: A Structural and Cultural Approach to Organizational Learning", *Journal of Applied Behavioural Science*, Vol. 34 No. 2, pp 161-179.

Popper, M and Lipshitz, R. (2000), "Organisational Learning: Mechanisms, Culture and Feasibility", *Management Learning*, Vol. 31 No. 2, pp 181-196.

Porac, J. F and Thomas, H. (2002), "Managing Cognition and Strategy: Issues, Trends and Future Directions", In A. Pettigrew, H. Thomas and R. Whittington (Eds.), *Handbook of Strategy and Management*, London: Sage.

Porter, M. E. (1980), *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New Jersey. Pearson Education Inc.

Juliette Patricia Brathwaite, April 2015

Porter, M. E. (1996). "What is Strategy?", *Harvard Business Review*, November-December, pp 61-78.

Porter, M. E. (1998). *Competitive Advantage: Creating and Sustaining Superior Performance*, New York: The Free Press.

Porter, M. E. (2008). *On Competition: Updated and Expanded Edition*, Boston, MA: Harvard Business Review.

Pourdehnad, J. (2007). Synthetic (Integrative) Project Management: An idea whose time has come. *Business Strategy Series*, Vol. 8 No. 6, pp 428-434.

Powell, T. H and Ambrosini, V. (2012). A Pluralistic Approach to Knowledge Management Practices. *Long Range Planning*, Vol 45, pp 209-226.

Prahalad, C. K and Hamel, G. (1990), "The Core Competence of the Corporation", *Harvard Business Review*, Vol. 68 No. 3, pp 79-91.

Probst, G and Buchel, B. S. T. (1997). *Organizational Learning*. London: Prentice Hall.

Project Management Institute (PMI). (2003). *Program/Portfolio Management Standard Project Charter*. Newton Square, PA. Project Management Institute.

Project Management Institute (PMI). (2004). *A Guide to the Project Management Body of Knowledge*, Project Management Institute Inc, Newton Square, PA.

Project Management Institute (PMI). (2006). *The Standard For Portfolio Management*, Project Management Institute Inc, Newton Square, PA.

Punch, K. E. (2005). *Introduction to Social Research: Quantitative and Qualitative Approaches*. London: Sage.

Punnett, B.J. Dick-Forde, E and Robinson, J. (2006), "Effective Management and Culture: An Analysis of Three English-Speaking Caribbean Countries", *Journal of Eastern Caribbean Countries*, Vol. 31 No. 2, pp 44-71.

Pye, A and Pettigrew, A. (2007). Strategizing and Organizing: Change as a Political Learning Process enabled by Leadership. *Long Range Planning*. Vol. 39 No. 6, pp 583-590.

Rajagopalan, N and Spreitzer, G. M. (1997), "Toward a Theory of Strategic Change: A Multi-Lens Perspective and Integrative Framework", *Academy of Management Review*, Vol. 22 No. 1, pp 46-79.

Raps, A. (2005), "Strategy Implementation: An Insurmountable Obstacle?" *Handbook of Business Strategy*, Vol. 6 No. 1, pp. 141-146.

Rayman-Bacchus, L. (2003), "Contextualizing Corporate Governance", *Managerial Auditing Journal*, Vol. 18 No. 3, pp 180-192.

Rausch, E. (2005), "A Practical Focus on Leadership in Management – for research, education and management Development", *Management Decision*, Vol. 43 No. 7/8, pp 988-1000

Rice, P and Ezzy, D. (1999). *Qualitative Research Methods: A Health Focus*. Melbourne, Australia: Oxford University Press.

Richards, L. and Morse, J.M. (2007). *Users Guide for Qualitative Methods*. Thousand Oaks, CA: Sage

Rivkin, J. W. (2000), "Imitation of Complex Strategies", *Management Science*, Vol. 46 No. 6, pp 824-844.

Rivkin, J. W and Siggelkow, N. (2006). Organizing to Strategize in the Face of Interactions: Preventing Premature Lock-in. *Long Range Planning*. Vol. 39 No. 6, pp 591-614.

Robbins, S and Barnwell, N. (2002), *Organization Theory: Concepts and Cases*. Sydney: Prentice Hall, Australia.

Robbins, S and Coulter, M. (2007), *Management*. New Jersey: Prentice Hall Inc.

Roberts, P. W and Amit, R. (2003), "The Dynamics of Innovative Activity and Competitive Advantage", The Case of Australian Retail Banking 1981-1995, *Organization Science*, Vol. 14, pp 107-122.

Robson, C. (2002), *Real World Research: A Resource for Social Scientists and Real World Researchers*. Oxford: Blackwell Publishers.

Rocelis, A.D. (2005), Relationship between Strategic Orientation and Organizational Performance: An Exploratory Study of Philippine Companies, *Philippine Management Review*, Vol. 30, pp 70-80.

Rockart, J. F. (1982), "The Changing Role of the Information Systems Executive: A Critical Success Factors Perspective", *Sloan Management Review*, Vol. 24 No. 1, pp 3-13.

Rogers, E. M. (2003), *Diffusion of Innovation*. New York: Free Press.

Rossmann, G. and Rallis, S. (2003). *Learning in the Field: An Introduction to Qualitative Research*. Thousand Oaks, CA: Sage

Rouleau, L. (2005), "Micro-practices of Strategic Sensemaking and Sensegiving: How Middle Managers Interpret and Sell Change Every Day", *Journal of Management Studies*, Vol. 42 No. 7, pp 1413-1441.

Rouleau, L and Balogun, S. (2011). Middle Managers, Strategic Sensemaking and Discursive Competence. *Journal of Management Studies*, Vol. 48 No. 5, pp 953-983.

Juliette Patricia Brathwaite, April 2015

Rowley, T., Behrens, D and Krackhardt, D. (2000), "Redundant Governance Structures: An Analysis of Structural and Relational Embeddedness in the Steel and Semi-conductor Industries", *Strategic Management Journal*, Vol. 21 No. 3, pp 369-386.

Rumelt, R. P. (1995), "Inertia and Transformation" In Lamb, R. B. (Ed.), *Competitive Strategic Management*. Englewood Cliffs, NJ: Lamb.

Rungi, M. (2014), "The Impact of Capabilities on Performance", *Industrial Management and Data Systems*, Vol. 114 No. 2, pp. 241-257.

Ryan, G and Bernard, H. (2003), "Techniques to Identify Themes", *Field Methods*, Vol. 15 No. 1, pp. 85-109.

Ryan, N., Williams, T, Charles, M and Waterhouse, J. (2008), "Top-Down Organizational Change in an Australian Government Agency", *International Journal of Public Sector Management*, Vol. 21 No. 1, pp 26-44.

Sabherwal, R. and Chan, Y.E. (2001), "Alignment between Business and IS Strategies: A study of prospectors, analyzers and defenders". *Information Systems Research*, Vol. 12 No. 1, pp. 11-33.

Sadler-Smith, E., Spicer, D. P and Chaston, I. (2001), "Organizational Learning In Smaller Firms: An Empirical Perspective", *Long Range Planning*, Vol. 34 No. 2, pp 139-158.

Saldana, J. (2013). *The Coding Manual for Qualitative Researchers*. London: Sage Publications Ltd.

Sanchez, R. (1995), "Flexibility in Product Competition", *Strategic Management Journal*, Vol. 16 SI. pp 135-159.

Sannino, A., Daniels, H and Gutiérrez, K.D. (2009). Activity Theory between Historical Engagement and Future-Making Practice. In Sannino, A., Daniels, H and Gutiérrez, K.D. (Eds.). *Learning and Expanding with Activity Theory*. pp 1-15. New York: Cambridge University Press.

Santos, V and Garcia, T. (2007), "The Complexity of the Organizational Renewal Decision: The Management Role", *Leadership and Organizational Development Journal*, Vol. 28 No. 4, pp: 336-355.

Sarantakos, S. (2006), *Social Research*, New York: Palgrave Macmillan.

Sauer, C. (1993). *Why Information Systems Fail: A Case Study Approach*. Oxford, UK: Alfred Walker Ltd.

Saunders, M., Lewis, P and Thornhill, A. (2007), *Research Methods for Business Students*. Essex: Pearson Education Limited.

Saunders, M., Mann, R and Smith, R. (2008), "Implementing Strategic Initiatives: A Framework of Leading Practices", *International Journal of Production and Operations Management*, Vol. 28 No. 11, pp 1095-1123.

Saunders, M., Mann, R and Smith, R. (2009), "Constructs and Systems: Connecting Strategy Deployment and Performance Excellence", *Total Quality Management and Business Excellence*, Vol. 20 No. 1, pp 115-128.

Scarborough, H., Swan, J., Laurent, S., Bresnen, M., Edelman, L and Newell, S. (2004). Project-based Learning and the Role of Learning Boundaries. *Organization Studies*, Vol. 25 No. 9, pp 1579-1600.

Scavarda, L. F and Hamacher, S. (2007), "The Role of SCM Capabilities to Support Automotive Industry Trends", *Brazilian Journal of Operations and Production Management*, Vol. 4 No. 2, pp 77-95.

Scherrer, P. S. (2003), "Management Turnaround: Diagnosing Business Ailments", *Corporate Governance*, Vol. 3 No. 4, pp 56-62.

Schein, E. H. (1992), *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.

Schein, E. (1999), *The Corporate Culture Survival Guide: Sense and Nonsense about Culture Change*. San Francisco: Jossey-Bass.

Schilit, W. K. (1987), "An Examination of the Influence of Middle Managers in Formulating and Implementing Strategic Decisions", *Journal of Management Studies*, Vol. 24, pp 271-293.

Schilling, M. A and Steensma, H. K. (2000), "The Use of Modular Organizational Forms: An Industry Level Analysis", *Academy of Management Journal*, Vol. 44 No. 6, pp 1149-1168.

Schindler, M and Eppler, M. J. (2003), "Harvesting Project Knowledge: A Review of Project Learning Methods and Success Factors", *International Journal of Project Management*, Vol. 21, pp 219-228.

Schmitz, H. (1982), "Growth Constraints on Small-Scale Manufacturing in Developing Countries: A Critical Review", *World Development*, Vol. 10 No. 6, pp 429-450.

Schmuck, R. A. (2006). *Practical Action Research for Change*. Thousand Oaks, CA: Corwin Press Inc., Sage.

Schoenberger, E. (1989), "Some Dilemmas of Automation: Strategic and Operational Aspects of Technological Change in Production", *Economic Geography*, Vol. 65, pp 245-262.

Schoenberger, E. (1994), "Corporate Strategy and Corporate Strategists: Power, Identity and Knowledge Within the Firm", *Environment and Planning A*, Vol. 26 No. 3, pp 435-451.

Juliette Patricia Brathwaite, April 2015

- Schoenberger, E. (1997). *The Cultural Crisis of the Firm*. Oxford: Blackwell Publishers Inc.
- Schreyögg, G and Kliesch-Eberl, M. (2007). "How Dynamic can Organizational Capabilities be? Toward a dual-process model of capability dynamization", *Strategic Management Journal*, Vol 28 No. 9, pp 913-933.
- Schroder, R. G., Bates, K. A and Junttila, M. A. (2002). A Resource-based View of Manufacturing Strategy and the Relationship to Manufacturing Performance. *Strategic Management Journal*. Vol. 23 No. 2, pp 105-117.
- Schuman, D. (1982). *Policy Analysis, Education and Everyday Life*. Lexington, MA: Heath.
- Second Firm. (2014). Reports 2010-2014. Barbados: Second Firm.
- Seddon, P. B., Calvert, C and Yang, S. (2010), "A Multi-project Model of Key Factors Affecting Organizational Benefits from Enterprise Systems". *MIS Quarterly*. Vol. 34 No. 2, pp 305-328.
- Seidman, I. (2006), *Interviewing as Qualitative Research: A Guide for Researchers in Education and the Social Sciences*. New York: Teachers College Press.
- Selltiz, C., Deutch, M. and Cook, S. (1976). *Research Methods in Social Relations*. New York: Holt, Rhinehart and Winston.
- Selznick, P. (1957), *Leadership in Administration*. New York: Harper and Row.
- Senge, P. M. (1990). *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday Currency.
- Senge, P. M. (1992), "Mental Models", *Planning Review*, Vol. 20 No. 2, pp 4-10.
- Shenhar, A. J. (1999). "Strategic Project Management: The New Framework", Proceedings of PICMET, Portland International Conference on the Management of Engineering and Technology.
- Shenhar, A. J. (2004), 'Strategic Project Leadership: Toward a Strategic Approach to Project Management', *R&D Management*, Vol. 34, No. 5, pp 569-578.
- Shenhar, A. J., Dvir, D., Levy, O and Maltz, A. C. (2001), 'Project Success: A Multidimensional Strategic Concept', *Long Range Planning*, Vol. 34, No. 6, pp 699-725.
- Shenhar, A. J and Levy, O. (1997), "Mapping the Dimensions of Project Success", *Project Management Journal*, Vol. 28 No. 2, pp 5-14.
- Shenhar, A. J., Milosevic, D., Dvir, D and Thamhain, H. (2007), "Linking Project Management to Business Strategy", *Project Management Journal*, Vol. 38 No. 3, pg 93.

Juliette Patricia Brathwaite, April 2015

Shenhar, A. J., Tishler, A. D., Lipovetsky, S. and Lechler, T. (2002), "Refining the Search For Project Success Factors", *R & D Management*, Vol. 32 No. 2, pp 112-116.

Shi, W., Markoczy, L and Dess, G. G. (2009), "The Role of Middle Management in the Strategy Process: Group Affiliation, Structural Holes, and Tertius lungens", *Journal of Management OnlineFirst*, doi: 10.1177/0149206309346338

Shiferaw, A.T and Klakegg, O.J. (2012). "Linking Policies to Projects: The Key to Identifying the Right Public Investment Projects", *Project Management Journal*, Vol 43 No. 4, pp 14-16.

Shook, C. L., Ketchen, D. J., Cycyota, C. S and Crockett, D. (2003), "Data Analytic Trends and Training in Strategic Management", *Strategic Management Journal*, Vol. 24, pp 1231-1237.

Shrivastava, P. (1983), "A Typology of Organizational Learning Systems", *Journal of Management Studies*, Vol. 20, pp 7-28.

Sigglekow, N. (2001), "Change in the Presence of Fit: The Rise, the Fall and the Renaissance of Liz Claiborne", *Academy of Management Journal*, Vol. 44 No. 4, pp 838-857.

Siguaw, J.A., Simpson, P.M and Enz, C.A. (2006), Conceptualizing Innovation Orientation: A Framework for Study and Integration of Innovation Research, *Journal of Product Innovation Management*, Vol. 23 No. 6, pp 556-574.

Silverman, D. (2005), *Doing Qualitative Research*. London. Sage Publications Ltd.

Simon, D. J., Hitt, M. A., Arregle, J and Campbell, J. T. (2010). The Dynamic Interplay of Capability Strengths and Weaknesses: Investigating the Basis of Temporary Competitive Advantage. *Strategic Management Journal*, Vol. 31 No. 14, pp 1386-1409.

Simon, H. (1964), "On the Concept of Organizational Goal" *Administrative Science Quarterly*, Vol. 9, pp. 1-22.

Simons, R. (1994), "How New Top Management Use Control Systems as Levers of Strategic Renewal", *Strategic Management Journal*, Vol. 15 No. 3, pp 169-189.

Sing, R. K., Garg, S. K and Deshmukh, S. G. (2008). "Strategy Development by SMEs for Competitiveness: A Review", *Benchmarking, An International Journal*, Vol. 15 No. 5, pp 525-547.

Skinner, W. (1969), "Manufacturing – Missing Link in Corporate Strategy", *Harvard Business Review*, May-June, pp 136-145.

Slack, N. and Lewis, M. (2002). *Manufacturing Strategy*. Harlow, Essex: Pearson.

Slevin, J.K., Cleland, D.I and Pinto, D.P. (2002). *The Frontiers of Project Management Research*. Newton Square, Pennsylvania: Project Management Institute.

Juliette Patricia Brathwaite, April 2015

Smircich, L. (1983), "Concepts of Culture and Organizational Analysis", *Administrative Science Quarterly*, Vol. 28, pp 339-358.

Smith, B and Dodds, B. (1997), "Developing Managers in the Project-Oriented Organization", *Journal of European Industrial Training*, Vol. 21 No. 5, pp 165-170.

Sorensen, J. B. (2002). "The Strengthe of Corporate Culture and the Reliability of Firm Performance", *Administrative Science Quarterly*, Vol. 47 No. 1, pp 70-91.

Spicer, D. P and Sadler-Smith, E. (2006), "Organizational Learning in Smaller Manufacturing Firms", *International Small Business Journal*, Vol. 24 No. 2, pp 133-158.

Srivannaboon, S and Milosevic, D. C. (2006), "A Two-Way Influence Between Business Strategy and Project Management", *International Journal of Project Management*, Vol. 24 No. 6, pp 493-505.

Stake, R. (1995), *The Art of Case Research*. Thousand Oaks CA: Sage Publications.

Stake, R. E. (2004). *Standards-Based and Responsive Evaluation*. Thousand-Oaks, CA: Sage Publications.

Stanleigh, M. (2006), "From Crisis to Control: New Standards for Project Management", *Ivey Business Journal*, Vol. 70 No. 4, pp 1-4.

Starling, G. (1996). *The Changing Environment of Business*. USA: International Thomson Publishing.

Stummer, M and Zuchi, D. (2010), "Developing Roles in Change Processes – A Case Study From a Public Sector Organization", *International Journal of Project Management*, Vol. 28, pp 384-394.

Storr, L. (2004) . *Leading With Integrity: A Qualitative Research Study*. *Journal of Health Organisation and Management*, Vol. 18 No. 6, pp 415-434.

Stoker, J. I. (2006), "Leading Middle Management: Consequences of Organisational Changes for Tasks and Behaviours of Middle Managers", *Journal of General Management*, Vol. 32 No. 1, pp 31-42.

Sun, H and Hong, C. (2002), "The Alignment between Manufacturing and Business Strategies: Its influence on Business Performanc", *Technovation*. Vol. 22 N0 11, pp 699-706.

Subramaniam, M and Watson, S. (2006), "How Interdependdence Affects Subsidiary Performance", *Journal of Business Research*. Vol. 59, pp 916-924.

Sullivan, J and Beach, R. (2009), "Improving Project Outcomes through Operational Reliability: A Conceptual Model", *International Journal of Project Management*, Vol. 27, pp 765-775.

Swink, M., Narasimhan, R and Kim, S. W. (2005), "Manufacturing Practices and Strategy Integration: Effects on Cost Efficiency, Flexibility, and Market-based Performance", *Decision Sciences*. Vol. 36 No. 3, pp 427-457.

Symon, G and Cassell, C. (1998), *Qualitative Methods and Analysis in Organizational Research*, London: Sage Publications Ltd.

Syrett M. (2007), *Successful Strategy Execution: How to Keep your Business Goals on Target*. USA: Bloomberg Press.

Tavani, S. N., Sharifi, H and Soleimanof, S and Najmi, M. (2013), "An Empirical Study of the Firm's Absorptive Capacity Dimensions, Supplier Involvement and New Product Development Performance", *International Journal of Production Research*, pp 1-19.

Taylor, S. J. and Bogdan, R. (1998). *Introduction to Qualitative Research Methods*. New York: John Wiley and Sons Inc.

Teece, D. J. (2010), "Business Models, Business Strategy and Innovation", *Long Range Planning*, Vol. 43, pp 172-194.

Teece, D. J. (2007). Explicating Dynamic Capabilities: The Nature and Micro Foundations of (Sustainable) Enterprise Performance. *Strategic Management Journal*, Vol. 28, pp 1319-1350.

Teece, D. J., Pisano, G., and Shuen, A. (1997). Dynamic Capabilities and Strategic Management, *Strategic Management Journal*, Vol. 18 No. 7, pp 509-533.

Teece, D. J., Pisano, G and Shuen, A. (1990), "Firm Capabilities, Resources, and the Concept of Strategy: Four Paradigms of Strategic Management". CCC Working Paper No. 90-8.

Teece, D. J., Rumelt, R., Dosi, G and Winter, S. (1994). Understanding Corporate Coherence Theory and Evidence, *Journal of Economic Behaviour and Organization*, Vol. 23, pp 1-30.

Tellis, W. (1997), "Introduction to Case Study", *The Qualitative Report*, Vol. 3 No. 2.

Tesch, R. (1990). *Qualitative Research: Analysis Types and Software Tools*. New York: Falmer.

Thomas, A. B (2004), *Research Skills for Management Studies*. London: Routledge.

Thomas, A., Shenkar, O and Clarke, L. (1994), "The Globalization of Our Mental Maps: Evaluating the Geographic Scope of JIBS Coverage", *Journal of International Business Studies*, Vol. 25 No. 4, pp. 675-686.

Tidd, J and Bessant, J. (2009). *Managing Innovation: Integrating Technological, Market and Organizational Change*, Chichester: John Wiley and Sons.

Tidd, J., Bessant, J and Pavitt, K. (2001). *Managing Innovation*, Chichester: John Wiley and Sons.

Tidd, S. T., McIntyre, H. H and Friedman, R. A. (2004), "The Importance of the Role of Ambiguity and Trust in Conflict Perception: Unpacking the Task Conflict to Relationship Conflict Linkage", *The International Journal of Conflict Management*, Vol. 15 No. 4, pp 364-380.

Tolk, A., Landaeta, R. E., Kewley, R. H and Litwin, T. T. (2009). "Utilizing Strategic Project Management Processes and the NATO Code of Best Practice to Improve Management of Experimentation Events". *Proceedings of CCRTS 2009: The Command and Control Research and Technology Symposium*, June 15-17, Washington, DC, USA.

Tréhorel, Y. (2007). *Mettez du Changement dans vos Projects*. France: AFNOR.

Tripsas, M and Gavetti, G. (2000). "Capabilities, Cognition and Inertia: Evidence from Digital Imaging", *Strategic Management Journal*, Vol. 21 No. 10-11, pp 1147-1161.

Tu, Q., Vonderembse, M. A., Ragu-Natham, T. S and Sharkey, T.W. (2006), "Absorptive Capacity: Enhancing the Assimilation of Time-based Manufacturing Practices", *Journal of Operations Management*, Vol. 24, pp 692-710.

Tukel, O. I and Rom, W. O. (2001) "An Empirical Investigation of Project Evaluation Criteria", *Journal of Operations and Production Management*, Vol. 21, No. 3, pp 400-416.

Turner, J. R. (2002), "Project Success Criteria", *Project, Magazine of the Association for Project Management*, Vol. 14 No. 10, pp 32-33.

Turner, J. R. (2004), "Five Conditions for Project Success", *International Journal of Project Management*, Vol. 22 No. 5, pp 349-350.

US Census Bureau. (2011). *The 2012 Statistical Abstract: International Statistics*. US: Department of Commerce.

Van de Ven, A. H. (1992), "Suggestions for Studying Strategic Process: A Research Note", *Strategic Management Journal*, Vol. 13, pp 169-188.

Van den Bosch, F.A.J., Volberda, H.W and de Boer, M. (1999), "Co-evolution of Firm's Absorptive Capacity and Knowledge Environment: Organizational Forms and Combinative Capabilities", *Organization Science*, Vol. 10, No. 5, pp 551-568.

Van der Merwe, A. P. (2002), "Project Management and Business Development: Integrating Strategy, Structure, Processes and Projects", *International Journal of Project Management*, Vol. 20, pp 401-411.

Venkatraman, N. (1989), "Strategic Orientation of Business Enterprises: The Construct, Dimensionality, and Measurement". *Management Science*, Vol. 35 No. 8, pp. 942-962.

Juliette Patricia Brathwaite, April 2015

Verzuh, E. (2003). *The Portable MBA in Project Management*. Hoboken, NJ: John Wiley and Sons Inc.

Vibert, C. (2004). *Theories of Macro Organizational Behaviour: A handbook of ideas and explanations*. New York: M E Sharpe.

Volberda, H. W., Baden-Fuller, C and Van den Bosch, F. A. J. (2001). "Mastering Strategic Renewal", *Long Range Planning*, Vol. 34 No. 2, pp 159-168.

Voss, C.A. (1995), "Alternative Paradigms for Manufacturing Strategy", *International Journal of Operations and Production Management*. Vol. 15 No. 4, pp 5-16.

Voss, C. A., Ahlstrom, P and Blackmon, K. (1997). Benchmarking and Operational Performance: Some Empirical Results. *International Journal of Operations and Production Management*. Vol. 17 No. 10, pp 1046-1058.

Voss, G.B and Voss, Z.G. (2000), Strategic Orientation and Firm Performance in an Artistic Environment, *Journal of Marketing*, Vol. 64, pp. 67-83.

Vygotsky, L. (1978). *Mind in Society: The Development of Higher Psychological Processes*. Cambridge, MA: Harvard University Press.

Walker, O. C. Jr., Boyd, H.W. Jr., Mullins, J and Larrëché, J. C. (2003). *Marketing Strategy: Planning and Implementation*. Homewood, IL: Irwin/McGraw-Hill.

Walker, O. C. and Ruekert, R. W. (1987), "Marketing's Role in the Implementation of Business Strategies: A Critical Review and Conceptual Framework", *Journal of Marketing*, Vol. 51, pp 15-33.

Wang, C. L and Ahmed, P. K. (2003), "Organizational Learning: A Critical Review", *The Learning Organization*, Vol. 10 No. 1, pp 8-17.

Wang, C. L and Ahmed, P. K. (2005), "The Knowledge Value Chain: a Pragmatic Knowledge Implementation Network", *Handbook of Business Strategy*, Vol. 6 No. 1, pp 321-326.

Wang, C. L and Ahmed, P. K. (2007), "Dynamic Capabilities: A Review and Research Agenda", *The International Journal of Management Reviews*, Vol. 9 No. 1, pp 51-31.

Ward, P. T., McCreery, J. K and Anand, G. (2007). "Business Strategies and Manufacturing Decisions", *International Journal of Operations and Production Management*, Vol. 27 No. 9, pp 951-973.

Warren, K. (2002). *Competitive Strategy Dynamics*. Chicester: Wiley.

Weick, K. (1979). *The Social Psychology of Organizing*. Reading, MA: Addison-Wesley.

Weick, K. (1995), *Sensemaking In Organizations*, Thousand Oaks, CA: Sage.

Juliette Patricia Brathwaite, April 2015

Weick, K. E., Sutcliffe, K. M and Obstfeld, D. (2005). Organizing and the Process of Sensemaking. *Organization Science*. Vol. 16 No. 4, pp 409-421.

Wenger, E., McDermott, R and Snyder, W.M. (2002). *Cultivating Communities of Practice: A Guide to Managing Knowledge*. Boston, MA: Harvard Business School.

Wernerfelt, B. (1984), "A Resource-Based View of the Firm", *Strategic Management Journal*, Volume 5 No. 2, pp 171-180.

Wernerfelt, B. (1989), "From Critical Resources to Corporate Strategy", *Journal of General Management*, Volume 14, pp 4-12.

Wessels, D. J. (2007), "The Strategic Role of Project Management", *PM World Today*, Vol. 9 No. 2, pp 1-9.

Westley, F. R. (1990), "Middle Management and Strategy: Microdynamics and Inclusion", *Strategic Management Journal*, Volume 11 No. 5, pp 337-351.

Wheatley, M. (1992). *The Future of Middle Management*. London: British Institute of Management.

Wheeler, (2002), "NEBIC: A Dynamic Capabilities Theory for Assessing Net-enablement", *Information Systems Research*, Vol. 13 No. 2, pp 117-147.

Wheelwright, S. C. (1984). "Manufacturing Strategy: Defining the Missing Link", *Strategic Management Journal*. Vol. 5, pp 77-91.

Wheelwright, S. C and Clark, K. B. (1992), *Revolutionizing Product Development: Quantum Leaps in Speed, Efficiency and Quality*, New York: The Free Press.

White, G. P. (1996), "A Meta-analysis Model of Manufacturing Capabilities", *Journal of Operations Management*, Vol 14, pp 315-331.

Whittington, R. (2001a). *What is Strategy - and Does It Matter?* Thomson Learning, London.

Whittington, R. (2001b). "The Practice of Strategy: Theoretical Resources and Empirical Possibilities", *Paper for MIT Seminar*, 2 March 2001.

Whittington, R. (2003). "The Work of Strategizing and Organizing: For a Practice Perspective", *Strategic Organization*, Vol. 1 No. 1, pp 19-127.

Whittington, R., Molloy, E., Mayer, M and Smith, A. (2006). "Practices of Strategising/Organising: Broadening Strategy Work and Skills". *Long Range Planning*. Vol. 39 No. 6, pp 615-629.

Wielemaker, M. W., Elfring, T and Volberda, H. W. (2000), "Strategic Renewal in Large European Firms: Investigating Viable Trajectories of Change", *Organization Development Journal*, Vol. 18 No. 4, pp 49-69.

Wielemaker, M. W., Volberda, H. W., Elfring, T and Baden-Fuller, C. (2003). The Conditioning and Knowledge-Creating View: Managing Strategic Initiatives in Large Firms. In B. Chakravarthy (Ed.) *Strategy Process: Shaping the Contours of the Field*. (pp 164-190). Oxford: Blackwell Publishing.

Williams, D. N. (2001), *Mining the Middle Ground – Developing Mid Level Managers for Strategic Change*, USA: CRC Press.

Williams, T. (2005), "Assessing and Moving on From the Dominant Project Management Discourse in the Light of Project Overruns". *IEEE Transactions on Engineering Management*, Vol. 52 No. 4, pp 497-508.

Williams, T. (2007). *Post-Project Reviews to Gain Effective Lessons Learned*. Pennsylvania: PMI.

Williams, T. (2009), Decisions Made on Scant Information, In Williams, T. M., Samset, K and Sunnevag, K. J. Eds. (2009), *Making Essential Choices With Scant Information: Front-End Decision Making in Major Projects*. UK: Palgrave Macmillan.

Williams, T., Klakegg, O.J., Magnussen, O.M and Glaspool, H. (2010), "An Investigation of Governance Frameworks for Public Projects in Norway and the UK", *International Journal of Project Management*, Vol 28 No. 1, pp 40-50.

Winter, S. G. (2003), "Understanding Dynamic Capabilities". *Strategic Management Journal*, Volume 24 No. 10, pp 991-995.

Wolcott, H. (1994). *Transforming Qualitative Data, Description, Analysis and Interpretation*. Thousand Oaks, CA: Sage.

Wolcott, H. F. (2001). *Writing Up Qualitative Research*. Newbury Park, CA: Sage.

Wooldridge, B and Floyd, S. W. (1990), "The Strategy Process, Middle Management Involvement, and Organizational Performance". *Strategic Management Journal*, Volume 11 No. 3, pp 231-241.

Wooldridge, B., Schmid, T and Floyd, S. W. (2008), "The Middle Management Perspective on Strategy Process: Contributions, Synthesis, and Future Research", *Journal of Management*, Vol. 34, pp 1190-1221.

Worch, H., Kabinga, M., Eberhard, A and Truffer, B. (2012), "Strategic Renewal and the Change in Capabilities for Utility Firms", *European Business Review*, Vol. 24 No. 5, pp 444-464.

Yeo, R. L. (2008), "Identifying the Competitive Sword: Learning to be Cutting-edge for Organizational Development", *Business Strategy Series*, Vol. 9 No. 1, pp 30-36.

Yin, R. K. (1981), "The Case Study Crisis: Some Answers", *Administrative Science Quarterly*, Vol. 26 No. 1, pp 58-65.

Juliette Patricia Brathwaite, April 2015

Yin, R. K. (2003), *Case Study Research: Design and Methods (Applied Social Research Methods)*. Thousand Oaks: Sage Publications.

Yamagata-Lynch, L.C and Smaldino, S. (2007), "Using Activity Theory to Evaluate and Improve K-12 School and University Partnership", *Evaluation and Program Planning*, Vol. 30 No. 4, pp 364-380.

Zaheer, A and Bell, G. G. (2005). Benefitting from Network Position: Firm Capabilities, Structural Holes and Performance. *Strategic Management Journal*, Volume 26 No. 9, pp 809-825.

Zander, U and Kogut, B. (1995), "Knowledge and the Speed of the Transfer and Imitation of Organizational Capabilities: An Empirical Test", *Organization Science*, Vol. 6 No. 1, pp 76-92.

Zhang, Q., Vonderembse, M.A and Cao, M. (2006), "Achieving Flexible Manufacturing Competence: The Roles of Advanced Manufacturing Technology and Operations Improvement Practices", *Journal of Operations and Production Management*, Vol. 26 No. 6, pp 590-599.

Zhara, S. A, and George, G. (2002). "Absorptive Capacity: A Review, Reconceptualization, and Extension." *Academy of Management Review*, Vol. 27 No. 2, pp 185-203.

Zhara, S. A., Nielsen, A. P and Bogner, W. C. (1999), "Corporate Entrepreneurship, Knowledge and Competence Development, *Entrepreneurship Theory and Practice*, Vol. 23 No. 3, pp 169-189.

Zhara, S.A., Sapienza, H and Davidsson, P. (2006), "Entrepreneurship and Dynamic Capabilities: A Review, Model and Research Agenda", *Journal of Management Studies*, Vol. 43 No. 4, pp 917-955.

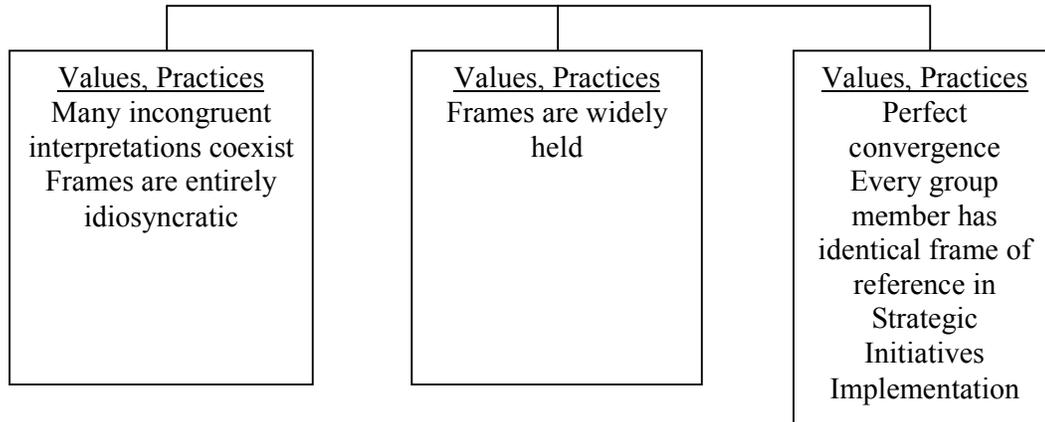
Zhou, K.Z., Yim, C.K and Tse, D.K. (2005), "The Effect of Strategic Orientations on Technology and Market Based Breakthrough Innovations", *Journal of Marketing*, Vol. 69, pp 40-60.

Zollo, M and Winter, S. G. (2002), Deliberate Learning and the Evolution of Dynamic Capabilities", *Organizational Science*, Vol. 13, pp 339-351.

Zott, C and Amit, R. (2010), "Business Model Design: An Activity System Perspective", *Long Range Planning*, Vol. 43, pp 216-226.

Appendices

Appendix A1: Cognitive Consensus Continuum



Source: Adapted from Mohammed (2001).

Sources: Adapted from Ibbs and Kwak (2000; 2002).

LEVELS OF MATURITY					Maturity	Capabilities	Results/Outcomes	Responsiveness
1	2	3	4	5				Higher Value
				5	Improvement in Project management and related processes is continuous or sustained. Highly project-oriented with processes and requirements required applied based on suitability to the project's nature or complexity. Risk and procurement are integrated firm-wide and reviewed periodically. Guidelines for feedback, process and knowledge capture and development.	All the firm's levels competent in change management. Higher application of expertise and technology. Project driven for skills and competencies to match and surpass those of other firms. Appropriate levels of management and stakeholders involved in comprehensive scope and metrics. Socialization is enhanced given understanding, appreciation and recognition of need to change	Lessons learned inform process improvement and innovation. Process development is ongoing and value-added challenges and drives these.	Critical to developing core competencies. Treated as vital on all projects or initiatives. Applied to all changes – project and non-project – at start and throughout by all leaders, managers, supervisors, technical and team personnel. Buy-in; Sharing.
			4	4	Integrated planning and control. Multi-project. Formal processes with information and practices documented, standardized and stored for analysis and evaluation to enhance effectiveness. Teamwork, Training and professionalism support roles, areas and their integration. Standards and criteria are broadly deployed and adopted approaches consistent.	Enhanced decisionmaking skills. Interdependencies are better considered, and decisions based on common criteria or metrics. Competencies to set and improve standards, and to integrate planning, tracking and performance control across the firm with systems linked to overall strategy and risks. Abilities to incorporate plans in communication structure. Communities of Practice, networks etc.	Decisionmaking given firm-wide perspective. Projects managed and evaluated in light of all others. Performance of Team measured and integrated with a view to their development. Product, Process, Project, Program/ Portfolio integration. Firm's environment supports integration. Good management of process and quality.	Applying a common, standard approach is vital to success for all projects. Regularly applied in project initiation, planning and management.
								Some Excellence

Appendix A2 Continued: Capabilities - Maturity Levels in Strategic Project Management								
LEVELS OF MATURITY					Maturity	Capabilities	Results/Outcomes	Responsiveness
1	2	3	4	5				Some Effectiveness
		3 M A N A G E D			Systematic planning and control. Some formal, basic planning and control. Problem identification, documentation, analysis and sharing to aid integration in team and areas. Standards set, documented and fully utilized and Stakeholders fully participate. Projects apply comprehensive approaches and best practices.	Inter-project dependencies are appropriately managed and metrics used support this. High conceptual skills to support problemsolving and decision making, resource coordination and performance assessment. Processes standardized understandable across all projects. Training, teamwork and continuous learning opportunities to support decision analysis and resolution and risk reduction. Competencies for all	Management facilitates qualitative decisionmaking, effective coordination of resources, and review of performance. Processes and outputs verified and validated.	Applied in structured manner at initiation in certain parts of the firm on some projects, by persons who work together; or in a reactive way
	2 P L A N N E D				Projects planned individually. Existence of many different tactics used inconsistently. Basic adoption of quality requirements, planning, scheduling, tracking and reporting. For large projects, risk and procurement documented	Management of requirements, project planning, monitoring and control. Configuration, supplier and other partnership agreements managed. Can measure, analyze, quality assure. Efficiency of individuals; basic commitment of team but many management and control issues. Tools, time, resources available.	Procedures are largely informal and incomplete with failure to consistently document or correct problems.	At initiation of strategic change, some processes applied on some projects at some firms; or to counter resistance to change.
1 A D H O C					Basic processes are ad-hoc or lacking with little attention to business requirements. Lacks quality standards. Little standardization. Reactive rather than proactive with responsibilities, risk, procurement...	No formal procedures/plans connected to execution, or to improving knowledge, processes and practices even for projects. Competencies not easy to secure nor make inimitable, linkages low. Leadership, vision, communication, policies and procedures required	Successes difficult to secure, replicate or share. Risks and wastages relatively high.	Applied only at times as last resort by certain practitioners Low Productivity Low Efficiencies
								Failure

**Appendix B1: Paradigm Choice to support Strategic Initiatives (SI)
Project Management (PM) Renewal (SR)**

Radical Change ----- Regulation	Radical Humanist	Radical Structuralist
	<p>SI: PM Supporting means of choice of strategic initiatives and of SR</p> <p>Implementation: Process of negotiating rhetoric, identities, understanding related to SPM and SR</p> <p>Key Issues: Why does management use and reinforce dominant ideologies and existing prejudices related to strategy and SR. How can management and workers negotiate more democratic understandings of strategy, implementation, strategic project management, learning and renewal?</p> <p>Theories: Critical and Antiorganizational</p>	<p>SI: PM is vehicle used as means for domination and control of resources supporting SI and SR</p> <p>Implementation: Political influences and cultural effects constrain processes of social and political determinism executing and concluding elements related to SR</p> <p>Key Issues: How does the design of strategic initiatives further rationalize existing models of strategy and reinforce existing power asymmetries within the organization?</p> <p>Theories: Orthodox labour and managerial processes (Marxian); radical Weberian theories.</p>
	Interpretive	Functionalist
	<p>SI: PM supporting means of strategic initiatives implementation and of SR, allowing ongoing construction of inter-subjective experiences</p> <p>Implementation: Process of initiating, planning, executing, concluding and learning related to SII, PM and SR; and of sensemaking as managers and workers use and experience PM and achieve strategic initiatives implementation (SII) and SR.</p> <p>Key Issues: How do top and middle management develop shared understandings of strategy, implementation, PM and SR? How does culture and other factors influence managerial and organizational context, construct, content and processes during SII for improving capabilities?</p> <p>Theories: Social construction (evolution, co-evolution), symbolic interaction (activity, learning)</p>	<p>SI: PM as system for enhancing production processes, efficiency, and adaptability to support SR</p> <p>Implementation: Process of technological determinism whereby state-of-the-art tools and techniques of PM support understanding, initiating, planning, executing and concluding elements but constrained by competitive and organizational conditions impacting SII and SR.</p> <p>Key Issues: How can PM knowledge and processes impact flexibility, control and productivity related to choice and implementation of strategic initiatives? What methods can be employed by management to foster effective implementation of strategy and initiatives for SR?</p> <p>Theories: Contingency, Systems, Traditional</p>

Subjective----- Objective

Adapted from Burrell and Morgan (1979); Lewis and Grimes (1999)

Appendix B2: The Interpretive paradigm

<p style="text-align: center;">Ontological</p> <p>Individual consciousness determines their reality and they structure it through descriptive names, labels and concepts used to negotiate and make sense</p> <p>Reality can be configured in numerous ways</p> <p style="text-align: center;">Nominalism</p>	<p style="text-align: center;">Epistemological</p> <p>Knowledge has base in experiential learning</p> <p>Viewpoint and values of those occupied in studied activities is best used to understand happenings inside organizations</p> <p>As social science is essentially subjectivist; the researcher and those studied or observed are interdependent and the frame of reference of the participant in action must be occupied</p> <p style="text-align: center;">Anti-positivist and subjectivist</p>
<p style="text-align: center;">Human Nature</p> <p>Human beings subjectively create their environment. Individuals have free will but both voluntary factors and situation influence their activities</p> <p>The level of unity and cohesiveness in the firm's environment will be explored Ongoing processes will be examined. First-hand information brings greater understanding</p> <p style="text-align: center;">Voluntarism</p>	<p style="text-align: center;">Methodological</p> <p>Methods focus on how individuals create, modify and interpret their world and so are relativistic</p> <p>The detailed background and life histories of individuals must be explored</p> <p style="text-align: center;">Ideographic</p>

Source: Adapted from Burrell and Morgan (1979)

Appendix B3

Summary of Methodological Implications of Positivism and Social Constructionism.

Elements of Methods	Two Polar ends of the Continuum of Social Science Epistemologies	
	Positivism	Social Constructionism
Aims Starting points Designs Techniques Analysis/Interpretation Outcomes	Discovery Hypothesis Experiment Measurement Verification/falsification Causality	Invention Meanings Reflexivity Conversation Sensemaking Understanding

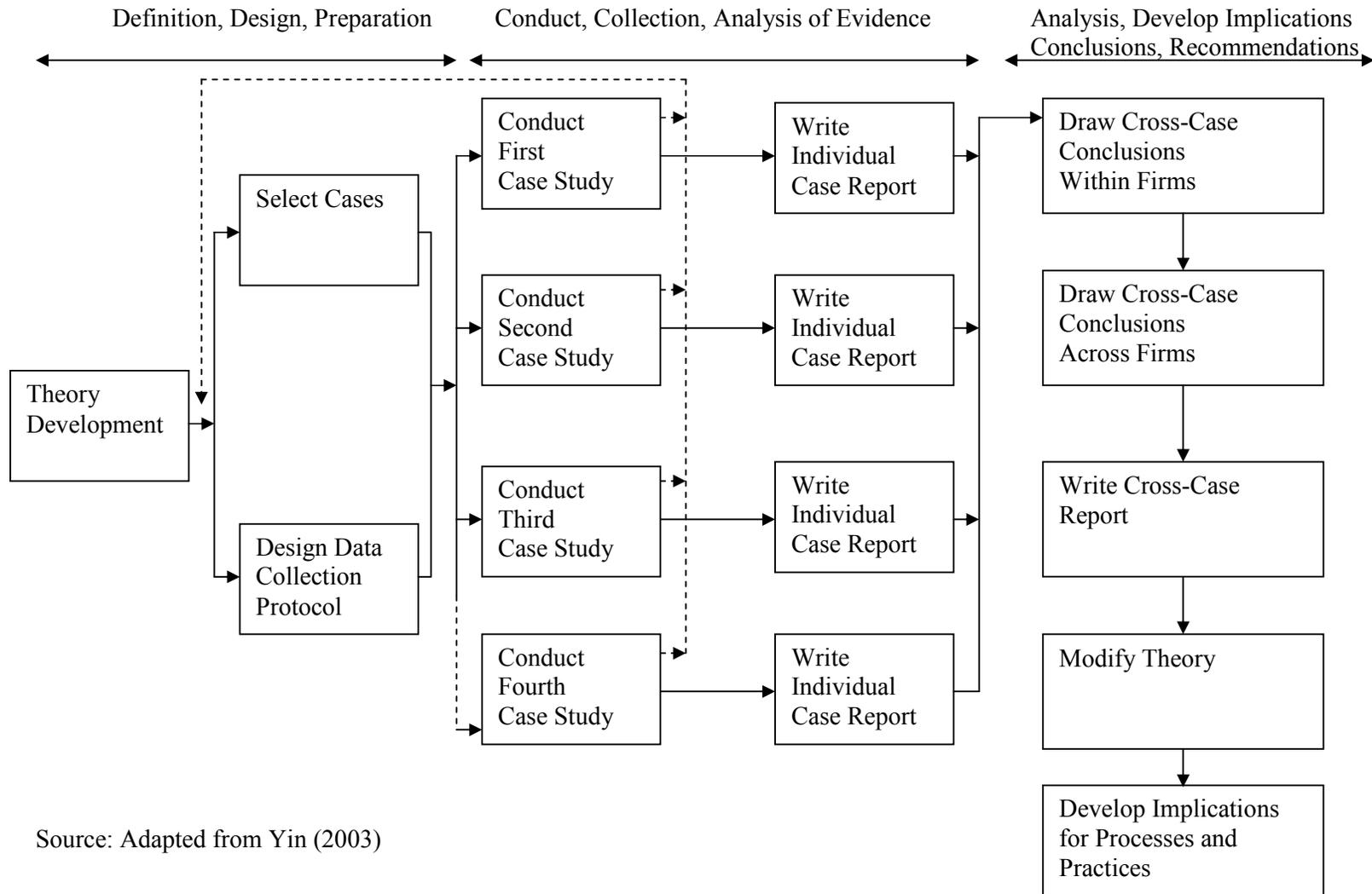
Source: Adapted from Easterby-Smith et al (2002)

Appendix B4

How ‘world-view’ of Interpretivism and the research philosophy influences the study of Strategic Initiatives in Barbados context

Aim, Targets	Knowledge, Reality	Processes, Methods
<ul style="list-style-type: none"> • How can strategic initiatives implementation (SII) in Barbados contribute to new and/or improved capabilities? • How does strategic project management (SPR) support SII improving capabilities? • What influences do middle management (MM) have in strategic project management and strategic initiatives implementation to improve capabilities? 	Perceptions both subjective and relative	Multiple Various organizational groups considered but middle management main

Appendix B5: Case Study and Replication Applied in this Research on Strategic Initiatives Implementation



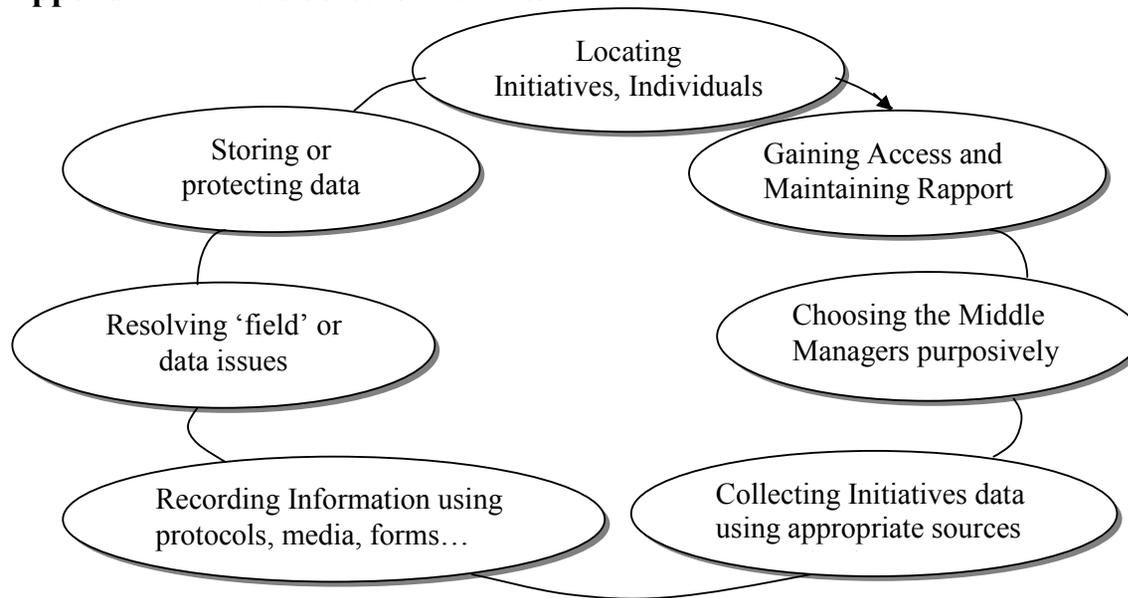
Source: Adapted from Yin (2003)

Appendix B6: Data and Methods Analysis including Strengths and Weaknesses of the Data-Collection Sources Relevant to This Study

RESEARCH QUESTION	SOURCES OF EVIDENCE	STRENGTHS	WEAKNESSES	USED WITH	JUSTIFICATION
<i>How can the implementation of strategic initiatives through strategic project management, contribute to new and/or improved capabilities?</i>	Document Analysis (mainly completed SI)	<ul style="list-style-type: none"> ● Stable – repeated review ● Unobtrusive – exists prior to c. study ● Exact – names etc ● Broad coverage – extended time span ● Where archival, can be precise and quantitative 	<ul style="list-style-type: none"> ● Retrievability – difficult ● Biased selectivity ● Reporting bias – reflects author bias ● Access – may be blocked or required to be kept private 	<ul style="list-style-type: none"> ● Strategic initiatives already completed within the past 5 years. 	Provide data concerning formal and administrative frameworks; and formal expression of needs, intentions and SI; indicates influences of MM, SPM, other... Indicates level of performance or success with strategic initiatives.
<p><u>Sub-areas</u></p> <p><i>How do strategic project management processes and practices support the implementation of strategic initiatives improving capabilities?</i></p> <p><i>What influence does the middle manager have in strategic project management and implementation of strategic initiative to improve capabilities?</i></p>	Interviews with middle-management and other proxies or professionals at this level (completed and current SI)	<ul style="list-style-type: none"> ● Targeted – focuses on case study topics ● Insightful – provides perceived causal inferences 	<ul style="list-style-type: none"> ● Bias due to poor questions ● Response bias ● Incomplete recollection ● Reflexivity – interviewee expresses what interviewer wants to hear 	<ul style="list-style-type: none"> ● Strategic initiatives already completed within the past 5 years. ● Strategic initiatives currently being completed 	The experience and accounts of middle-managers yield data on their role and influence with strategic initiatives; their methods, techniques and expertise in implementation; their experience and practices in utilizing strategic project management; their contribution to learning and sharing in so doing; and the levels of success attained.
	Non-Participant Observation (Direct and Overt) Observation of middle-management implementing SI (current SI)	<ul style="list-style-type: none"> ● Reality – covers events in real time ● Contextual – covers event context 	<ul style="list-style-type: none"> ● Time-consuming ● Selectivity – facts might be missed ● Reflexivity – observer’s presence might cause change ● Cost – observers need time 	<ul style="list-style-type: none"> ● Strategic initiatives currently being completed 	The researcher can cover events and their context in ‘real time’ and glean insights from the behavior of participants and processes and practices or activities involved with strategic initiatives

Sources: Adapted from Yin (2003); Mason (1996)

Appendix B7: Data Collection Activities



Source: Adapted from Creswell, 2007

Appendix B8

Description of Groups of Interviewees			
	Group Approached	Description	No. Interviewed or consulted for each Initiative
1	Top Management	CEO/Chairman, General Manager or Executive. These include Directors and Executive management team with major roles in strategy formulation, initiating and ending strategic initiatives; and who control the firm's resources. Their data also helped with orientation and analysis from overall firm's perspective.	2 First Firm 2 Second Firm
2	Middle Management	Managers and senior supervisors with input to strategy, from diverse areas, who implement strategic initiatives, coordinate resources and engage strategic project management. Their data assisted analysis of processes and practices, context, implementation, challenges, activities and outcomes	7 First Firm 7 Second Firm
3	Supervisory Personnel (Middle-level Managers)	Supervisory Personnel consulted based on recommendation from top or middle management. These helped assess activities, impacts, challenges, resistance/acceptance...	2 Second Firm

Appendix C: Types of Interview Questions used, and Procedure

Question Type	Interviewer Procedure and Questions	Appropriate Choice
Introducing✓	Introduce the topic through questions ‘Why did you...?’ or ‘Can you tell me about...?’ Can you tell how often your firm invests in R&D, new products/ services?	Yes, helps open conversation or discussion encouraging the person to share
Follow up✓	Allow the interviewee to elaborate on their initial answer through questions including: ‘What did you mean...?’ or ‘Can you give more detail...?’ What new products or services are targeted and why?	Yes. These help the interviewee to transition from stating to sensemaking interpreting and analysing
Probing✓	Employ direct questioning to follow up what has been said and to get more detail: ‘Do you have any examples?’ Can you say more about how middle management are involved? What do you mean by...? What is the relationship between...? Why don’t you think that...?	Yes. These place emphasis on definitions or linkages; used as supports to the guiding question, to prompt the interviewee for more
Specifying✓	The interviewer asks the interviewee to be more specific and to detail actual events or occurrences: ‘What happened when you said that?’ ‘What did he say next?’ What happens when you implement strategic initiatives? What are the techniques involved? What worked well? Can you give more detail on the beginning and end of the implementation? Elaborate?	Yes. These key questions guide the interviewee to concentrate on the most important aspects and links in implementation; placing emphasis on meaning, time, processes, events, capability
Direct✓	These types of questions involve a yes or no or such specific answer, and might best be left until the end to avoid leading the interviewee to answer a certain way. Which forces do your firm respond to more often – external or internal? What is the speed and level of response to such forces? Who is involved in initiation or selection? Position?/Posts?/Titles? Are you involved in setting/meeting associated regulative procedures?	Yes. These questions help the interviewee to focus on firm context, structure, roles, culture, networks, rules, conflicts and other administrative elements, associated impacts, threats, problems and solutions
Indirect✓	These are asked to get the interviewee’s true opinion: How are strategic initiatives implemented? Can you say how middle management are involved? What values or objectives are there associated with the implementation of the initiatives?	Yes. These serve to guide the interviewee to enhance data quality as they make or give sense of process, roles, outcomes of implementation
Structuring✓	These types of questions move the interview on to the next subject. For example ‘Moving on to...’ Moving on, what procedures or processes are there to facilitate sharing and learning in your firm?	Yes. These help to maintain flow from beginning, sequencing to the end, when closure is necessary
Silence✓	Through pauses, interviewer can suggest to interviewee that he/she wants them to answer the question!	Yes. Allow for reflection and focus
Interpreting✓	‘Do you mean that...?’ Is it correct that organizational renewal in your firm is revolutionary? Did you say that...?	Yes. Summarize explanation evaluate accuracy and correct as necessary (Healey and Rawlinson, 1994)

Source: Adapted from Kvale (1996).

Appendix C1 and C2- Interview and Observation Questions

Appendix C1: Interview Questions

Strategic Initiatives Implementation, Development and Practices

- 1 How do strategic initiative(s) contribute to creating value for your firm?
(Can you tell me how often your firm invests in strategic initiatives?
What new products/services/business processes are targeted and why?)
(SI initiation/selection/development; values/objectives)
- 2 Describe the processes and approaches used to manage strategic initiatives.
(How? Why?) (How Initiated, Selected, Developed?
Main positions or titles? Middle Management?)
- 3 What strategic initiatives were there implemented in the last 5 years?
Characteristics? Hindrances?
(How many strategic initiatives are there implemented each year and who decides?:
How many of product/service/process types? How many fail?) (Ratio / / /)
- 4 Who is involved in implementation of initiatives?
Positions/Posts/Titles? Individual/Team?
- 5 How are strategic initiatives implemented?
(Can you say more about middle manager involvement?)
- 6 Can you give more detail on the beginning and end of the implementation?
(How difficult is it to implement any specific initiative?
Can you describe characteristics of the initiative(s) that can be targeted for fortification
overtime to extend its utility?)
- 7 What are the techniques, events and happenings when you implement strategic initiatives?
(What type(s) of project(s) do you use to support strategic initiatives implementation?
What are the tools, processes and methods that support SP management of the initiatives?)
- 8 What are the Capabilities involved?
(How can any specific initiative implemented through projects and strategic project
management contribute to creation of more valuable resources or outcomes?)
(Quality/Conformance/Specifications?)
- 9 Are there always adequate resources for the implementation of initiatives and projects?
- 10 Is there always high commitment by you and other staff to the initiatives chosen?
How long does the firm expect commitment to the initiative to be maintained
before needed enhancements or launch of a new one?
- 11 What is the level of satisfaction with outcomes from initiatives and related projects?
What is the level of success achieved?

Appendix C1 Continued: Interview Questions Continued

Renewal Theory, Organization and Policy linked to Strategic Initiatives Implementation

- 12 How often is a middle manager moved from one initiative or project to another?
What is the level of availability and quality of information to support strategy-project process links?
- 13 What processes and practices are there to facilitate sharing and learning in your organization during strategic initiatives implementation?
- 14 Is it correct that strategic renewal in your firm is revolutionary and are you involved in setting or meeting associated regulative processes or values?
(What experience of change type? Prospector?)
- 15 What is the nature of change forces that impact on your firm (external/internal)?
(Action Level?)

Appendix C 2: Observation Questions	
Strategic Initiatives Implementation, Development and Practices	
1	What new products, services or business processes are targeted and why?
2	What are the processes and approaches used to manage strategic initiatives? How are top, middle, other management and personnel involved?
3	What are the Characteristics of the initiative(s); including hindrances?
4	Who is involved in implementation of the initiative(s) – individual and team?
5	How is the strategic initiative implemented and what is the middle management involvement? <ul style="list-style-type: none"> - Where are the activities for the initiative located? - What resources and timeframes are there involved?...
6	How (and where) does the initiative begin, develop and end during implementation?
7	What techniques, events and happenings occur and how does SPM support implementation? <ul style="list-style-type: none"> - Does middle management frequently engage with top management or vice versa - Do top, middle and supervisory management interrelate - What rationalization and stages occur in SPM and SII?
8	How do SPM and other capabilities contribute to creating and improving outcomes/value?
9	Are resources adequate? <ul style="list-style-type: none"> - Is consistency achieved? - Do delays occur? - Do objectives and expected outcomes change?...
10	How high the level of commitment to initiatives implementation and how is this maintained?
11	What is the level of satisfaction with outcomes and how high levels of success?
12	How often and why is a manager moved from an initiative to another? Is quality information available to support strategy-process links?
Renewal Theory, Organization, Policy linked to Strategic Initiatives Implementation	
13	What processes and practices support learning in SII?
14	What is the firm's experience of strategic renewal type and is it a prospector or reactor firm?
15	What internal and external strategic change forces impact the firm and how responsive is it to such forces? <ul style="list-style-type: none"> - What are crises faced during strategic initiatives implementation? - What are the solutions to issues that come about?...

Appendix D1: Interview Questions Analysis (Source: Adapted from Mason, 1996)

INTERVIEW QUESTIONS	LINKAGE TO RESEARCH QUESTIONS	JUSTIFICATION
<p>1 How do strategic initiatives contribute to creating value for your firm? (Can you tell me how often your firm invests in strategic initiatives?)</p> <p>(What new products/services/business processes are targeted and why?)</p>	<p>This question links to the main research question and both sub-areas. It seeks to ascertain why strategic initiatives are implemented, how often, and how; and how they can help the firm improve capabilities and attain advantages. Who are the implementers and what are their roles and the techniques, including SPM, that they utilize to attain strategic initiatives implementation goals and objectives.</p> <p>The question also seeks to address how boundaries confined to any initiative and associated projects that contribute to improving capabilities can be delineated. The product encompasses more than the project is set to achieve and it may live longer (Shenhar, 1999), especially if features, technological advancements and quality make it superior, needing longer term application of managerial capabilities and of new projects for its improvement.</p>	<p>Research and Development, new products/services or business processes can represent emphasis on innovation, development of new and/or improved capabilities, that target a change in competitive basis for advantages. The specific process, product or service can also indicate an extent of focus on exploration and/or exploitation. A middle manager can for example, be given the responsibility to implement a strategic initiative using SPM to execute projects for internal improvement; such as business process re-engineering, structure and culture change, quality management and continuous improvement, investments in new equipment, major software, and other capital projects (Grundy, 1998; Elonen and Artto, 2003).</p> <p>Choosing the right products/services/processes and executing them correctly is linked to managers effectively improving capabilities utilizing appropriate techniques and learning; and balancing exploitation-exploration conflicts in renewing. Every project is related to a product (Shenhar, 1999) and new or changed products, services, environments, processes and organizations (Kerzner, 2005; 2006) result from middle management and strategic project activities and learning. Initiatives and projects can be classified into external such as commercial development projects preceded by developing products to the market; and internal development projects - problem solving, utility, maintenance and research (Shenhar et al, 2002), strategic or operational in nature.</p>

Appendix D1 Continued: Interview Questions Analysis (Source: Adapted from Mason, 1996)

INTERVIEW QUESTIONS	LINKAGE TO RESEARCH QUESTIONS	JUSTIFICATION
<p>2 Describe the processes and approaches used to manage strategic initiatives</p> <p>(Initiation, Selection, Development processes? How? Why? Main positions or titles? Middle Management?)</p>	<p>This links to both the main research question and its sub-areas. The question addresses the development of strategic initiatives in the firm, from initiation to evaluation and can help the researcher glean where, why, how, what and when choices and means to implement initiatives and projects are decided and executed. As process based methods focus on procedural approaches to capture key learnings from a project (Schindler and Eppler, 2003), the question also seeks to confirm the technical and psychological tools used by middle- and other managers implementing initiatives to improve capabilities and competitiveness.</p> <p>Engaging elements from the two sub-areas helps focus on the extent to which middle management roles and capabilities are fully engaged in the formation, developing and evaluating of strategic initiatives. Guidelines to foster appropriate behavior in implementation, and to focus activities for achieving new and/or improved capabilities and renewal can be revealed. It will allow the researcher to assess what best practices already exist and whether these are used, varied, or search carried out to improve techniques and capabilities.</p>	<p>As a project may actually be called an initiative, plan, scheme, strategy, measure, proposal, step, action or approach; and an initiative may include both process and project elements (Nokes and Kelly, 2007); participants must clarify concepts and processes. The question will allow the researcher to gather data on whether middle management with strategic project management are engaged in effective coordination, mutual activities and learning in strategic initiatives implementation. Are processes of monitoring, quality assurance and performance checks undertaken during implementation; and are voices or activities of customers, operatives, supervisors, managers or top management heard or engaged for example?</p> <p>The researcher must assess how the firm’s capabilities or knowledge base influences how it manages SII through the vehicle of SPM. Its experience of change management and project management of change will depend on whether it is embedded in classical change and traditional project management or organic change and renewal projects where collaboration brings innovative solutions (Lehmann, 2010), and linkages. Whether or not the firm is managing change initiatives (Pellegrinelli et al, 2007) using middle management and SPM, the questions should generate data to determine whether strategic initiatives implementation processes and practices spur innovation that is continuous, and brings increases in efficiency, reduces cost, improves customer satisfaction or any other goals for competitiveness and advantages.</p>

Appendix D1 Continued: Interview Questions Analysis (Source: Adapted from Mason, 1996)

INTERVIEW QUESTIONS	LINKAGE TO RESEARCH QUESTIONS	JUSTIFICATION
<p>3 What strategic initiatives are there implemented in the last 5 years? (Characteristics? Hindrances? Who decides to implement them?)</p>	<p>This question links the main research question. Timing (Miller et al, 2004) and execution of initiatives and related projects can be linked to capabilities of middle management and others; who impact the choices and realization of outcomes in SII. The type, scope and objectives of the initiative(s) will determine whether a project or series of project is used to implement and how many initiatives, managers, sections, stakeholders, products or processes are involved, for how long.</p>	<p>Vital data on strategists, processes, practices, initiatives and characteristics, is needed to clarify intentions, techniques and value. Strategy is now the product of autonomous behavior initiated outside top management (Wooldridge and Floyd, 1990; Burgelman, 1983a, 1983b). Why, what, when, how and where middle management implement initiatives; and their influence both positive and negative is relevant to this research. However, given their integrating role, the decisions and activities of such managers can in turn be affected by the capabilities and actions of other managers and stakeholders higher up and lower down the levels in the firm; and these elements of initiatives, projects, structure and culture require exploration.</p>
<p>4 Who are the persons involved in implementation of these initiatives?</p>	<p>This links to the main research question and to the second sub-area. To meet the objectives, it must be determined whether middle management are continually involved in strategic initiatives implementation; and who are the other resources that they engage with; and motivate (Balogun and Johnson, 2004), including their role as ‘linking pins’ facilitating initiatives, learning and renewal processes, practices and outcomes.</p>	<p>Exploring influences of strategic project management and middle management in implementing strategic initiatives implementation, improving capabilities and renewal; is justified. The role of implementing strategic initiatives is performed by middle management (Burgelman, 1991). Rather than just implementing initiatives, middle managers also seek to improve capabilities (Lechner and Floyd, 2007), being involved in activities with others, improving decision quality, better assessing alternatives, increasing knowledge and advantages.</p>

Appendix D1 Continued: Interview Questions Analysis (Source: Adapted from Mason, 1996)

INTERVIEW QUESTIONS	LINKAGE TO RESEARCH QUESTIONS	JUSTIFICATION
<p>6 Can you give more detail on the beginning and end of the implementation?</p>	<p>Linked to the main research question, this question targets the beginning and end of related collective activities and learning in SII and any projects; and how the initiative is fortified or adapted (Balogun, 2006) overtime. The researcher can use this question to obtain greater detail on procedures and activities (Balogun, 2003) in SII, including SPM; and learning (Nonaka, 1994), encouraged to improve capabilities (Beer, 2002).</p>	<p>Detailing the beginning and end helps to delineate initiatives and projects and their activities, while focusing on the influential implementation processes, practices and outcomes. It will also address how management processes and action link to strategy (Skinner, 1969), learning and practice (Tu et al, 2006). The process of adding value in SII through SPM should highlight advantage gains through MM focusing on stakeholders needs and preferences; and long run contribution to business and strategic goals and learning.</p>
<p>7 What are the techniques, events and happenings when you implement strategic initiatives?</p>	<p>This links more so to the main question and strategic project management sub-area, but acknowledges that middle management are the unit of observation. When SPM is used to implement strategic initiatives, the activity system (Siggelkow, 2001) therein becomes the project(s), with objectives and constraints linked to the goal of the initiative.</p>	<p>Management teams in strategically managed projects concentrate significant time and consideration on activities and decisions to improve business results (Shenhar, 1999), to meet customer requirements, gain advantages and garner, improve and share outcomes success. Project management is a key tool for implementing strategy (Longman and Mullins, 2004). Such competencies are particularly necessary in project-oriented firms (Gareis and Huemann, 2000). Middle management, in improving and applying learning, knowledge and skills in SPM, can enhance processes and activities, improving capabilities and renewal.</p>
<p>8 What are the Capabilities involved? How can strategic project management further enhance strategic initiatives implementation?</p>	<p>This question links the main research question to its two sub-areas. It seeks to examine MM, their activities, actual techniques, and extent to which SPM is used as a vehicle for SII, as well as a capability to enhance strategic initiatives, learning and renewal. Managerial capability (Hafeez et al, 2002) must be improved so that they better integrate (Morris and Jamieson, 2004) strategy, structure, culture and projects (Van der Merwe, 2002).</p>	<p>Management capability and vision should be the impetus that drives structure, team and culture in implementation, so outcomes effect renewal and advantages. Moreover, a firm needs to be efficient and innovate simultaneously (Hayes and Abernathy 1980) for sustained competitiveness; and to both exploit and explore (March, 1991) for capabilities to be vibrant and integrative. More and more organizations choose project work as flexible and reliable structures for development (Schindler and Eppler, 2003), to secure appropriate processes, outcomes and control.</p>

Appendix D1 Continued: Interview Questions Analysis (Source: Adapted from Mason, 1996)

INTERVIEW QUESTIONS	LINKAGE TO RESEARCH QUESTIONS	JUSTIFICATION
9 Are there always adequate resources for the implementation of projects or initiatives?	This has linkages with the main research question and particularly the first sub-area. SPM can promote the availability of adequate resources for projects (Killen et al, 2008), so the degree to which it is employed can facilitate more effective SII improving capabilities.	The extent to which strategic initiatives and projects are constrained by resources (Teece et al, 1997; Shenhar, 1999) and objectives must be ascertained. By coordinating strategic initiatives using an intervention method facilitated by projects, strategic renewal can be better implemented (McElroy, 1996), so how MM utilize SPM or other techniques to alleviate hindrances, will be addressed.
10 Is there always high commitment by you and staff to initiatives chosen?	This question links with the main research question, especially the second sub-area. Middle management can help achieve commitment, an element vital to successful SII (Floyd and Wooldridge, 1992b), and if the technique of SPM is new, they can help motivate and facilitate training of staff to meet requirements.	As commitment is a capability crucial to successful strategic initiatives implementation (Beer, 2002), and to attaining buy-in important in securing timely outcomes from SII, there is a need to explore this element; and to ascertain whether or not middle management attitudes and behaviour inhibit (Mische, 2001) or support (Saunders et al, 2009) strategic initiatives implementation.
11 What is the level of satisfaction with outcomes from initiatives and related projects? What is the level of success achieved?	The main research question and two sub-areas are hereby linked to performance and outcomes. SII through SPM and MM processes and activities; are to result in performance improvement (Sing et al, 2008), once MM implement appropriate strategy (Mische, 2001) to result in qualitative products or processes and meet targets so advantages are attained.	In addition to time, cost and quality; three criteria of technical validity, organizational validity, and organizational effectiveness (Ahadzie et al, 2008), are incorporated as key factors in the successful implementation of strategic initiatives through strategic projects; for activities to result in new or changed products or processes (Kerzner, 2006). These elements can show linkage of middle management, project management and capability improvement; with strategic vision and goal attainment.
12 What is the level of availability and quality of information and sharing to support strategy-project process links? (How often is a manager moved from one initiative or project to another)	This links to the main research question and two sub-areas, targeting how managers in SII act, learn and share to develop capabilities and renew. If projects are chosen to implement initiatives; one should define relevant roles of change manager and project manager (Gareis, 2010).	Firms use knowledge to improve innovation, learning, sharing and variation. Learning brings knowledge, action and change (Bennett and Bennett, 2008); and projects are vehicles for change (Lehtonen and Martinsuo, 2008). How MM and SPM influence SII and improve the level of capacity and capability to support learning, renewal, and successful outcomes, must be gleaned.

Appendix D1 Continued: Interview Questions Analysis (Source: Adapted from Mason, 1996)

INTERVIEW QUESTIONS	LINKAGE TO RESEARCH QUESTIONS	JUSTIFICATION
<p>13 What processes and practices are there to facilitate sharing and learning in your firm during strategic initiatives implementation?</p>	<p>Processes and practices are linked to the main research question and the two sub-areas. The researcher can use this question to obtain information on procedures and activities (Pettigrew, 2005; Blackler et al, 2000) in SII and related projects life cycle; as middle managers are expected to effect better change management and control (Nevis et al, 1995; Farjoun, 2002), by promoting learning in SII through SPM to improve capabilities and renewal.</p>	<p>As the firm risks loss of knowledge if it is not captured or diffused; the firm must articulate and amplify it (Nonaka, 1994); during SII to improve capabilities and renew. The processes and practices (Jarzabkowski, 2004) engaged in must also counteract the inertia (Crossan and Berdrow, 2003) that can reduce innovation and proactive behaviour in firms, so autonomous strategic behaviour must also be explored to glean the extent to which it facilitates renewal. (Burgelman, 1983a).</p>
<p>14 Is it correct that strategic renewal in your firm is revolutionary? Are you involved in setting or meeting associated regulative processes?</p>	<p>This question serves to gather data for the main research question and its two sub-areas. The study of SII by MM through SPM, maintains a theoretical lens of learning and activity theory, focusing on sharing and developing; for renewal (Floyd and Lane, 2000) to enhance standards (Volberda et al, 2001) and business results from implementing improvements or innovations (Gareis, 2010), not expected to transform the entire firm.</p>	<p>The provision and practices for learning within and between projects and initiatives to increase and develop new and/or improved capabilities should be gleaned. The researcher seeks to determine if the organization is engaged in learning and renewal activities over time; and ascertain renewal type (Stummer and Zuchi, 2010) being experienced. Assessing firm type; whether the firm explores or exploits (March, 1991; Brady and Davies, 2004), renews incrementally or radically; or engages in combination of both each instance; will help determine level of standards, learning/developing.</p>
<p>15 What is the nature of change forces that impact on your firm? (External or Internal? Action Level?)</p>	<p>This is linked to how SII through SPM contributes to new and/or improved capabilities and how middle management influences these processes. Managers must understand environmental forces; and challenges related to change types (Gareis, 2010), for appropriate choices and options (Mische, 2001; Andersen, 2008) to be made, and relevant processes, activities and roles to be defined and explicated.</p>	<p>The data gathered from literature review, documentary analysis and observation will be supported, to confirm whether or not the organizational environment is dynamic and turbulent, and to what extent external general and specific factors impinge or assist. It will help determine if SII is focused more on alleviating stress and inertia (Huff et al, 1992), from sources internal such as managerial processes, practices and capabilities, or from external forces and how swift the response; and if the firm, new or incumbent, relies more on internal knowledge or expertise.</p>

Appendix D2: Recording the Interview: Advantages and Disadvantages

Advantages	Disadvantages
The Researcher can focus more on questioning and listening and may therefore avoid copious notes	Interviewer-Interviewee relationship may be unfavourably affected (persons may 'focus' more on the recording device)
Recording allows questions formulated at an interview to be accurately recorded for use in later interviews where appropriate	Some interviewee responses may be inhibited and this may impact bias and reduce reliability
The researcher can re-listen to the interview	A technical problem may possibly occur
An accurate and unbiased record is provided	In the event that the batteries or recording device must be changed, doing so disrupts discussion
Recording allows direct quotes to be used	Time is required to transcribe the record
The 'permanent' record provided can be used by others	

Sources: Adapted from Easterby-Smith et al (1991); Healey and Rawlinson (1994).

Appendix D3: Observation Guide

Observation Guide				
Units, Dimensions and Artifacts to Observe				
	Strategic Initiative Processes, Activities, Projects, Products	Firm or Strategic Context	Cultural elements	Learning, Capabilities, Renewal elements Outcomes
1	Initiative Type	Action or Adapt	Incremental/ Revolutionary	Strengths Opportunities
2	Initiation, Selection, Variation, Development	Directed/Emergent Intended/Actual	Performance Gap Choice; Decision	Ideas utilization Strategic Alternatives
3	Purpose	Renewal, Advantages	Values, Satisfaction	Willing to Change Acknowledgement Experiences
4	Expected Outcome	Justification	Commitment	Conventioning
5	Resources	Finance, Assets Competencies	People, Direction	Synergies, Deficiencies Capabilities, Linkages
6	Management	Strategy, Design	Empowerment Power, Conflict	Accommodation Perspective, Participate
7	Processes	Strategy, Work flow and Communication	Operating, Interacting Reporting, Structures (Functional/Project)	Social Relations Deficiencies
8	Activities	Systems Changes Timing	Influences Reorganization Responsiveness Resistance	Core, Patterns Networks, Stakeholders Reporting Responses
9	Practices	Technique, Technology	Prioritization Standards, Linkages, Coordination	Mediation Strategic Project Management, Supports
10	Products or Processes	Competitiveness	Rewards Meeting Targets	Advantages Improvements

Source: Adapted from Patton, 2002

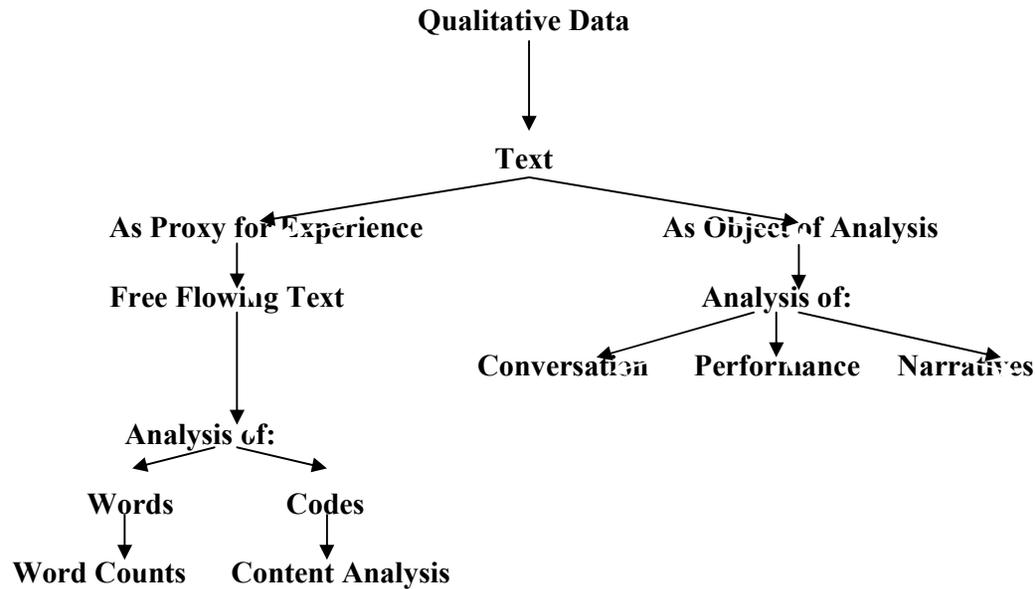
Appendix E: Sources of Data for Study on Strategic Initiatives

Appendix E 1 Summary of Sources of Data for Cases of Strategic Initiatives		
Source(s) of Data	First Firm Initiatives	Second Firm Initiatives
Documents	Annual Reports Company Databases containing background information, context, history, performance Documents on Culture and rules Newspapers, Books, Pamphlets and Leaflets Internet reports Computer output from monitoring/measuring	Annual Reports Company background information, context, history, performance Documents Newspapers, Books, Pamphlets and Leaflets Internet reports Head Office Annual Reports Computer output from monitoring/measuring
Interviews	Semi-structured interviews Over 60 minutes duration each with 15 open-ended questions Chairman/CEO/Gatekeeper 7 Middle Managers	Semi-structured interviews Over 60 minutes duration Each with 15 open-ended questions General Manager/Gatekeeper 9 Middle Managers
Observations	Day-to-day activities of Middle Managers and staff Over two weeks. Processes, Practices and Activities in Strategic Initiatives Implementation	Day-to-day activities of Middle Managers and staff Over two weeks. Processes, Practices and Activities in Strategic initiatives Implementation

Appendix E 2: List of Interviewees		
First Firm Initiatives One-hour Semi-structured Interviews with 15 open-ended questions		
Interviewees	Position	
Top Management	Chairman/CEO/Gatekeeper	
Middle Managers	Director/Manager Cold Store	
	Director/Manager Commercial	
	Financial Controller	
	Production Manager	
	Human Resource Manager	
	Sales Manager	
	Accountant	
Second Firm Initiatives One-hour Semi-structured Interviews with 15 open-ended questions		
Interviewees	Position	
Top Management	GM/Gatekeeper	
Middle Managers	Operations/Production Manager	
	Financial Controller	
	Sales and Distribution Manager	
	Human Resource Manager	
	Route Manager	
	Delivery Manager	
	Store Room Supervisor	
	Production Supervisor	
Accountant		

Appendix E 3: List of Observation Events	
First Firm Initiatives List of Observations (over two weeks)	
	Observation Events
1	Observation of Middle Manager Interaction
2	Observation of Work Site
3	Observation within Department
4	Observation of Processes
5	Observation of Practices
6	Observation of Activities of Projects and Initiatives Implementation
7	Observation of Pilot Project in action
Second Firm Initiatives List of Observations (over two weeks)	
	Observation Events
1	Observation of Middle Manager Interaction
2	Observation of Work Site
3	Observation within Department
4	Observation of Processes
5	Observation of Practices
6	Observation of Activities of Projects and Initiatives Implementation
7	Observation of Training Module of Project in action

Appendix F: Approaches to Analysis of Empirical Data



Adapted from Bernard and Ryan (1998) Range of Qualitative Research

Note: Codes generated from Research Paradigm, Researcher's ontological orientation, Research Purpose and Questions, Conceptual Framework and informed by Empirical Evidence, Occurrence and Experiences.

Appendix F 1: Data Analysis Approach - Coding, Content and Thematic Analysis

The researcher's consideration of approaches to coding and analysis (Miles and Huberman, 1994; Boyatzis 1998; Crabtree and Miller, 1999), aimed to arrive at better interpretation and understanding of the system of strategic initiatives implementation. Descriptors, categories and themes are involved, as the concepts initially coded are assembled into a named category each. A category is a word or phrase describing a segment of the data that is explicit whereas a theme is a phrase or sentence describing more subtle and tacit processes (Rossman and Rallis, 2003). A theme is an 'outcome of coding, categorization, and analytic reflection' (Saldana, 2013).

The raw data (word(s), sentence/paragraph, observation) was broken down into distinct idea/plan or occurrence. This allowed the researcher to decode and then encode - reflecting on 'passages' from the data to establish core meaning, and then appropriately labelled. When coding, questions asked included 'What people are doing or trying to accomplish?', 'How?', 'By what specific means or strategy?', 'How do they discuss, characterize or understand happenings?', 'What assumptions do they make? How does the researcher perceive the happenings, What is learnt from the notes and Why include them?' (Emerson et al, 1995), and what 'strikes you' (Creswell, 2007). Elements alike or appropriately in common were 'categorized based on patterns in the data despite some elements having differences or fuzzy boundaries' (Tesch, 1990). 'Patterns are both stable regularities and varying forms' (Hatch, 2002) characterized by similarity, difference, frequency, sequence, correspondence and causation. Where appropriate, hermeneutics aspects helped inform the data analysis. 'Hermeneutics is an approach to the analysis of texts that stresses how prior understandings and prejudices shape the interpretive process' (Denzin and Lincoln, 2011). In addition, one needs to avoid being overwhelmed when categorizing, completing thematic analysis and interpreting findings.

- First stage coding in thematic analysis is to develop themes - cluster similarities; and is usually termed descriptive, as they require little interpretation but attributing phenomena
- Second stage coding to index to suit the framework and refine to suit the data; also viewed as interpretive as more differentiation is involved and more complex dynamics
- Third stage coding – interlink perspectives, activities and relationships or structure; so that a clearer pattern, more explanatory, is secured to facilitate inferential power.

An inductive approach to theory development was maintained. From data, emergent themes and theoretical suggestions were written up to facilitate understanding of context, perceptions, actions, behaviour and influences. Firms capability and tendency for innovation, for example can be indicated by whether they are prospectors. 'Prospectors exhibit strategic capability to anticipate new product or marketplace opportunities and rapidly develop new technologies' (Miles and Snow, 1978) striving to be 'pioneers in product or market development' (Hambrick, 1983); needing 'strength in research and development and product engineering' (Walker et al, 2003) to 'lead change in the industry using a first-to-market strategy' (Desarbo et al, 2005).

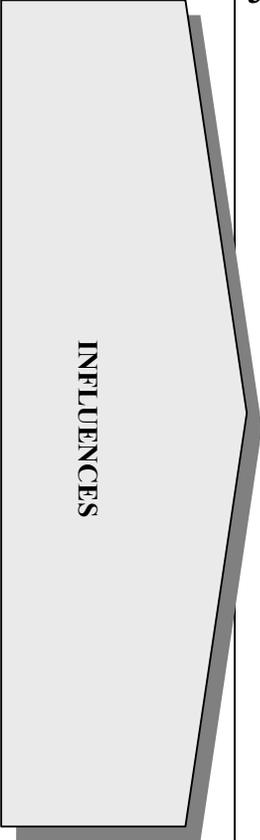
Appendix F 1a: Themes Ascertained from Theory and Empirical Research

Strategic Initiatives Implementation Influenced by middle management and strategic project management					
	THEMES	CATEGORIES	DEFINITION/JUSTIFICATION including linkage to research question, interview questions and conceptual framework	LABELS in Coding	INDICATORS (Example: MainTags)
EXECUTION		1 ORIENTATION	<p>Seeking to specify a focus leading to attributes determining functions and performance, this category mainly considers strategists, context, characteristics and behaviour. Success in implementation in the firm's strategic orientation determines performance level (Porter, 1998; Venkatraman, 1989; Miles and Snow, 1978; Olson et al, 2005; Mintzberg 2007). There is found correlation between firm's maturity level and results achieved in projects and programmes (Gareis, 2004; Jonas 2010). Execution necessitates increased ability from leaders, especially to assess and combine dimensions including market, innovation and learning dimensions (Narver and Slater, 1990) of strategic or project orientation, and enhance interfunctional coordination. A firm needs to be efficient and innovate simultaneously (Hayes and Abernathy 1980), enhancing flexibility. Their ability to choose the right products/services/processes and execute them correctly is linked to utilizing appropriate techniques and learning; and balancing exploitation-exploration conflicts in renewing. This supports the main research question. The firm's experience of change management and project management of change will depend on whether it is embedded in the classical and traditional or organic and renewal projects where collaboration brings innovative solutions (Lehmann, 2010), and linkages. Whether or not the firm is managing change initiatives (Pellegrinelli et al, 2007) using middle management and SPM, this category and plan-perform elements link to interview questions 1, 2, 7, 8, 14, 15 and main research question and to execution of initiatives for efficiency or innovation; spurred by related processes and practices to reduce cost, improve customer satisfaction, or any other goals for fit, competitiveness and advantages.</p>	Strategic Orientation	Choices
				Project Orientation	Project Strategy
				Strategic Fit	Plan-Perform Links

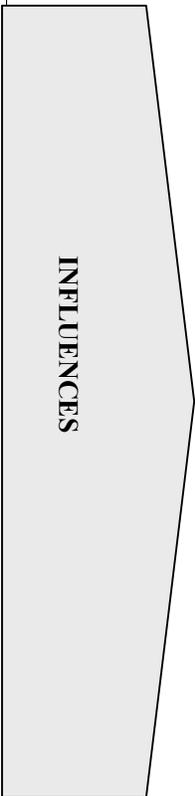
Appendix F 1a: Continued: Themes Ascertained from Theory and Empirical Research

Strategic Initiatives Implementation Influenced by middle management and strategic project management					
THEMES	CATEGORIES	DEFINITION/JUSTIFICATION including linkage to research question, interview questions and conceptual framework	LABELS in Coding		INDICATORS (Example: MainTags)
EXECUTION	2 STRATEGIC INITIATIVES COMPLEXITIES	Strategic initiatives issues, including stress, inertia (Huff et al, 1992) and other challenges occur during strategic change. This category incorporates context and further consideration of processes and practices. Strategic initiatives renew strategy and firm (Burgelman, 1983b; Zahra et al, 1999), are implemented by middle management (Floyd and Wooldridge, 1992; Lovas and Ghoshal, 2000) through project management (McElroy, 1996; Bryde, 2003), utilized as means to realize strategic intent (Grundy and Brown, 2002), high returns (Killen et al, 2008) and better outcomes. Complexities associated with these factors, including objectives and constraints linked to the goal of the strategic initiative, are linked to implementation activities, culture and other dependencies. This category links especially to interview questions 2, 3, 6, 7, 8, 9, 10, 15, and to elements from the two sub-areas of the main research question. It will allow the researcher to assess what resources already exist and how these are used, varied, or search carried out to improve behaviours, techniques and capabilities. It is intended to further understanding of business environment forces, and challenges related to change types (Gareis, 2010), choices and options (Mische, 2001; Andersen, 2008) and values, dependencies, processes, activities and roles.	Activities	Innovating	
			Culture	Values	
			Dependencies	Linkages	

Appendix F 1a: Continued Themes Ascertained from Theory and Empirical Research

Strategic Initiatives Implementation Influenced by middle management and strategic project management				
THEMES	CATEGORIES	DEFINITION/JUSTIFICATION including linkage to research question, interview questions and conceptual framework	LABELS in Coding	INDICATORS (Example: MainTags)
	3 STRATEGIC PROJECT MANAGEMENT	<p>This category presents strategic project management as means of implementing strategic initiatives (Minarro-Viseras et al, 2005; Brown and Blackmon, 2005; Gann and Salter, 2000; Cucumano and Nobeoka, 1998), and part of the activity system (Siggelkow, 2001) therein. Every project is related to a product (Shenhar, 1999). New or changed products, services, environments, processes and organizations (Kerzner, 2005; 2006) result from middle management and strategic project activities and learning. Initiatives and projects can be classified into external and internal development projects (Shenhar et al, 2002), strategic or operational in nature. Selection and prioritization of projects (Archer and Ghasemzadeh, 1999), SPM, contributes to implementing new major initiatives (Aritua et al, 2009). Supporting the main research question and especially its first sub-area, this category will allow the researcher to glean how systems/mechanisms support choices and implementation means for initiatives, portfolio, programme and projects. It links to the technical and psychological tools used by middle- and other managers in their orientation and execution, facilitating the creation and alignment of objectives and strategies (Morris and Jamieson, 2004) of projects, initiatives and firm. This category can also be linked to MM and other persons using SPM during the initiatives implementation life cycle; and to the more broad focus, business strategy, enterprise-wide integration (Crawford and Nahmias, 2010), and strategic fit. It is acknowledged however that in enhancing information systems and practices (Tu et al, 2006), other persons other than middle managers are involved with the strategic initiatives and can utilize other methods and techniques. It connects especially to the interview questions 4,5,7,8 and to the integration aspect suggested by ‘linking-pin’ in the conceptual framework.</p>	Techniques	Systems
			Practices	Interactions
			Maturity	Interrelations

Appendix F 1a: Continued: Themes Ascertained from Theory and Empirical Research

Strategic Initiatives Implementation Influenced by middle management and strategic project management					
THEMES	CATEGORIES	DEFINITION/JUSTIFICATION including linkage to research question, interview questions and conceptual framework	LABELS in Coding	INDICATORS (Example: MainTags)	
	4 MIDDLE MANAGEMENT	<p>These are general line managers, functional line managers, and team- or project-based executives who lead strategic initiatives (Wooldridge et al, 2008); portrayed as “linking pins” (Likert, 1961), and the unit of observation in this research. Their roles and interactions help determine choices and means to implement initiatives, execute projects or make other connections. Their study also help focus on procedural approaches to capture key learnings from a project (Schindler and Eppler, 2003). Their attributes (Porac and Thomas, 2002) influence environmental sensing capabilities, process characteristics such as decision quality (Amason, 1996), speed of decision (Baum and Wally, 2003), responsiveness or participation (Andersen, 2004), and appropriately blend of exploration and exploitation This category links to main research question, especially its second sub-area and the interview questions 2,3,4,5,7,8,10,12,13,14. It will focus on the extent to which middle management roles and capabilities are fully engaged in the formation, developing and evaluating of strategic initiatives. The role of implementing strategic initiatives is performed by middle management (Burgelman, 1991), and they also seek to improve capabilities (Lechner and Floyd, 2007), Their autonomous behavior (Wooldridge and Floyd, 1990; Burgelman, 1983a) in assisting strategy process, and why, what, when, how and where they implement initiatives, will help to determine the level of their influence both positive (Saunders et al, 2009) and negative (Mische, 2001). Who and how middle managers motivate (Balogun and Johnson, 2004), and their guidelines to foster appropriate behavior, learning and interaction in execution, and to focus activities for achieving new and/or improved capabilities and renewal can also be revealed.</p>	Roles	Connections	
			Actions	Regulating	
			Networks	Information Distribution	

Appendix F 1a: Continued: Themes Ascertained from Theory and Empirical Research

Strategic Initiatives Implementation Influenced by middle management and strategic project management				
THEMES	CATEGORIES	DEFINITION/JUSTIFICATION	LABELS in Coding	INDICATORS (Example: MainTags)
EFFECTIVENESS	5 CAPABILITIES	<p>These are intangible assets (Isik et al, 2009), skills, abilities to perform work activities needed to achieve end result (Helfat and Peteraf, 2003; Robbins and Coulter, 2007; Sullivan and Beach, 2009); creating value (Morris and Jamieson, 2004; Jamieson and Morris, 2004); forming unique strength (Hamel and Prahalad, 1994) - coordination, competence, commitment, communication, conflict-management, encouraging creativity and capacity management (Beer, 2002) crucial to successful implementation and organization learning (Dibella et al, 1996). In effect, a firm’s skills in coordinating its resources and putting them to productive use (Jamieson and Morris, 2004). Developing choices and processes is linked to managers effectively improving capabilities utilizing appropriate techniques and learning; and balancing exploitation-exploration conflicts in renewing. Capability of commitment (Beer, 2002) is also an element crucial to successful SII (Floyd and Wooldridge, 1992b). The researcher must assess how the firm’s capabilities or knowledge base influences how it manages SII through the vehicle of SPM. Process based methods focus on procedural approaches to capture key learnings from a project (Schindler and Eppler, 2003), so this category supports the main research question and links it to its two sub-areas. Managerial capability (Hafeez et al, 2002) must be improved so that they better integrate (Morris and Jamieson, 2004) strategy, structure, culture and projects (Van der Merwe, 2002), and correctly apply elements without major disruptions. Connects especially to interview questions 2,7, 8,10, 12,13. It also seeks to link both confirmatory and unexpected responses concerning the means for learning, sharing and developing used by middle- and other managers interacting implementing initiatives to improve capabilities and competitiveness.</p>	Resources/ Means	Expertise
			Management	Coordination
			Learning	Knowledge Sharing

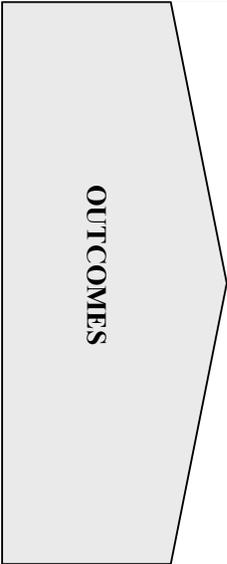
Appendix F 1a: Continued: Themes Ascertained from Theory and Empirical Research

Strategic Initiatives Implementation Influenced by middle management and strategic project management					
THEMES		CATEGORIES	DEFINITION/JUSTIFICATION	LABELS in Coding	INDICATORS (Example: MainTags)
EFFECTIVENESS		6 IMPROVEMENTS	<p>This relates to development including maturity and expansion. Appropriate execution of strategy (Mische, 2001), and performance improvement (Sing et al, 2008), to result in qualitative products or processes and meet targets so advantages are attained. The extent to which strategic initiatives and projects are constrained by resources (Teece et al, 1997; Shenhar, 1999) and objectives can be ascertained. Performance improvements (Swink et al, 2005) positively associated with or connected to capabilities and best practices, and for example TQM, new product design/development, and advanced manufacturing technologies (Narasimhan et al 2005). Firms can improve performance by adopting programs identified through benchmarking and learning from other firms (Voss et al, 1997), and by efficiently using available resources. This category and effectiveness theme links to interview questions 1,6,8,9, 10,11,13, the main research question, and effectiveness improvement indicators such as quality, learning, balance, renewal and advantages, highlighted in the conceptual framework. It also facilitates linkages with examination of how an initiative is fortified or adapted (Balogun, 2006) overtime, and detail on upgrading procedures and activities (Balogun, 2003) in SII, SPM, learning (Nonaka, 1994), and capabilities (Beer, 2002).</p>	Quality	Quality Assure
				Procedures	Benchmarking
				Upgrade/Progress	Advancement

Appendix F 1a: Continued: Themes Ascertained from Theory and Empirical Research

Strategic Initiatives Implementation Influenced by middle management and strategic project management					
THEMES	CATEGORIES	DEFINITION/JUSTIFICATION	LABELS in Coding	INDICATORS (Example: MainTags)	
OUTCOMES	7 STRATEGIC RENEWAL	<p>This can be defined as refreshing or replacing of strategic attributes - goals, products and services, resources and capabilities (Agarwal and Helfat, 2009). Strategic renewal needs ‘holistic’ strategic process approach concurrently exploring and exploiting to achieve the ideal (Kenny, 2006). Renewal becomes more necessary and likely overtime (Hurst et al, 1989). Interaction becomes vital (Caloghirou et al, 2004), and the need to increase this within the firm, and between top and middle managers (Chakravarthy and Lorange, 2007). Renewal is proactive strategic change (Crossan and Berdrow 2003) and adaptation (Burgelman 1991). It relates with learning that brings knowledge, action and change (Bennett and Bennett, 2008). This category supports obtaining information on procedures and activities (Pettigrew, 2005; Blackler et al, 2000) in SII and renewal, and relates with middle managers effecting better change management and control (Nevis et al, 1995; Farjoun, 2002), promoting learning and competitiveness. Assessing the type of firm; whether it explores or exploits (March, 1991; Brady and Davies, 2004), and renewal type (Stummer and Zuchi, 2010) incremental, radical, or combination can be gleaned. It helps the researcher determine the impetus, decision-making, choices and objectives surrounding the ideas, requirements and means related to innovative initiatives, projects and outcomes. Renewal (Floyd and Lane, 2000) is to enhance standards (Volberda et al, 2001) and links with business results from implementing improvements or innovations (Gareis, 2010). It links to the main research question, interview questions 1,3,8,11,12,13,14 and 15 especially, and with developments concerning strategy, resources, knowledge and culture, indicated in the conceptual framework.</p>	Processes	Intervening	
			Competencies	Augmentation	
			Adaptation	Aligning	

Appendix F 1a: Continued: Themes Ascertained from Theory and Empirical Research

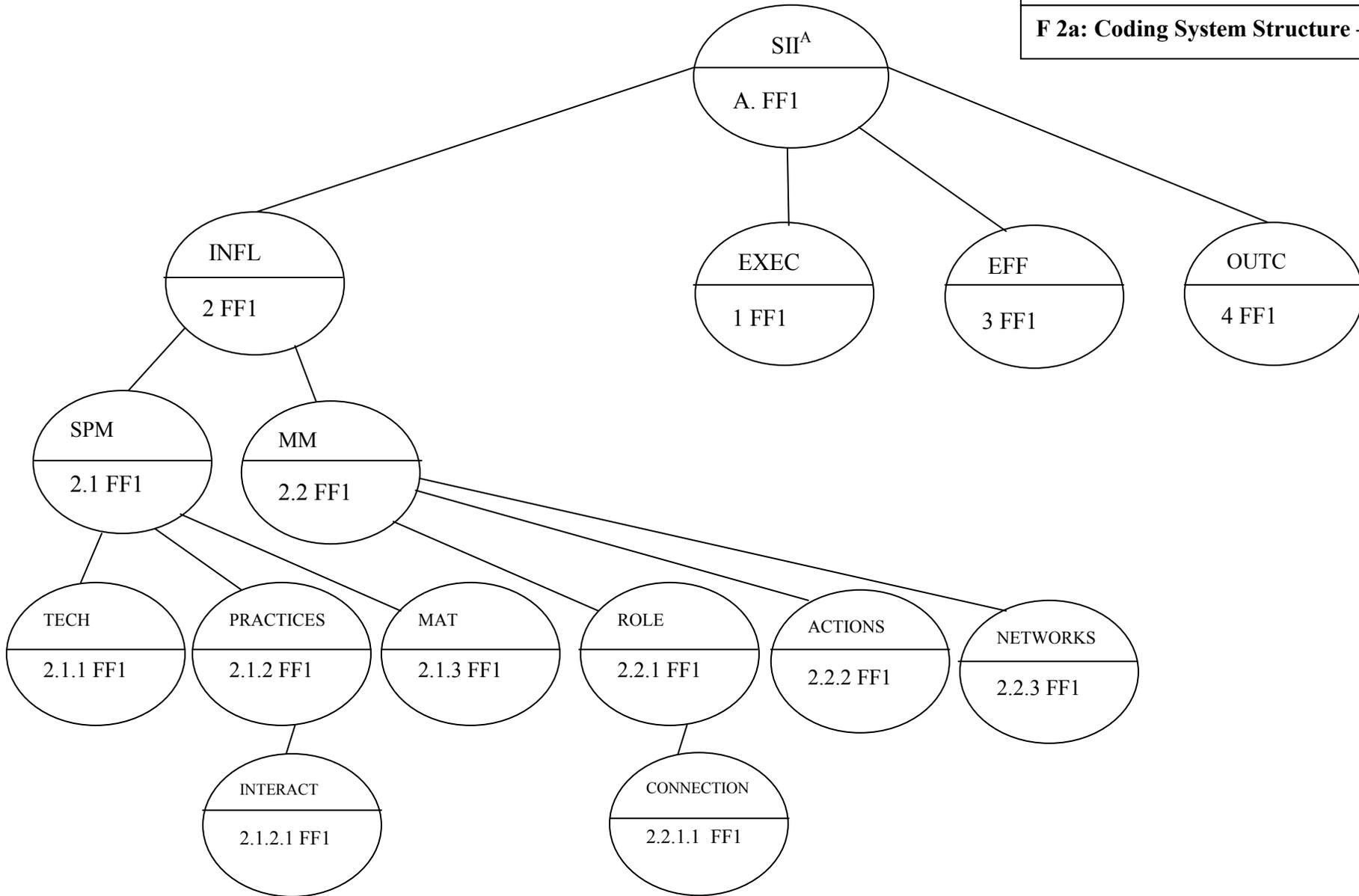
Strategic Initiatives Implementation Influenced by middle management and strategic project management					
THEMES		CATEGORIES	DEFINITION/JUSTIFICATION	LABELS in Coding	INDICATORS (Example: Main Tags)
	8	CONSEQUENCES	<p>This category focuses on Results. These can include key factors of time, cost and quality, and link to criteria involving validity technical and organizational, and effectiveness (Ahadzie et al, 2008). It relates to strategic initiatives, projects and their activities to result in new or changed products or processes (Kerzner, 2006). Every project should both successfully develop the product and advance the learning of the organization (Bowen et al, 1994). Attaining strategic objectives (Lahteenmaki, et al, 2001), sequence of actions and outcomes (Hutzschenreuter and Kleindienst, 2006) are addressed through the research questions. This links mainly to Interview Question 1,3,8,9,11, 14, the main research question and both its sub-areas, and improvements in strategy, capabilities, products and/processes suggested in the conceptual framework. It considers the firm’s internal improvement, continuous improvement, investments including capital projects (Grundy, 1998; Elonen and Artto, 2003), and the meeting of market needs through value-added from strategic initiatives implementation.</p>	Capacity	Enhancement
				Product/Process	Innovation
				Value	Competitiveness

Appendix F 1b: Data Analysis Categories, Codes, Labels/Tags, Associated Questions							
Themes		Categories Used In Analysis	CODE/COLOUR	First-stage code (Labels)	Indicators OR Tags	Questions Associated	
						Research	Interview
Execution 1. SII-EXEC	1.1	Orientation	SII-EXEC-OR (Blue)	1.1.1 SII-EXEC-OR-SO	Appendix F	Main	1, 2, 7, 8, 14, 15
				1.1.2 SII-EXEC-OR-PO			
				1.1.3 SII-EXEC-OR-SF			
	1.2	Strategic Initiatives Complexities	SII-EXEC-SIC (Brown)	1.2.1 SII-EXEC-SIC-ACTIVITIES	Appendix F	Sub-areas of Main	2, 3, 6, 7, 8, 9, 10, 15
				1.2.2 SII-EXEC-SIC-CULTURE			
				1.2.3 SII-EXEC-SIC-DEP			
Influences 2. SII-INFL	2.1	Strategic Project Management	SII-INFL-SPM (Green)	2.1.1 SII-INFL-SPM-TEC	Appendix F	Main,esp second sub-area	2,3,4,5,7,10,12,13,14
				2.1.2 SII-INFL-SPM-PRACTICES			
				2.1.3 SII-INFL-SPM-MAT			
	2.2	Middle Management	SII-INFL-MM (Orange)	2.2.1 SII-INFL-MM-ROLE	Appendix F	Main and Second sub-area	2,3,4,5,7,8,10,12,13,14
				2.2.2 SII-INFL-MM-ACTIONS			
				2.2.3 SII-INFL-MM-NETWORKS			
Effectiveness 3. SII-EFF	3.1	Capabilities	SII-EFF-CAP (Pink)	3.1.1 SII-EFF-CAP-RESOURCES	Appendix F	Main and both sub-areas	2, 7,8, 10, 12, 14
				3.1.2 SII-EFF-CAP-MGT			
				3.1.3 SII-EFF-CAP-LEARNING			
	3.2	Improvements	SII-EFF-IMP (Red)	3.2.1 SII-EFF-IMP-QUALITY	Appendix F	Main	1,6,8, 9 10, 11, 13
				3.2.2 SII-EFF-IMP-PRO			
				3.2.3 SII-EFF-IMP-UPGRADE			
Outcomes 4. SII-OUTC	4.1	Strategic Renewal	SII-OUT-SR (Violet)	4.1.1 SII-OUT-SR-PROS	Appendix F	Main	1,3,8, 11 12, 13, 14, 15
				4.1.2 SII-OUT-SR-COMP			
				4.1.3 SII-OUT-SR-ADA			
	4.2	Consequences	SII-OUT-CON (Lavender)	4.2.1 SII-OUT-CON-CAPACITY	Appendix F	Main and both sub-areas	1,3,8,9, 11,14
				4.2.2 SII-OUT-CON-PROD			
				4.2.3 SII-OUT-CON-VALUE			

KEY: SII-Strategic Initiatives Implementation; EXEC-Execution; INFL-Influences; EFF-Effectiveness; OUTC-Outcomes; OR-Orientation
 SIC-Strategic Initiatives Complexities; SPM-Strategic Project Management; MM-Middle Management; CAP-Capabilities;
 IMP-Improvements; SR-Strategic Renewal; CON-Consequences; SO-Strategic Orientation; PO-Project Orientation; SF-Strategic Fit
 DEP-Dependencies; TEC-Techniques; MAT-Maturity; MGT-Management; PRO-Procedures; PROS-Processes; COMP-Competitiveness; ADA-Advantages; PROD-Product/Process

NOTES: 1 (SIIA) Strategic Initiatives Implementation First Firm, First Initiative - 1 (FF1)

Appendix F 2: Themes and Codes
F 2a: Coding System Structure – Tree Node



Appendix F 2b: Themes, Levels and Indicators Relationships collaborating – first order and second-order Codes and Themes First Firm					
THEMES		Second-order Coding Categories	First-order Coding (Combined Techniques)	Indicators of Characteristics and Intervention	Evidence/Occurrence Firm 1 (Main examples)
Relationships between SII, MM and PM are important	E X E C U T I O N	ORIENTATION	STRATEGIC ORIENTATION	PressureDynamicEconomy Choices Change Base:customer mkt,Legal;Vision Range	Cutting Edge,Volatility,Responsiveness Evolution Mission B.Design Decisions
			PROJECT ORIENTATION	ProjectStrategy , ResourcesDrivers Intervention, Portfolio, Programmes	Plans Criteria Enlargement Flexibility Response Funds focus
			STRATEGIC FIT	Goals, Plan-Perform Links , Review Innovation drive Market Position Penetration,Diversification,Environment	Objectives Credibility, Dev. Positioning Cost, Targets, Compete Grow, BestPoss. Customer service Trends Lag
An understanding of the source of influences and the contextual elements must be gleaned from examining and describing responses from relevant sources.	N	STRATEGIC INITIATIVES COMPLEXITIES	ACTIVITIES	Implement initiatives Innovating Coordination of resources, Measuring	Materials, layout, links, Manufacturing Key cost cutting competitive
			CULTURE	Values CustomsRulesHierarchy Structure PerceiveTM/MM/Other Relationships	Active/Changing workforce Behaviour Communication. Tensions Power Stress
			DEPENDENCIES	Linkages in implementationResources Means Organisation Reliance, Situation	PartneringStakeholdersCommunication Contracts Divestiture Input-Output
Preferences for strategic projects over other means for implementing initiatives – relate to strategy, structure, culture, power	I N F L U E N C E S	STRATEGIC PROJECT MANAGEMENT	TECHNIQUE	Systems ApproachesIntegrating Outsource	Means Technology Balancing
			PRACTICES	Procedure, Knowledge, Train, Pilot, Team Projects Best Practice Standard Interactions Recording, Assuring	Usage NGasSolarElectricityPV Rebuild Efficiency, Generators, Conservation Alt use/Adj energy Reduce EnergyUse
			MATURITY	Phase, Partner, Program Portfolio Level Development Interrelations	Impact Assessment and Mitigation, Structure, Change speed
Preferences for strategic projects over other means for implementing initiatives – relate to strategy, structure, culture, power	S	MIDDLE MANAGEMENT	ROLES	Director/Manager Connections Initiatives – Select/Devel./Replace	Decionmaking CloutPassion, Control Monitoring funds/resource, tax
			ACTIONS	DetermineCheckSurvey Regulating Meeting Strategizing Implementing Synthesizing	Control points, Charge, Evaluate Assess Confering, Meeting ChampionFacilitate
			NETWORKS	Information store/retrieval Share Information Distribution	Relations Interact, Procure, Access Feedback
<p><u>Second Order</u> - The relationship between strategic project management, middle management and strategic initiatives implementation is important An understanding of the source of influences and contextual elements must be gleaned from examining and describing responses from relevant sources Preferences for strategic projects over other means for implementing initiatives – relate to orientations, strategy, structure, culture, power <u>First Order</u> - How and when strategic project management and middle management influence implementing strategic initiatives <u>Indicators</u> – elements related to codes as found in the data from sources matched to theory Main Codes at this level indicated in bold <u>Evidence</u> or occurrence – shows viability of existence in data and implications for theory and practice</p>					

Appendix F 2b Continued: Themes, Levels and Indicators Relationship collaborating – first order and second-order Codes and Themes First Firm					
THEMES		Second-order Coding Categories	First-order Coding (Combined Techniques)	Indicators of Implementation, Results	Evidence/Occurrence Firm 1 (Main examples)
Relationships between SII, MM and PM are important	E F F E C T I V E N E S S	CAPABILITIES	RESOURCES/ MEANS	NewTechResourceHuman Expertise Techniques/Technology Approach	TargetBrief:TimeCost QualityScopeRisk Research, Assessment
			MANAGEMENT	Direction, Supervision Coordination NewTech Resources Reorient Maintain	Relationships, skills, Constraints Oversight, Recognition, Liaison
			LEARNING	Communicate Store Share Knowledge sharing , Teamwork	Interrelations, Developing
An understanding of the source of influences and the contextual elements must be gleaned from examining and describing responses from relevant sources.		IMPROVEMENTS	QUALITY	Audits Quality Assure Cost Energy Local and International Bodies	Construct, Install, Use Generator Assure product/process quality
			PROCEDURES	Skills, Experiences, Sharing Benchmarking check guarantee	Usage of knowl, data-bases, Technology, Equipment, Layout ControlResult(s)Compliance
			UPGRADE/ PROGRESS	Develop core comp, Decrease Reliance Increase safety/sec. Advancement	DiversifyProfit Refurbish. Imp Plant, Labs, Veh. Equipment. Tech Savvy
Preferences for strategic projects over other means for implementing initiatives – relate to strategy, structure, culture, power	O U T C O M E S	STRATEGIC RENEWAL	PROCESSES	Selecting, varying, designing Intervening , Building synergies	Positioning, Changing, Coping Plant Service Design Synergies
			COMPETENCIES	Abilities Influencing Augmentation Reengineering Sensing Timing	Skills Action learning/relearning Inertia Proactive Motivating
			ADAPTATION	Aligning , Acquiring, Fitting Fitness Variation	Signalling requirements to personnel, Rewarding
		CONSEQUENCES	CAPACITY	Enhancement process/product Increase in capacity, potential, growth	Improvement in ability/service Increase/Decrease in Production
			PRODUCT/PROCESS	Construction, Rebuilding, Alteration Installation, Innovation , Value added	FitnessForPurpose(s), IncreaseSales/Output New Product/Service/Process, Evaluate
			VALUE	Fitting Purpose Competiveness Growth CostBenefit Contribution Progress	Performance enhancementReward Satisfaction Increase Profits, M.Share/Comp Increase
<p><u>Second Order</u> - The relationship between strategic project management, middle management and strategic initiatives implementation is important An understanding of the source of influences and contextual elements must be gleaned from examining and describing responses from relevant sources Preferences for strategic projects over other means for implementing initiatives – relate to orientations, strategy, structure, culture, power <u>First Order</u> - How and when strategic project management and middle management influence implementing strategic initiatives <u>Indicators</u> – elements related to codes as found in the data from sources matched to theory Main Codes at this level indicated in bold <u>Evidence</u> or occurrence – shows viability of existence in data and implications for theory and practice</p>					

Appendix F 2c: Themes, Levels and Indicators relationship collaborating – first order and second-order Codes and Themes Second Firm					
THEMES		Second-order Coding Categories	First-order Coding (Combined Techniques)	Indicators of Characteristics and Intervention	Evidence/Occurrence Firm 1 (Main examples)
Relationships between SII, MM and PM are important	E X E C U T I O N	ORIENTATION	STRATEGIC ORIENTATION	PressureDynamicEconomy Choices Change Base:customer mkt,Legal;Vision Range	ServiceExcellence,Vibrancy,Responsiveness Evolution Mission B.Design Decisions
			PROJECT ORIENTATION	ProjectStrategy , ResourcesDrivers Intervention, Portfolio, Programmes	Plans Criteria, KPIs , Enlargement Flexibility Response Funds focus
			STRATEGIC FIT	Goals, Plan-Perform Links , Review Innovation drive Market Position Penetration,Diversification,Environment	Objectives Credibility, Dev. Positioning Cost, Targets, Compete Grow, BestPoss. Customer service Excellence Trends Lag
An understanding of the source of influences and the contextual elements must be gleaned from examining and describing responses from relevant sources.	E X E C U T I O N	STRATEGIC INITIATIVES COMPLEXITIES	ACTIVITIES	Implement initiatives Innovating Coordination of resources, Measuring	Materials, layout, links, Manufacturing KeyCostCuttingCompetitive ReduceWaste
			CULTURE	Values CustomsRulesHierarchy Structure PerceiveTM/MM/Other Relationships	ActiveWorkforce Behaviour Conformity Communication. Tensions Power Stress
			DEPENDENCIES	Linkages in implementationResources Means Organisation Reliance, Situation	PartneringStakeholdersCommunication Contracts Consolidation Input-Output
Preferences for strategic projects over other means for implementing initiatives – relate to strategy, structure, culture, power	I N F L U E N C E S	STRATEGIC PROJECT MANAGEMENT	TECHNIQUE	Systems ApproachesIntegrating Outsource	Means Technology Balancing
			PRACTICES	Procedure, Knowledge, Train, Pilot, Team Projects Best Practice Standard Interactions Recording, Assuring	Usage NGasElectricityEfficiency, Generator, Conservation Reduce Materials Wastage
			MATURITY	Phase, Partner, Program Portfolio Level Development Interrelations	Impact Assessment and Mitigation, Structure, Change speed
Preferences for strategic projects over other means for implementing initiatives – relate to strategy, structure, culture, power	I N F L U E N C E S	MIDDLE MANAGEMENT	ROLES	Director/Manager Connections Initiatives – Select/Devel./Replace	Decionmaking CloutPassion, Control Monitoring funds/resource, tax
			ACTIONS	DetermineCheckSurvey Regulating Meeting Strategizing Implementing Synthesizing	Control points, Charge, Evaluate Assess Conferring, Meeting ChampionFacilitate
			NETWORKS	Information store/retrieval Share Information Distribution	Relations Interact, Procure, Access Feedback
<p><u>Second Order</u> - The relationship between strategic project management, middle management and strategic initiatives implementation is important An understanding of the source of influences and contextual elements must be gleaned from examining and describing responses from relevant sources Preferences for strategic projects over other means for implementing initiatives – relate to orientations, strategy, structure, culture, power <u>First Order</u> - How and when strategic project management and middle management influence implementing strategic initiatives <u>Indicators</u> – elements related to codes as found in the data from sources matched to theory Main Codes at this level indicated in bold <u>Evidence</u> or occurrence – shows viability of existence in data and implications for theory and practice</p>					

Appendix F 2c Continued: Themes, Levels and Indicators relationship collaborating – first order and second-order Codes and Themes Second Firm					
THEMES		Second-order Coding Categories	First-order Coding (Combined Techniques)	Indicators of Implementation, Results	Evidence/Occurrence Firm 1 (Main examples)
Relationships between SII, MM and PM are important	E F F E C T I V E N E S S	CAPABILITIES	RESOURCES/ MEANS	NewTechResourceHuman Expertise Techniques/Technology Approach	StrategicTargets: TimeCost QualityScopeRisk, Head Office Support Research, Assessment
			MANAGEMENT	Direction, Supervision Coordination NewTech Resources Reorient Maintain	Relationships, skills, Constraints Oversight, Recognition, Liaison, Training
			LEARNING	Communicate Store Share Knowledge sharing , Teamwork	Interrelations, Developing
An understanding of the source of influences and the contextual elements must be gleaned from examining and describing responses from relevant sources.		IMPROVEMENTS	QUALITY	Audits Quality Assure Cost Energy Local and International Bodies	Construct, Install, Reviews, CCPs, Assure product/process quality
			PROCEDURES	Skills, Experiences, Sharing Benchmarking check guarantee	Usage of knowl, data-bases, Technology, Equipment, Layout Use IT, Mechanisation ControlResult(s)Compliance
			UPGRADE/ PROGRESS	Develop core comp, Decrease Reliance Increase safety/sec. Advancement	DiversifyProfit Refurbish. Imp Plant, Veh. Equipment. Procure Savvy
Preferences for strategic projects over other means for implementing initiatives – relate to strategy, structure, culture, power	O U T C O M E S	STRATEGIC RENEWAL	PROCESSES	Selecting, varying, designing Intervening , Building synergies	Positioning, Changing, Coping Plant Service Design Synergies
			COMPETENCIES	Abilities Influencing Augmentation Reengineering Sensing Timing	Skills Action learning/relearning Inertia Proactive Motivating
			ADAPTATION	Aligning , Acquiring, Fitting Fitness Variation	Signalling requirements to personnel, Rewarding, Sanctions
		CONSEQUENCES	CAPACITY	Enhancement process/product Increase in capacity, potential, growth	Improvement in ability/service Excellence Increase Production Decrease in Wastages
			PRODUCT/PROCESS	Construction, Rebuilding, Alteration Installation, Innovation , Value added	FitnessForPurpose(s), IncreaseSales/Output New Product/Service/Process, Evaluate
			VALUE	Fitting Purpose Competiveness Growth CostBenefit Contribution Progress	Performance enhancementReward Satisfaction Increase Profits, M.Share/Comp Increase
<p><u>Second Order</u> - The relationship between strategic project management, middle management and strategic initiatives implementation is important An understanding of the source of influences and contextual elements must be gleaned from examining and describing responses from relevant sources Preferences for strategic projects over other means for implementing initiatives – relate to orientations, strategy, structure, culture, power <u>First Order</u> - How and when strategic project management and middle management influence implementing strategic initiatives <u>Indicators</u> – elements related to codes as found in the data from sources matched to theory Main Codes at this level indicated in bold <u>Evidence</u> or occurrence – shows viability of existence in data and implications for theory and practice</p>					

Appendix F3: Approach or Tactics to Uphold Design and Analysis

Design or Analysis Aspect	Approach or Tactics used	Supporting Section in Thesis
Validity - External to support transferability	Replication Logic facilitated by the multiple case study	3.3.2 Research Strategy including Case Study Method 3.4 Research Design including Case Study Design
Validity - Construct to help confirm results	The sources of evidence will be multiple – given use of interviews, observation and document analysis – so triangulation will be possible. A chain of events will be established including raw data, notes from process and analysis; context, quotes or theme identifiers. The draft case study report will be reviewed by key informant and by ‘gatekeeper’ if required.	3.4.3 Data collection Methods and procedures
Reliability to maintain dependability	Case study protocol employed Case study database will be developed	3.4.3.2; 3.4.3.3; 3.4.3.4 Data collection process and practice
Validity - Internal to support credibility	Coding employed. Patterns will be matched and Explanations will be built	3.5. Data analysis Analytic Strategies and Modes of Analysis; including Thematic and Content Analysis: Data reduction procedures Data analysis and Display Conclusion Drawing, Verification and Linkage with Theory

Source: Adapted from Yin (2003); Miles and Huberman (1994).

Appendix G3: Coding all three data sources by applying the codes in the code guide	
Code Label	1.2 SIIA-INFL
Name of Code	Strategic Initiative Implementation Initiative A - Influences
Explanation of Code	For the X initiative in the X firm, influences of strategic project management and middle management are explored – examining activities or practices and other aspects of intervention
CEO/General Manager	
Middle Managers	
Observation	
Document analysis	
Source: Adapted from Fereday and Muir-Cochrane (2006).	

Appendix G4: Collaborating and legitimating coded themes to identify second-order themes		
First-order themes ^a	Clustered themes	Higher-order theme
<p>The relationship between strategic project management, middle management and strategic initiatives implementation is important</p> <p>An understanding of the source of influences and the contextual elements must be gleaned from examining and describing responses from relevant sources.</p> <p>Preferences for strategic projects over other means for implementing initiatives – relate to strategy, structure, culture, power</p>	<p>Category 1</p> <p>Category 2</p>	<p>Influences</p> <p>How and when strategic project management and middle management influence implementing strategic initiatives</p>
<p>a. Combined CEO/General Manager, Middle Managers, Observation, Document Analysis</p> <p>Source: Adapted from Fereday and Muir-Cochrane (2006).</p>		

Appendix H: Thematic Analysis

Appendix H 1: Thematic Analysis First Stage, First Case A, First Firm									
Case A: Strategic Initiative and Strategic Profile Product/Process?	Context with Relevant Contingency Factors eg Culture linked to Structure, Power and priorities	Managers Interviewed or Observed	Q U E S T I O N	Responses					
				CATEGORIES (From the research questions, interview questions and conceptual framework)					
				Orientation and Execution Issues	MM Characteristics and Influences	SPM Characteristics and Influences in SII	Learning and Activities Issues in SII	Effectiveness (Capabilities, Time, Cost, Performance, linked to SII)	Outcomes (Quality, Satisfaction linked to SII and Renewal)
				T H E M E S					
Energy Efficiency Initiative (Process)									
		Interviewee No. 1	1						
		Interviewee No. 2	1						
		Interviewee No. 3	1						
		Interviewee No. 4	1						
		Interviewee No. 5	1						
		Interviewee No. 6	1						
		Interviewee No. 7	1						
		Observation of Initiative (through Managers and other)							
		Analysis of Initiatives (through Document Analysis)							

Appendix H 2: Thematic Analysis First Stage, Fourth Case D, Second Firm										
Case D: Strategic Initiative and Strategic Profile Product/ Process?	Context with Relevant Contingency Factors eg Culture links Structure, Power and priorities	Managers Interviewed or Observed	Q U E S T I O N	Responses		CATEGORIES (From the research questions, interview questions and conceptual framework)				
				Orientation and Execution Issues	MM Characteristics and Influences	SPM Characteristics and Influences in SII	Learning and Activities Issues in SII	Effectiveness (Capabilities, Time, Cost, Performance, linked to SII)	Outcomes (Quality, Satisfaction linked to SII/Renewal)	
				T H E M E S						
Customer Service Excellence Initiative (Process)	C. Service Improvement to increase Efficiency and Effectiveness									
		Interviewee No. 1	1							
		Interviewee No. 2	1							
		Interviewee No. 3	1							
		Interviewee No. 4	1							
		Interviewee No. 5	1							
		Interviewee No. 6	1							
		Interviewee No. 7	1							
		Interviewee No. 8	1							
		Interviewee No. 9	1							
		Interviewee No. 10	1							
		Observation of Initiative (through Managers and Other)								
		Analysis of Initiatives (through Document Analysis)								

Appendix H 3: Thematic Analysis Third Stage, First Case A, First Firm									
First Firm Cold Storage Facility One million cubic feet (28,000m ³) storage space A. Energy Efficiency Initiative:		S I N I T I A T I V E	RESULTS FROM DATA COLLECTION INFORMS THEMATIC ANALYSIS	CATEGORIES (From the research questions, interview questions and conceptual framework)					
Characteristics and Priorities	Purpose and Aims								
<ul style="list-style-type: none"> • High priority • BDSS 	<ul style="list-style-type: none"> •To maintain reputation as viable sub-contractor to Barbados Port Inc. 	AF	Activities in Strategic Initiatives Implementation	Orientation and Execution Issues	MM Characteristics and Influences	SPM Characteristics and Influences in SII	Learning and Activities Issues in SII	Effectiveness (Capabilities, Time, Cost, Performance, linked to SII)	Outcomes (Quality, Satisfaction linked to SII/Renewal)
		1	Interaction MM with Executives, MM, Staff						
	<ul style="list-style-type: none"> •To meet need for cost reduction to increase profits for survival 	2	Identify goals, means, responsibilities						
		3	Plan and Monitor Capabilities, Activities						
		4	Interaction MM with supporting stakeholders, resources						
		5	Impact of Execution Aspects on Influences, Effectiveness, Outcomes						
	<ul style="list-style-type: none"> • To improve or enhance processes at the cold storage facility 	6	Influences Affecting Effectiveness, Outcomes						
		7	Impact of Effectiveness on Influences, Outcomes						
8		Impact of Outcomes on Influences, Effectiveness, Future Strategy Execution							
<ul style="list-style-type: none"> •To reduce wastages 									

Appendix H 4: Thematic Analysis Third Stage, Fourth Case D, Second Firm									
First Firm C. Alternative Energy Initiative:		S. I N I T I A T I V E	RESULTS FROM DATA COLLECTION INFORMS THEMATIC ANALYSIS	CATEGORIES (From the research questions, interview questions and conceptual framework)					
Characteristics and Priorities	Purpose and Aims								
<ul style="list-style-type: none"> • High priority • BDSS 	<ul style="list-style-type: none"> •To maintain economic and competitive viability, and reputation as a leading innovator •To meet need to control operating cost and utility costs so as to survive • To support energy efficiency in cold store, factory and offices •To generate power needs itself; reducing dependence on fossil fuel 	DSF	Activities in Strategic Initiatives Implementation	Orientation and Execution Issues	MM Characteristics and Influences	SPM Characteristics and Influences in SII	Learning and Activities Issues in SII	Effectiveness (Capabilities, Time, Cost, Performance, linked to SII)	Outcomes (Quality, Satisfaction linked to SII/Renewal)
		1	Interaction MM with Executives, MM, Staff						
		2	Identify goals, means, responsibilities						
		3	Plan and Monitor Capabilities, Activities						
		4	Interaction MM with supporting stakeholders, resources						
		5	Impact of Execution Aspects on Influences, Effectiveness, Outcomes						
		6	Influences Affecting Effectiveness, Outcomes						
		7	Impact of Effectiveness on Influences, Outcomes						
		8	Impact of Outcomes on Influences, Effectiveness, Future Strategy Execution						

Appendix H 5: Examples of Coding Data from Strategic Initiatives

Appendix H5a: Example of Coding Strategic Initiatives Implementation First Firm Interview Interviewee 2			
Question No		Category Indicator* Code/Colour, Labels/Tags	Code/Memo
1	<p>Values are linked to the firm’s vision statement and mission statement and the perception of the firm as an industry leader, corporate citizen proud of its staff, products and endeavours. The firm is viewed as the best plant of its type in the Region, technologically savvy, utilizing new technology and distributing information. Objectives of all initiatives are linked to economics and to competitiveness which is the overriding factor driving everything including flexibility.</p>	<p>Choices*, Vision</p> <p>Cutting-Edge</p> <p>Innovation drive*</p> <p>Goal*</p> <p>Plan-Perform Links*</p> <p>Economy*</p> <p>Pressure*</p> <p>Dynamic*</p> <p>Responsiveness</p> <p>Flexibility*</p>	<p>SII-EXEC-OR-SO</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-PO</p>

Appendix H5a: Continued: Example of Coding Strategic Initiatives Implementation First Firm Interview Interviewee 2			
Question No		Category Indicator* Code/Colour, Labels/Tags	Code/Memo
1 Cont'd	<p>Marketing is linked to market share growth and competitiveness in itself. Cost competitiveness is key. During 2010 Cost Cutting became necessary and austerity measures such as 4 days without work, 10% rotational layoffs – Some staff opted to go, some stayed but overall some are bitter others better and morale is not at an all time high.</p> <p>The Company has changed as it has evolved overtime. The Chairman drives the initiatives but as Sales and Marketing drives the Company the Commercial Director relates more directly with the CEO.</p> <p>Market penetration: An aim is to increase sales to grow. There has been a recent move to diversify especially developing a portfolio involving food and services in sales – bread, pastries, wines, beverages, equipment...</p> <p>Diversification and new markets. With Plant Rebuilding, flexible manufacturing is also another consideration as once there is related equipment, small batches allow niche products to support the main one and research and development endeavours. There is focus on cost-cutting.</p> <p>Reducing energy usage and costs and increasing competitiveness are key areas. Refurbishment of harbour cold store is another initiative as this section is the oldest part 40-50 years.</p>	<p>Market Position* Growth*; Targets Compete; Cost Key cost-cutting* Maintain*, Constraints Change Workforce Relationships* Tensions Stress</p> <p>Hierarchy* Coordination*, Oversight Relationships Liaison</p> <p>Plans</p> <p>Diversification* Project Strategy</p> <p>Diversification* G.Penetration* Advancement* Improve Plant Skill* Equipment, Technology Ability Improve* Enhancement* Cost-cutting* Interactions* Efficiency Competitive* Rebuilding* New Process</p>	<p>SII-EXEC-OR-SF SII-EXEC-OR-SF SII-EXEC-OR-SF SII-EXEC-SIC-ACT SII-EFF-CAP-MGT SII-EFF-CAP-MGT SII-EXEC-SIC-CULTURE SII-EXEC-SIC-CULTURE SII-EXEC-SIC-CULTURE</p> <p>SII-EXEC-SIC-CULTURE SII-EFF-CAP-MGT SII-EFF-CAP-MGT SII-EFF-CAP-MGT</p> <p>SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SF SII-EXEC-OR-PO</p> <p>SII-EXEC-OR-SF SII-EXEC-OR-SF SII-EFF-IMP-UPGRADE SII^B-EFF-IMP-UPGRADE SII-EFF-IMP-PRO SII-EFF-IMP-PRO SII-EFF-IMP-PRO SII-OUT-CON-CAP SII-OUT-CON-CAP SII-EXEC-SIC-ACT SII-INFL-SPM-PRACTICE SII^A-INFL-SPM- PRACTICE SII^C-EXEC-SIC-ACT SII-OUT-CON-PROD SII-OUT-CON-PROD</p>

Appendix H 5b: Example Coding, Analyzing Observation Case A Data, First Firm Strategic Initiative Implementation, Observation Day 3			
Day/ Time	Events/Activities Relationships, Techniquis	Category Indicator* Code/Colour, Labels/Tags	Code/Memo
Day3 0930-1100 Lunch 1130-1230	Customs Officer on site. Permission must be obtained for inspection. Importer delivers and collects for top hotel. Agent brings documents related to delivery/ collection. Persons arrive and greet Director/Manager Cold Store. Accountant arrives with financials - Director/Mgr Cold Store looks over and returns. (Cheque signed). Accountant converses and interacts with Director/Manager.	Reliance* Stakeholder Linkage* Partnering Approach Skills, Oversight Share* Resources* Relationships	SII ^A -EXEC-SIC-DEP SII ^A -EXEC-SIC-DEP SII ^A -EFF-CAP-MGT SII ^A -EFF-CAP-MGT SII-EFF-CAP-LEARNING SII-EFF-CAP-MGT SII-EFF-CAP-MGT
1145-	Manager/Director Cold Store at meeting: Board. 4 persons observed in Cold Store Office interacting and working.	Communication Hierarchy*, Power Relationships*	SII-EXEC-SIC-CULTURE SII-EXEC-SIC-CULTURE SII ^A -EXEC-SIC-CULTURE
1400	Female Clerk returns. New person from top Distribution Firm confers with Coldstore Manager. Bags nuts received Port end. Unpacking to quality assure container arrived from Port to designate collection area at back (arriving from overseas for receipt - process checking/ verification). Link storage, fines...	Connections* Assure* Quality, efficiency of energy sources Regulating* Charge	SII ^A -INFL-MM-ROLE SII ^A -INFL-SPM-PRACTICE SII ^A -INFL-SPM-PRACTICE SII ^A -INFL-SPM-PRACTICE SII ^A -INFL-MM-ACTIONS
1435	Three persons enter to go with Director/ Mgr Cold Store to collection/restricted customs area to inspect/confer. Receipt of nuts (Area 5), seafood (Area 6). Issue of container (Inner Section) (Major shipping line) not accepted or verified. Manager engages staff to rectify.	Control Point Regulating*	SII ^A -INFL-MM-ACTIONS SII ^A -INFL-MM-ACTIONS
1535	Container separated from others and connected to meter for Cold Store until the next day. Special plants to be inspected are brought to the inner left of the Office for observation by Manager.	Monitoring Use Electricity Check Control Point	SII ^A -INFL-MM-ROLE SII ^A -INFL-MM-ACTIONS SII ^A -INFL-MM-ACTIONS
	Observation of the 'front area' (receiving from inland). Area Supervisor in charge. Person delivering by vehicle gives paper for checking and verification. Recording. Delivery vegetables, milk for storage. Collection of fruits, vegetables. Three vehicles exit. 3 enter. Time. Items from certain hotels delivered for storage or removed. Forklifts - remove items from outer area to cold store especially Rooms 3 and 4. Timeframe executing recorded.	Check Relations, Interact Procedure*, Best practice*, Recording* Key cost cutting	SII ^A -INFL-MM-ACTIONS SII ^A -INFL-MM-NETWRKS SII ^A -INFL-SPM-PRACTICE SII ^A -INFL-SPM-PRACTICE SII ^A -EXEC-SIC-ACTIVITIES

Appendix H 5c: Example Coding, Analyzing Interview Case D Second Firm			
Interviewee 8			
Question No		Category Indicator* Code/Colour, Labels/Tags	Code/Memo
1	<p>1999 was start of the process of employee engagement. Employee matters were considered. A needs assessment was conducted. A consultant was engaged. Employee assessment is on an annual basis and an award is associated. The firm is proud of its service quality. More success is attributed to the change. A non-quantifiable value is added. For five years, additional wastage was observed and in 2007 an international consultant was used to benchmark how the firm was performing in terms of the amount of wastage, where, what caused it and to constantly monitor. In the last financial year an incremental project was undertaken with a view to conformance. Standards acceptable in the international environment were considered and the challenge was to benchmark.</p>	<p>Input Hierarchy, Consideration Vision Plan</p> <p>Plan-Perform Links*</p> <p>Success, Improve Value</p> <p>Requirement Resources* Goal* Plan-Perform Links* Pressure* Cost-cutting*</p> <p>Project Improve Dynamic* Responsiveness Ability Improve* Economy* Plan-Perform Links*</p>	<p>SII-EXEC-SIC-CULTURE SII-EXEC-SIC-CULTURE</p> <p>SII-EXEC-OR-SO SII-EXEC-OR-SO</p> <p>SII-EXEC-OR-SF</p> <p>SII-OUT-CON-PROD SII-OUT-CON-PROD SII-EXEC-OR-SF</p> <p>SII-EXEC-OR-SO SII-EFF-CAP-MGT</p> <p>SII-EXEC-OR-SF SII-EXEC-OR-SF SII-EXEC-OR-SF SII-EXEC-SIC-ACT</p> <p>SII^A-INFL-SPM- PRACTICE SII-EFF-IMP-UPGRADE SII-EXEC-OR-SF SII-OUT-CON-CAP SII-EXEC-OR-SF SII-EXEC-OR-SF</p>

Appendix H 5c Continued: Example Coding, Analyzing Interview Case D Second Firm Interviewee 8			
Question No		Category Indicator* Code/Colour, Labels/Tags	Code/Memo
1 Cont'd	<p>With regard to the strategic planning cycle, the strategic plan is updated, reviewed monthly from minutes of management meetings. The document incorporates SWOT related to the functional areas and three-month action plans so areas where upgrade necessary and why can be targeted as the elements evolve. New developments up to yesterday include an 11-month launch of supervisory skill improvement project. This is in effect a Silo – training for different things. An on-the-job approach is preferred – 0900-1300 start. The structure involves training to enhance what is done at the Firm so there must be direct correlation. Employee engagement is involved: eg why employees do not want to be on the job. Efficiency and related management process; efficiency in relationships with vendors, farmers... It is expected that processes will be spontaneous: Once the problem is seen, engage with persons who know how to solve. There is not enough measurement done in this country and baseline is needed. Quality engagement – ongoing mystery shopping. Interaction is scored – one or greater seen as progress. Quality circle – to assist constant improvement of score. Input is obtained from different areas. Jack Welch proposals are noted – staff, customer, firm etc.</p>	<p>Strategic Plan</p> <p>Market Position* Compete Targets Ability Advance Ability Improve Improve Staff Constraints Project, Timeframe</p> <p>Training</p> <p>Relationships Linkages</p> <p>Input Tensions Stress Costs Constraints Relationships Power Coordination* Networking Liaison Oversight</p> <p>Project Plans Project Strategy Assess, Progress Enhancement* Connections Interactions*</p>	<p>SII-EXEC-OR-SO</p> <p>SII-EXEC-OR-SF SII-EXEC-OR-SF SII-EXEC-OR-SF</p> <p>SII-EFF-IMP-UPGRADE SII-OUT-CON-CAP SII^E-EFF-IMP-UPGRADE SII-EFF-CAP-MGT SII^F-INFL-SPM-PRACTICE</p> <p>SII^F-EFF-CAP-LEARNING</p> <p>SII-EFF-CAP-MGT SII-EFF-CAP-MGT</p> <p>SII-EXEC-SIC-CULTURE SII-EXEC-SIC-CULTURE</p> <p>SII-EXEC-OR-SO SII-EXEC-OR-SO SII-EFF-CAP-MGT SII-EXEC-SIC-CULTURE SII-EFF-CAP-MGT SII-EFF-CAP-LEARNING SII-EFF-CAP-MGT SII-EFF-CAP-MGT</p> <p>SII^D-INFL-SPM-PRACTICE SII-EXEC-OR-SF SII-EXEC-OR-PO</p> <p>SII^D-EFF-IMP-UPGRADE SII-OUT-CON-CAP SII^E-INFL-MM-ROLE SII-INFL-SPM-PRACTICE</p>

Appendix H 5d: Example Coding, Analyzing Observation Case D Second Firm Strategic Initiative Implementation, Observation Day 1			
Day/ Time	Events/Activities Relationships, Techniques	Category Indicator* Code/Colour, Labels	Code/Memo
Day1 0900	Entered premises of Second Firm. Carpark relatively occupied. Area businesslike and there is a space left near the security area where the observer can park. Personnel are at work with some activity in the areas of the retail shop and wholesale shop and there are some company vans parked at the 'upper' end of the car park near the 'bays' that are used to load for distribution. There is a security guard in the security station near the east entrance to the plant. The observer proceeds to go through the double doors of glass and up the steep steps to reception. She obtains permission from the General Manager and leave from the receptionist to proceed into the firm after the door is released from being locked. Observation continues as bathroom is an aspect of Customer Services Initiative. To access it one must pass the offices of the HR Manager on the left, with the General Manager and Financial Controller's offices immediately forward, and the Operations Manager and Sales Manager on the left as one proceeds right past the Accounts staff, Nurses Station with sick bay and Quality Assurance Officer's office at right. The staff respond favourably when greeted and the bathroom is in acceptable condition.	<p>Approach Activity* Resources* Activity* Resources* Resources* Activity* Activity*</p> <p>Communication Communication Oversight</p> <p>Power Linkage*</p> <p>Hierarchy* Resources*</p> <p>Relationships Communication Improvement</p>	<p>SII^P -EFF-CAP-MGT SII-EXEC-SIC-ACT SII^P -EFF-CAP-MGT SII-EXEC-SIC-ACT SII-EFF-CAP-MGT SII-EFF-CAP-MGT SII-EXEC-SIC-ACT SII-EXEC-SIC-ACT SII-EFF-CAP-MGT</p> <p>SII-EXEC-SIC-CULTURE SII-EXEC-SIC-CULTURE SII-EFF-CAP-MGT</p> <p>SII-EXEC-SIC-CULTURE SII -EXEC-SIC-DEP</p> <p>SII-EXEC-SIC-CULTURE SII-EFF-CAP-MGT</p> <p>SII-EFF-CAP-MGT SII^D -EXEC-SIC-CULTURE SII-EFF-IMP-PRO</p>
0915-	After greeting the Operations Manager the Observer is directed to the Training Room, which is part of the venue for the Supervisor Training Programme, part of the strategic initiative to Enhance Strategic Alignment and Viability. Training room approximately 15x24 feet, houses approximately 6 tables, 12 chairs, capacity about 20 persons. On the walls to the west are displayed main tenets of the strategic plan – social responsibility, integrity, commitment, teamwork.	<p>Resources*</p> <p>Activity*</p> <p>Resources*</p> <p>Strategic Plan Market Position Targets</p>	<p>SII^F -EFF-CAP-MGT</p> <p>SII^F -EXEC-SIC-ACT</p> <p>SII-EFF-CAP-MGT</p> <p>SII-EXEC-OR-SO SII-EXEC-OR-SF SII-EXEC-OR-PO</p>
1000	A Production Supervisor takes Observer to the production plant, another area for observation, where some of the activities of waste reduction Project of Production Process Efficiency SInitiative occur.	<p>Connections*</p> <p>Resources*</p> <p>Activity* Project</p>	<p>SII^E -INFL-MM-ROLE SII-EFF-CAP-MGT SII^E -EXEC-SIC-ACT SII^A -INFL-SPM-PRACTICE</p>

Appendix I 1a: The World's Leading Manufacturers – Some Contributions

Manufacturing Data Indicator	Country				
	GERMANY %	CHINA %	JAPAN %	UK %	US %
Country GDP Growth rate in 2009	-5.1	9.1	-6.3	-4.9	-3.5
2010 % Contribution to GDP (Sectoral Contribution to nation's gross value added)	20.7	43	17.6	11.5	12.7
Average annual percent change in Output per hour 2000-2007	3.5	--	3.8	4.1	6.2
Average annual percent change in Output per hour 2007-2008	-0.2	--	0.2	0.2	0.4
Average annual percent change in Output per hour 2008-2009	-9.3	--	-11.4	-3.4	7.7
Source: US Census Bureau, 2011 -- Data from comprehensive source not available					

Appendix I 1b: The World's Industrial Production – Selected Countries.

World Data Indicator	Country or Region				
	GERMANY	JAPAN	UK	US	
Industrial Production % change over corresponding period of previous year (seasonally adjusted)					
2006	6.1	4.4	0.0	2.2	
2007	6.9	2.8	0.1	2.7	
2008	0.2	-3.3	-3.1	-3.3	
2009	-17.3	-21.3	-10.1	-9.3	
2010	11.5	15.4	2.1	5.7	
Source: Inter-Agency Group on Economic and Financial Statistics, 2011					

Appendix I 1c: The Barbados Manufacturing Sector: Some Major Indicators

BARBADOS	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %	2008 %	2009 %	2010 %	2011 %
GDP growth	-2.6	0.7	2.0	4.8	3.9	3.6	3.8	-0.2	-4.7	-0.5	2.0
Inflation rate	2.8	--	--	--	--	--	--	8.1	3.7	5.1	6.1
Unemployment	9.9	10.3	11.0	9.6	9.1	8.7	7.4	8.1	10.1	10.6	11.5
Public Debt (gross debt as a percentage of GDP)	--	--	--	--	--	--	86.0	96.0	111.0	114.0	114.0
Manufacturing Sector Indicators											
Percentage growth in sector	0.9	2.8	5.4	4.9	1.7	1.3	2.4	-4.8	-4.7	-7.9	-2.3
Percentage contribution of sector to GDP	7.9	8.1	8.2	8.2	7.3	7.0	6.9	6.7	6.5	--	--
% contribution Food, Beverage, Tobacco (FBT) to value of sector output Barbados	39.0	38.0	38.0	42	42.0	42.0	40.0	41.0	40.0	--	--
Increase in Exports of FB	5.7	-7.0	-10.6	15	13.1	-9.9	23.4	9.8	-13.9	--	--
Increase in Imports of FB	3.2	2	5.8	11	12.5	-1.0	8.0	17.4	-14.5	--	--
C. Bank Credit to Manufacturing BDS\$m	93	86	100	99	111	135	117	130	134	135	--
Food and Bev. Exports BDS\$m	143.6	133.6	119.5	137	155	139.6	172.2	189.1	162.8	--	--
Manufacturing Exports BDS\$m	313.6	287.6	277.0	290	353.4	389.9	408.0	427.9	380.1	--	--
Total FB Imports BDS\$m	329.2	335.7	355.0	395	441.1	439.5	474.6	557.1	476.5	--	--
Total Consumer Imports BDS\$m	842.7	847.1	915.4	1045	1216	1063	1147	1214	1013	--	--

Sources: Central Bank of Barbados, 2010; Barbados Statistical Service, 2011; Author's calculations

-- data not available

Appendix I 2: Environment of the Strategic Initiatives in Case Studies



Appendix I 3: Strategic Initiatives Environment and Shared Context - Additional Elements

Barbados is geographically located 13 10 N, 59 32 W, the most easterly of the Caribbean islands, 432 sq km in size but the 16th most densely populated nation on earth, with an exclusive economic zone (EEZ) of 167,000 sq km (Barbados Ministry of Housing, Lands and the Environment (BMHLE), 2003). With a population of 286,000 (The US Census Bureau, 2011), that officially speaks English, Barbados is a democratic, independent, middle-income developing country with a skilled labour force and 99% literacy rate; and with its capital Bridgetown located in the parish of St Michael, which has land area 39km², population 83,684 with density 2,146 per km². Regarding factors related to the United Nations human development index; in 2009 Barbados is ranked 57th in the world in terms of the economic performance, and 18th in terms of connectivity (Hastings, 2009), its annual rate of growth 2000-2010 being 0.4%.

Barbados heavy dependence on Agriculture based on tobacco and cotton in 1625 and largely sugar cane up to the 20th century; changed when emancipation occurred, residents emphasized more education for upward mobility, independence was negotiated and the economy was diversified supported by completion of a harbor port and central bank. Diversification over forty years has shifted the economic base from Agriculture where sugar and rum are main exports; to Manufacturing, Tourism and Offshore Finance and Information Services. Barbados infrastructure (social and economic) has supported growth as inflation and external debt are relatively low with the currency trading at BDS\$2=US\$1, and political stability beneficial.

Apart from trade liberalization, impacts of the current economic recession greatly challenge Barbados' manufacturing firms. Such firms face difficulty in moving from production for a protected domestic market to a competitive export-focussed environment, being 'hampered by a failure to retool and restructure production processes to ensure the attainment of the highest levels of efficiency' (BMHLE, 2003). With some firms' failure to survive intense competition and recessionary pressures, employment in the sector can continue to decline. Caribbean market size has to be increased and production economies of scale have yet to be fully attained.

Barbados manufacturing sector receives financial and technical support from private sector sources such as commercial banks and the Caribbean Development Bank (CDB), as well as public sector bodies, where accessible debt financing (interest rates 4-14%) ranges from \$2,000 to BDS\$4 million (Barbados Private Sector Trade Team (BPSTT), 2003). The Barbados government, through its associated bodies and partners, grant 'considerable energy conservation and renewable energy allowances to individuals, registered small businesses and other eligible firms' (Deloitte, 2011), while considerable grants of up to 75% of the direct cost of activity are allowed by BIDC and the Technical and Vocational Education and Training (TVET) council for marketing and staff training respectively.

Appendix I 3 Cont'd: Strategic Initiatives Environment, Shared Context - Additional Elements

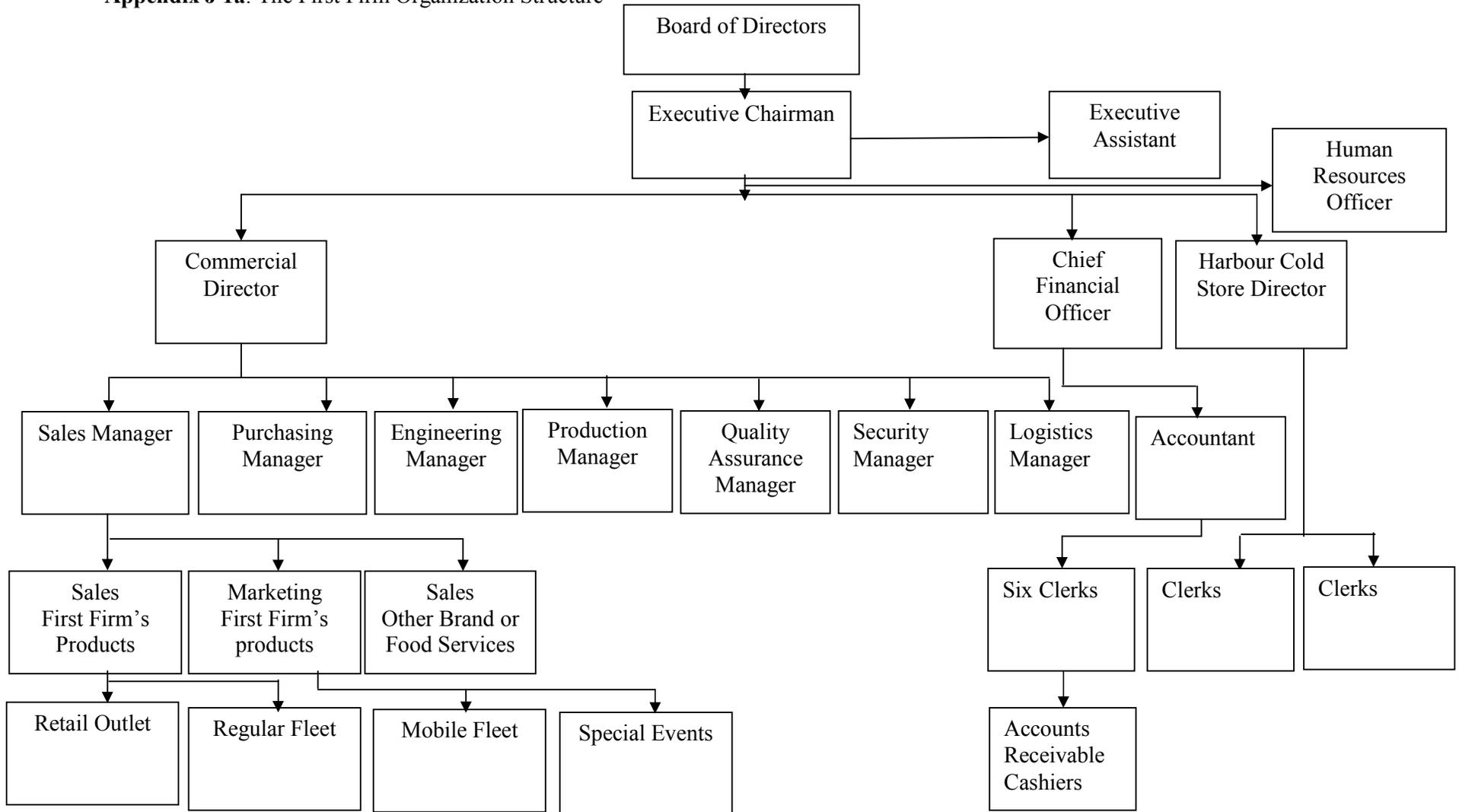
As densely populated Barbados is now heavily dependent on the Tourist industry, rather than Agriculture, there is great pressure on its environmental systems, so there needs to be more effort concentrated on developing other viable sectors such as Manufacturing. 'Industrialization by invitation' (Lewis, 2005; Demas, 1965), became popular in the Caribbean region as it allowed these small countries to specialize in manufacturing using the abundant labour as a source of competitive advantage, to increase exports or higher value-added output to those economies more advanced; and use fiscal incentives to encourage viable foreign producers to establish new manufacturers locally.

Export processing zones (EPZs) are enclaves that help increase employment, foreign exchange earnings, and skills, technology and knowledge transfer. The enclaves, although not very popular in Barbados, complement similar benefits of industrial estates that help Barbados support import substitution, but because of protectionism through high tariffs and other measures, may hinder the international competitiveness of industries in manufacturing in Barbados. Boards and marketing entities also support the industrial estates.

From 1947, rules under the General Agreement on Tariffs and Trade (GATT) regulated the Barbados manufacturing sector, while today, the World Trade Organization (WTO) rules are more influential. The Barbados Development Board established in 1956, expanded offices abroad in the 1960s, when the Caribbean Development Bank (CDB) headquarters and the Barbados Manufacturers Association were established locally (BIDC, 2007), the latter restructuring to become the Barbados Industrial Development Corporation (BIDC). These entities collectively facilitate expansion of trade and employment opportunities, celebration in 2006 of the country's 50 years of industrial development, preservation and maintenance of markets and penetration of international markets.

Industrial estates located throughout the island support manufacturing. When the country joined the World Trade Organization in 1995, stringent measures for compliance adversely affected the manufacturing industry and instead Tourism thrived after the global recession in 2001. WTO and trade treaties or agreements that demand trade liberalization impose rules and conditional ties that prevent the Government from protecting national industries by imposing high tariffs on imported goods. In early 1990s, reduction in the Common External Tariff (CEF) was required, and following this 'agreements through the General Agreement on Tariffs and Trade (GATT) and World Trade Organisation (WTO) mandate free trade globally' (Lewis-Bynoe et al, 2002). 'An industrial policy for the Caribbean region is set out in the Revised Treaty of Chaguaramas, Article 51, and requires full implementation' (Nurse, Francis and Niles, 2008).

Appendix J 1a: The First Firm Organization Structure

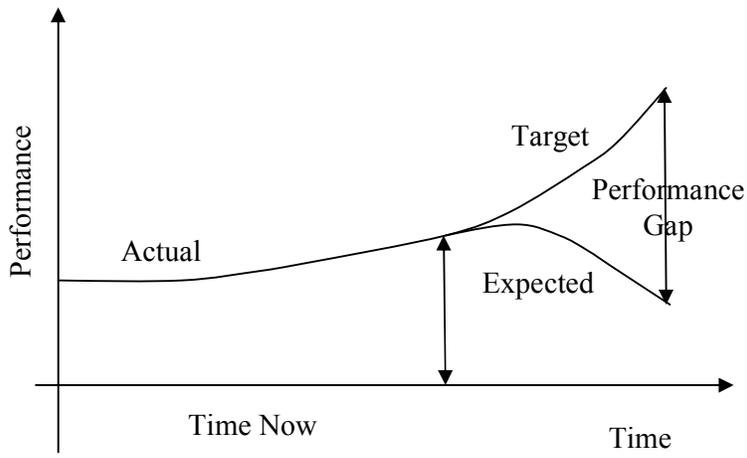


Appendix J 1b: The First Firm Performance 2006-2010

MEASURE	2006	Incr/ Decr %	2007 \$BDS	Incr/ Decr %	2008 \$BDS	Incr/ Decr %	2009 \$BDS	Incr/ Decr %	2010 \$BDS
Operating Cost	15.71m	(19)	12.66m	35	17.09m	(7)	15.85m	(22)	12.33m
Cost of Sales	9.24m	(21)	7.31m	38	10.11m	(9)	9.22m	3	8.92m
Revenue	16.87m	(23)	13.06m	25	16.35m	(7)	15.15m	(14)	12.97m
Gross Profit	7.64m	(25)	5.75m	8	6.23m	(5)	5.93m	(32)	4.05m

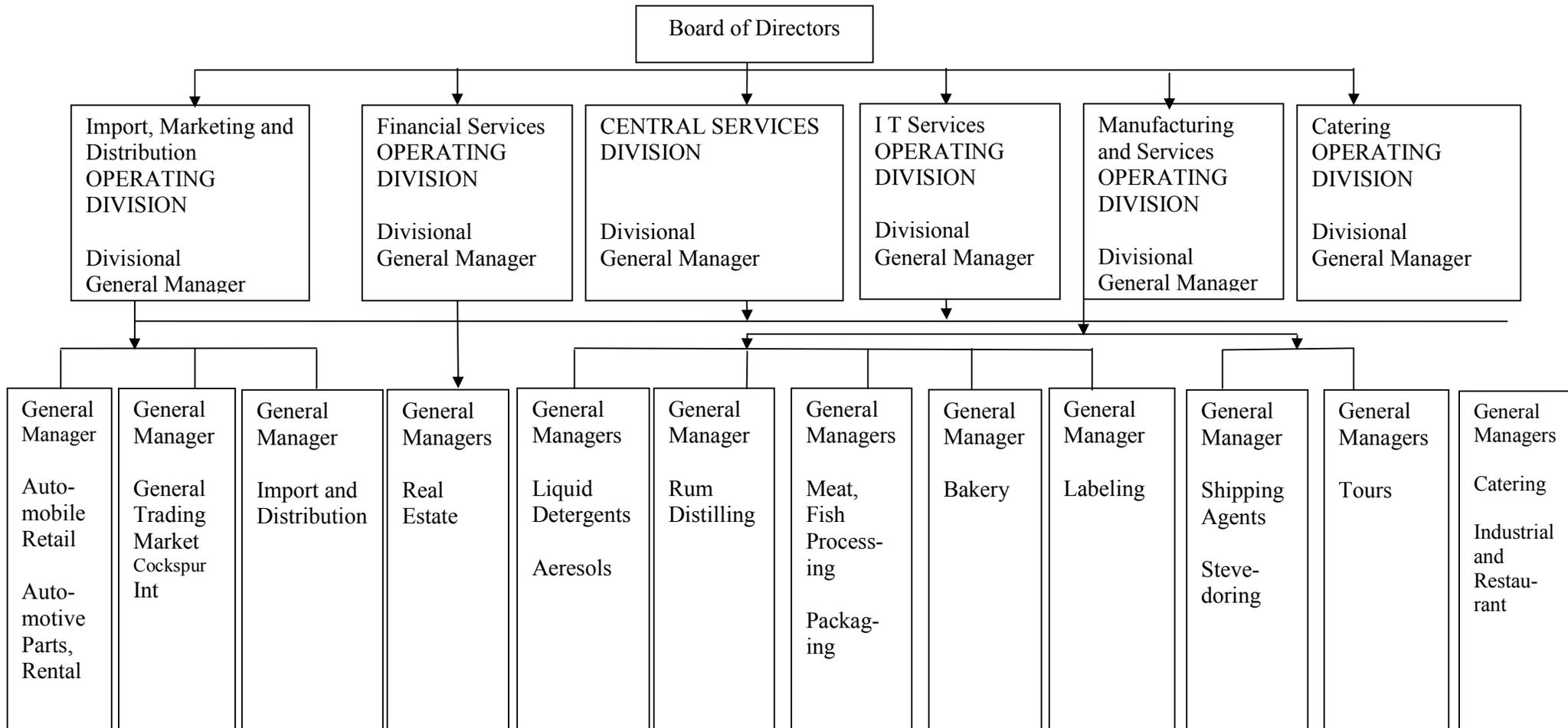
Sources: The First Firm Ltd Annual Reports for the five-year period 2006-2010

Appendix J 2a: Projecting Performance

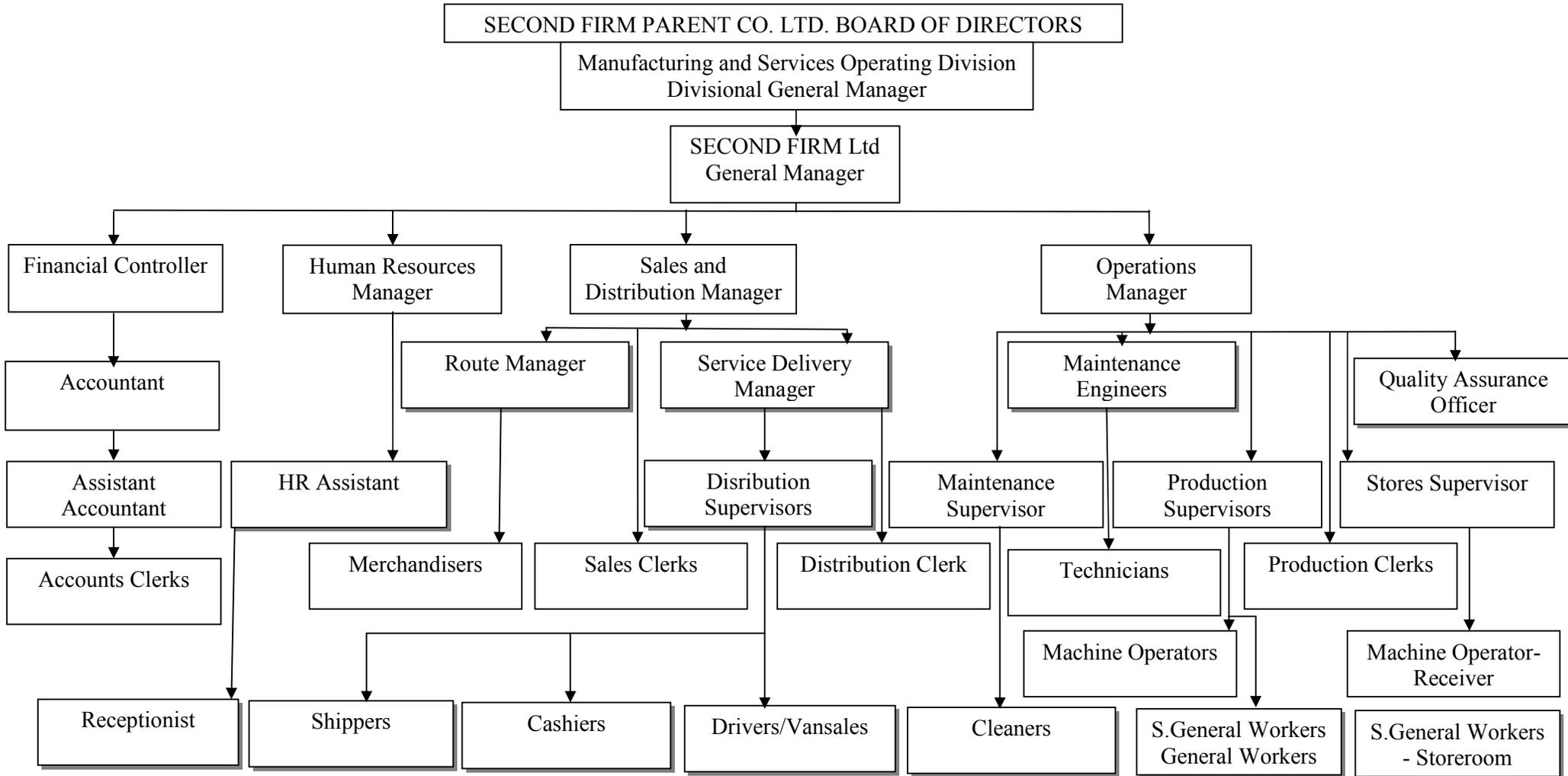


Sources: Starling (1996); Kerzner (2000).

Appendix J 2b: Second Firm's Parent Company Organization Structure



Appendix J 2c: Second Firm's ORGANIZATION STRUCTURE



Appendix J 3: Major Objectives of the Firms Involved in Case Study of Strategic Initiatives.

The First Firm's major objectives:

- To maintain reputation as viable sub-contractor to Barbados Port Inc.
- To meet need for cost reduction to increase profits for survival
- To improve or enhance processes at the cold storage facility
- To reduce wastages
- To maintain reputation as leading manufacturer of ice cream in region
- To meet need for cost reduction in manufacturing and sales
- To improve or enhance processes in production and distribution
- To reduce reliance on primary source of energy
- To maintain economic and competitive viability, and reputation as a leading innovator
- To meet need to control operating cost and utility costs so as to survive
- To support energy efficiency in cold store, factory and offices
- To generate power needs itself; reducing dependence on fossil fuel.

The Second Firm's major objectives:

- To provide excellent customer service
- To satisfy customers by producing high quality products and giving unparalleled service
- To improve service quality, staff commitment and opportunities to further differentiate brands
- To improve KPIs, better facilitate reporting, monitoring or meeting performance expectations
- To achieve higher production efficiencies especially in materials, equipment and labour
- To increase production mechanization, automation and improved IT support for activities
- To benchmark wastage levels to required and international standards
- To reduce wastage and overtime especially in plant production, sales and returns
- To minimize costs, maximize yields and improve quality
- To review manpower and production processes to perceive savings and reduce dependencies
- To consistently maintain/exceed standards: production, service, hygiene, procedures, systems
- To create a work environment that encourages development and recognizes achievement
- To use knowledge and skills to develop new products, business solutions, and market growth
- To be innovative to improve performance especially through new ideas and discovery
- To conduct business ethically with honesty, professionalism and responsibility for quality
- To encourage employee creativity and teamwork towards common goals
- To support participation in activities consistent with vision and values
- To play an active role in wider society, positively contributing to communities and activities
- To achieve HACCP status in housekeeping and sanitation standards
- To realize greater adherence to standard operating procedures
- To increase mechanization of its production activities
- To improve communication internally and externally and enhance customer experience
- To enhance plant layout and product flow efficiency, streamlining operations
- To pursue focussed training, improve competencies, supervision and adherence to standards
- To achieve an acceptable level of growth in terms of units of sales and unit price by product
- To develop markets local and export, identifying suitable acquisition and joint venture targets
- To increase effectiveness of preventive maintenance or audits, reduce downtime or complains

Appendix K: Strategic Initiatives Studied - Some Characteristics

Initiative Elements	Initiative A	Initiative B	Initiative C
Name	Energy Efficiency	Greater Cost Efficiency	Alternative Energy
Objective	<ul style="list-style-type: none"> •To maintain reputation as viable sub-contractor to Barbados Port Inc. •To meet need for cost reduction to increase profits for survival • To improve or enhance processes at the cold storage facility •To reduce wastages 	<ul style="list-style-type: none"> •To maintain reputation as leading manufacturer of ice cream in region •To meet need for cost reduction in manufacturing and sales • To improve or enhance processes in production and distribution •To reduce reliance on primary source of energy 	<ul style="list-style-type: none"> •To maintain economic and competitive viability, and reputation as a leading innovator •To meet need to control operating cost and utility costs and survive • To support energy efficiency in cold store, factory and offices •To generate power needs itself; reducing dependence on fossil fuel
Budget (US\$)	Over US\$366,000 or BDS\$732,000	Over US\$682,000 or BDS\$1,364,000	Over US\$664,000 or BDS\$1,328,000
Duration or Implementation Life Cycle	More than 1 year depends on project	More than 1 year depends on project	More than one year
Associated Project(s), their objective(s) and implementation life cycle	<ul style="list-style-type: none"> •Power Factor Correction System; To improve the electrical supply efficiency and lifespan of equipment; BDS\$87,000; Implementation 2 weeks •Natural Gas Deployment; To increase efficiency harbour cold store chillrooms •Energy-saving lighting for facility; To conserve energy in the whole facility including offices, harbor cold store, ice cream stores •Harbour Cold Store Refurbishment To increase the capacity of cold storage; To improve efficiency in use of energy; BDS\$645,000 	<ul style="list-style-type: none"> •New Plant - manufacture icecream •Power Management Load System To reduce peaks in consumption and sheds load etc. BDS\$214,000; Implementation 2 weeks, 1 month Hydrogen Booster; To more efficiently burn the diesel and hence reduce consumption for any given level of output •Natural Gas Deployment To help support absorption chilling; To increase efficiency in manufacturing of icecream •Geo-Thermal cooling; To sink various wells; To use water instead of air cooling system; BDS\$1,150,000 	<ul style="list-style-type: none"> •P-V Pilot Programme; To implement a small pilot program 10kwp system as a basis for the current putting out to tender for a 150kwp system; BDS\$1,300,000; 5 months implementation process •Photo-Voltaic – Mobile Vehicle To use alternative energy to power with solar the on-board refrigeration system of the vehicle; BDS\$10,000 •Photo-Voltaic – Kiosk; To operationalise a concessionaire selling booth used at special events To use alternative energy powering with solar the Kiosk’s refrigeration systems; BDS\$18,000
Employment of SPM	Some elements, especially networking	Some elements, including networking	Some elements, including networking

Appendix K Continued: Strategic Initiatives Studied - Some Characteristics

Initiative Elements	Initiative D	Initiative E	Initiative F
Name	Customer Service Re-engineering	Production Process Efficiency	Enhance Strategic Alignment and Viability
Objective	<ul style="list-style-type: none"> •To improve satisfaction of customers •To enhance reputation • To improve service quality 	<ul style="list-style-type: none"> •To decrease wastages and costs •To improve competitiveness • To improve revenues and profits 	<ul style="list-style-type: none"> •To improve competencies and cooperation •To meet market and stakeholder requirements
Budget (US\$)	Data not provided	Data not accessible	Data not provided
Duration or Implementation Life Cycle	More than 1 year	More than 1 year	Under one year initially
Associated Project(s), their objective(s) and implementation life cycle	<ul style="list-style-type: none"> • Customer Services Excellence Project • Mystery Shopper Endeavour • Quality Circle <p>To increase levels of service and satisfaction for customers To assure functioning of key performance indicators and evaluative aspects</p>	<ul style="list-style-type: none"> • Raw Materials Usage Project • Maintenance: Equipment or Other <p>To reduce wastages in raw materials To help support sales and customer service To enhance production processes and efficiencies</p>	<ul style="list-style-type: none"> •Supervisory Training Programme; <p>To implement an initial programme over 10 months implementation process, involving partners such as consultant, trainers, head office experts and professionals from government and educational establishments. To train and educate Supervisors with a view to succession planning and to better implement strategic initiatives effectively and efficiently. To better incorporate all management in strategy making and execution.</p>
Employment of SPM	Some elements, especially networking	Some elements, including networking	Some elements - eg collaboration

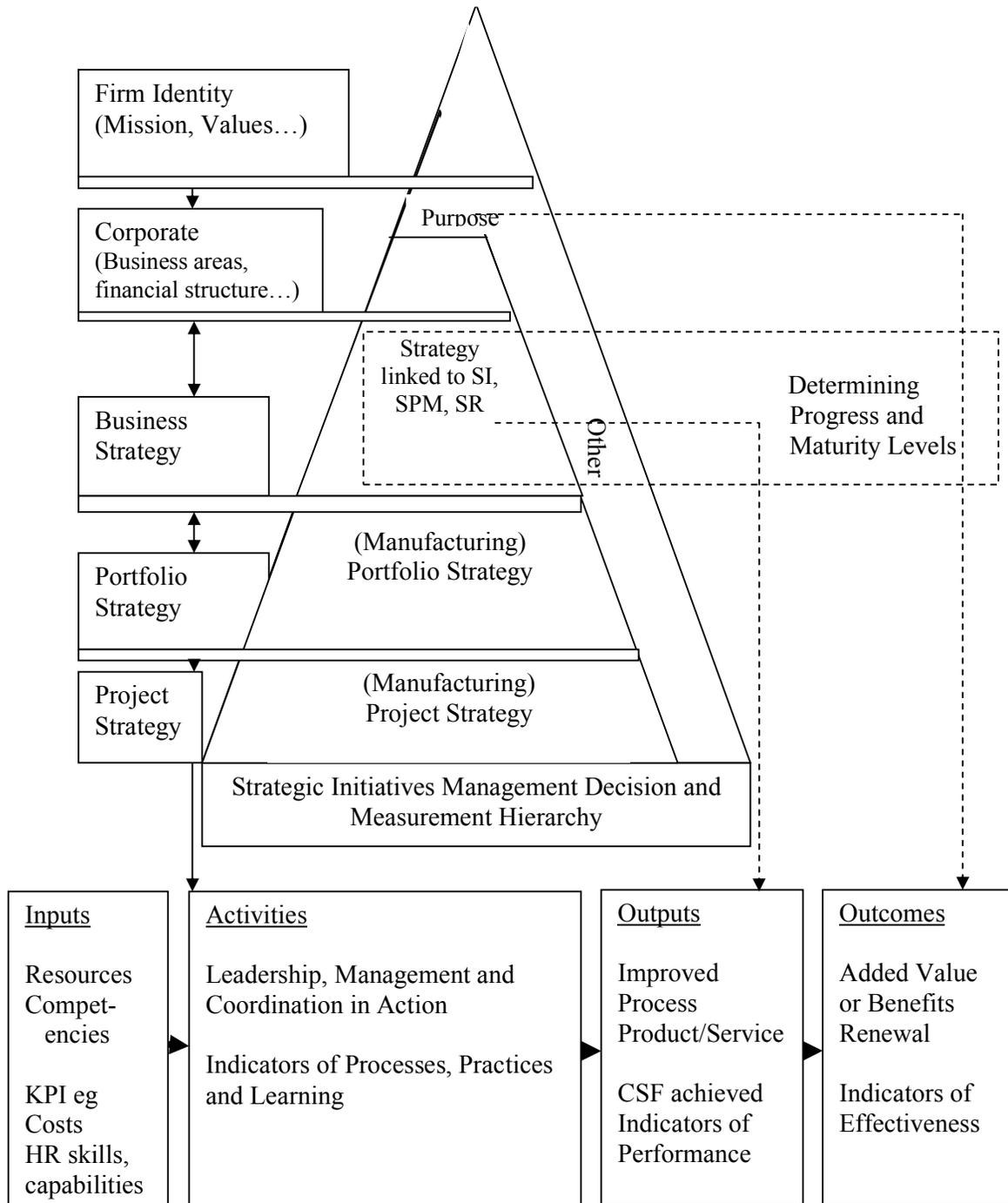
Appendix K 1: Cases Used in the Research - First Firm								
Case: Strategic Initiative	Strategic Profile Product/Process?	Context with Relevant Contingency Factors	Managers Interviewed or Observed	Projects in Case or Strategic Initiative	Techniques involved			Activities involved
First Firm Plc owned by over 350 shareholders	<ul style="list-style-type: none"> • Cold Storage One million cubic feet (28,000m³) storage space • Ice Cream Plant Same size 	<ul style="list-style-type: none"> •Large firm Stock-exchange listed •Manufacturing Industry •Food and Beverage 			Strategic Project Management	Project Management	Other	
A Energy Efficiency	Process	Reduce total demand and vulnerability	1 Commercial 2 Production 3 Purchasing 4 Financial Controller 5 Accountant 6 Cold Storage 7 Sales	Projects •Forklift-Container Operation Conserve •Natural Gas as alternative	Yes	Concurrent		Operation of Forklifts, Container – Open, Clear Store from Storage – Electricity, Conservation Management
B Greater cost efficiency Higher levels production	Process	Rebuilding Plant, New and Enhanced	8 CEO/Chairman	Projects	Yes	Three Phases Parallel	Outsource	Construction Engineering Management
CA Alternative Energy	Process	Faster TTM Enhance C. Service and core competencies		Projects •Mix power sources •Solar Fleet, House and Kiosk	Yes	Lifecycle	Marketing Outsource	Mobile Networking Service Audits

Appendix K 2: Cases Used in the Research - Second Firm								
Case: Strategic Initiative	Strategic Profile Product/Process?	Context with Relevant Contingency Factors	Managers Interviewed or Observed	Projects in Case or Strategic Initiative	Techniques involved			Activities involved
Second Firm Plc owned by Parent Company Conglomerate	• Bakery Production Plant	•Large firm Private of Conglomerate •Manufacturing Industry •Food and Beverage			Strategic Project Management	Project Management	Other	
D Customer Service Re-engineering	Process	Increase quality and customer service Maintain reputation Increase profits	1 Sales and Distribution 2 Operations Manager 3 HR Manager 4 Financial Controller 5 Accountant	Projects • Customer Services Excellence • Mystery Shopper • Quality Circle	Yes	Parallel Projects	Outsource some elements	Improving interaction with stakeholders, reputation, synergies. Assure KPIs Positioning
E Production Process Efficiency	Process	Reduce costs and increase profits Improve status Enhance process	6 Production Supervisor 7 Store Room Supervisor 8 General Manager 9 Service Delivery Manager	Projects • Usage Raw Materials • Maintenance Equipment or Other	Yes	Single Projects	Internal	Management, redesign of use of raw materials and production to reduce waste
F Enhance Strategic Alignment and Viability	Process	Maintain viability - Align strategy, culture elements Hold efficiency firmwide	10 Route Manager	Projects •Supervisory Training Programme	Yes	Single Programme	Internal	Training, Education, involvement of Middle Management

Appendix K3: Developing the Six Strategic Initiatives at the two Firms			
Initiatives		Some Activities and Sub-Activities	Responsible: Unit, Management, Personnel
A Energy Efficiency	<u>Projects</u> ●Energy Conservation ●Energy saving Improve Supply ●NGas/Diesel Fuel Equipment	Identifying specific individuals for responsibility for major activities Meetings of the CEO/Chairman with the Director of the Cold Storage Section and other Directors and Managers of Sections Meetings with staff and meetings with personnel from the Port Meetings with key stakeholders; interaction with these and with customers and suppliers Assigning individuals to overseeing particular sub-sections and tasks Completion and maintenance of sheets for logging, recording of data Management and verification of activities, quality and standards Reporting in forms verbal, electronic and in written form Monitoring the progress of the strategic initiatives implementation Decision making and corrective action associated with control	CEO/Chairman heads the strategic planning Board of Directors have overall oversight Director of Cold Storage Section manages the strategic initiatives implementation. Supervisors assist management and coordination, monitoring and evaluation Personnel in the Section engage in activities that are to result in effective improvement of capabilities and performance This Section has its own determined role and is additionally responsible to the Bridgetown Port Authority
B Greater Cost Efficiency	<u>Projects</u> ●Shell-up New Plant Construction ●Services Provision ●Equipment Installation	Developing budgets and associated cost management requirements Assigning individuals to overseeing particular sub-sections and tasks Checking on availability of resources and state of their deployment Providing measures for forecasting, updating and reconciling Ensuring Training is conducted to support Identifying partners including consultants, contractors, other personnel Establishing milestones and getting approval for necessary revisions Progress reviews as necessary - daily, weekly, monthly, quarterly, yearly Decision making on deviations. Identifying tasks necessary to deal with oversights and challenges.	Commercial Director manages the strategic initiatives implementation. Consultants and Contractors are involved. Personnel in the Section engage in activities that are to result in effective improvement of capabilities and targets.
C Alternative Energy	<u>Projects</u> ●Geo-Thermal Cooling System ●Peak Load; Hydrogen Booster ●Pho-voltaic Pilot; Solar Panels	Workshops/Seminars attendance/participation internally and externally Decisionmaking on sponsorship opportunities for the initiative Assigning individuals to overseeing particular sub-sections and tasks Managing processes: eg setting up, recording, measuring, Q.Assurance Reporting in forms appropriate to the activities and system Checking performance of the systems against standards or criteria Monitoring progress and reporting or taking corrective action Presentation of reports to staff, management, other key stakeholders	Commercial Director has overall responsibility for implementation. Engineers and partners assist coordination and oversee completion of activities and requirements.

Appendix K3 Continued: Developing the Six Strategic Initiatives at the two Firms			
Initiatives		Some Activities and Sub-Activities	Responsible: Unit, Management, Personnel
D Customer Service Re-engineering	<u>Projects</u> ●Customer Services Excellence ●Mystery Shopper Endeavour ●Quality Circle	Link the sub-plans 'drilled down' to the overall five-year strategic plan Developing key performance indicators and criteria Finetuning recording and scoring sheets for each aspect and stage Presentation of reports on the level of success in meeting targets	General Manager heads strategic planning in conjunction with Head Office where Director of Manufacturing and Board of Directors have overall oversight The Human Resources manager heads the strategic initiatives implementation. Other Managers and External consultant and partners assist the management and coordination as well as evaluation The activities engaged in are especially to improve middle management capabilities and enhance implementation and outcomes for the firm. This initiative and department appears to have greatest interaction with all.
E Production Process Efficiency	<u>Projects</u> ●Raw Materials Usage ●Maintenance: Equipment or Other	Communicate the relevant aspects of the detailed action plan for the section, to the relevant personnel involved in the strategic initiative, linking them to the overall strategic plan Developing recording and scoring sheets for each stage of the process Managing processes: eg tasks, counts, record, measure, assure Reporting in forms verbal, electronic and in written form Checking activities performance against criteria or targets Monitoring SI Implementation progress Decision making and corrective action associated with control Presentation of reports to the Board of Directors and internal reports on the level of success in meeting targets	The Operations Manager heads this.. Other Managers including supervisors assist the coordination as well as assessment and control. Personnel in the Department engage in activities that are to result in effective improvement of capabilities and the realization of desirable outcomes for initiative and firm. High interaction is with the Accounting, Sales and Distribution, and Personnel Sections. Links to the other two strategic initiatives
F Enhance Strategic Alignment and Viability	<u>Projects</u> ●Supervisory Training Programme	Checking activities performance against criteria or targets Detail the action plan out of the overall strategic plan	General Manager has overall oversight. HR Manager heads SI implementation. Other Managers and External consultant and partners assist the management and coordination so boosting expertise. Activities are especially to improve middle management capabilities and enhance implementation and outcomes. Expected to overlap with all others and interlink planning and operations

Appendix K4: Strategic Initiatives Decisionmaking and Measurement



Adapted from: Matheson and Matheson (1998)

Appendix L: Matrix of Objectives and Project Linkages for the First Firm

	Initiative A			Initiative B			Initiative C		
	PROJECTS			PROJECTS			PROJECTS		
SOME OBJECTIVES	Diligence Conservation Power Factor Correction	Imp Timing and Supply Energy Saving	N.Gas/ Diesel Fuel Forklifts	Phase 1-3 Plant Shell Up Services Equipment	P. Mgnt Load System; H Booster	N. Gas/ Geo-Thermal Cooling	Photo-Voltaic Pilot Project, Use of Solar Panels	Reduce Peak Load Cons. Use PV/ Natural Gas/ Diesel	PV Mobile Solar House/ Kiosk
Reduce Dependency on Fossil Fuel	◆	◆	✓		✓	✓	✓	◆	◆
Reduce Dependency on Electricity	◆	◆	✓	✓	✓	✓	✓	✓	✓
Reduce Operating Cost	✓	✓	✓	✓	✓	✓	✓	✓	◆
Reduce Reliance and Increase Capabilities	◆	◆	✓	✓	✓	✓	✓	✓	
Increase Plant Capacity	✓	◆		✓	✓	✓	◆	◆	✓
Increase Production Capacity				✓	◆	✓	◆	◆	
Improve Infrastructure	◆			✓	✓	✓	✓	◆	◆
Sustain Competitiveness of Product(s) or Service(s)	◆	✓	◆	✓	◆		◆	◆	◆
Improve Competitiveness of product line(s)	◆	◆		✓	◆		◆	◆	✓

Contribution:



none or not relevant



Supports



Accomplishes

Appendix M: Strategic Initiatives Activities Consequences and Inferences: A, B, C: First Firm

Strategic Initiative and Projects		Activities in Implementation	Consequences	Inferences
A. <u>Energy Efficiency</u> Increase competencies, competitiveness, revenues and profits	Energy Conservation	Steps were taken to combine activities and ensure linkages for the most part to maintain standards and meet time and cost requirements. Staff occupied in measures to reduce wastages in time, fuel and other vital resources. Level of consistency and reinforcing of activities was fairly high and supports existing capabilities. Management decision support	The initiative in progress was enhancing processes and making strides in meeting responsibilities. Roles performed in the area complemented required changes. Some encumbrances occurred; capabilities in this and other supporting areas to be developed. Need to improve linkages created boundaries. Challenges link to reduced resources; complexities impact. Tensions.	Management of relationships between staff and management and these with other key stakeholders will serve to persistently support goal attainment. Better linkages with other initiatives can enhance effort optimization and resource usage. Information and Specialist Technology can enhance processes and practices.
	Energy saving Improve supply			
	NGas/Diesel Fuel Equipment			
B. <u>Greater Cost Efficiency</u> Improve Plant, product, production levels, service and customer satisfaction	Shell-up Construction of New Plant	Configuration of activities focused on improving core competencies. Works carried out and some retrofitting in some existing areas of sales offices. Some conflicts with routines currently existing.	Increase in Production scope. Performance impacted by method of implementation as major construction efforts outsourced. Results delayed by scarcity of some resources, political and other external impacts.	Efficient use of scarce resources committed but delayed completion likely to adversely impact attainment of targets/goals in the short-term. Structure can be adjusted to better support completion of the initiative.
	Services Provision			
	Equipment Installation			
C. <u>Alternative Energy</u> Enhance reputation and cooperation meet market/stakeholder requirements	Geo-Thermal Cooling System	System of activities to assist in better positioning of the firm. Solution-oriented approach to enhancing capacity, capabilities and linkages. Some complexity involved. Partnering assists.	Efforts at innovation link to associated rewards. Links with enhancing knowledge, learning and other capabilities. Need for greater 'buy-in' exists even as failure to change existing mindsets and depleted resources impacted.	Improve culture and training of staff and key stakeholders in use of new systems/processes; better education of staff about benefits can support these endeavours to enhance positioning and meet requirements.
	Peak Load; Hydrogen Booster			
	Pho-voltaic Pilot; Solar nels			

Appendix N: Activities in Implementing Strategic Initiative E at the Second Firm			
PROJECTS	Activities including interconnections, influences and management	Tools, Techniques	Key Personnel Involved
<p>Waste Reduction</p> <ul style="list-style-type: none"> ● To increase efficiency ● To enhance quality ● To avoid wastage 	<p><u>Storage to Press</u></p> <ul style="list-style-type: none"> ● Order or procure with criteria - time, quality ● Oversee receipt and storage of r.materials ● Ascertain realistic quantities for storage ● Assure and check storage areas, staffing ● Obtain formulae or specifications for day/week ● Assure stock levels and quality ● Recording ● Timely preparation to meet production ● pursue conformance of materials and plant to HACCP and international standards. ● Count and verify ● Document losses or non-conformance ● Verify actual vs planned materials usage ● Check and count bread actually produced/yield from ovens against standard expected. ● Produce P.Report Mixer-to-dough Stage 	<p>Key performance indicators</p> <ul style="list-style-type: none"> ● Quality checks, assurance ● Weighing and Distribution ● Sheet: Count/Check/Verify/Slice/Bag ● Motivate production personnel ● Reduce inefficiencies: Diligence specifying and programming ● Economical process flow ● Avoid r.materials spill/wastage ● Timely reporting discrepancies ● Specification Production Report - size, inputs r.materials; dough - actual mixing times: start/end ● Other reports - Vicinity, Q.A.Yield ● Automation. Machines - eg vacuum ● Software Vicinity/Solomon, Excel 	<p>Operations Manager Store room Supervisor Production Supervisors Engineers Other</p>
	<p><u>Press to Wrap</u></p> <ul style="list-style-type: none"> ● Check and Assure production areas, staffing ● Assure formulae or specifications for day/week ● Recording ● Motivate production personnel ● Timely performance to meet production ● pursue conformance of materials and plant to HACCP and international standards. ● Rotation of personnel working on tasks ● Count, wrap, pack, separate yield. ● Produce P.Report Press-to-wrap Stage ● Examine the ratio of wastage press to wrap ● Investigate press count, wrap count and costs 	<p>Targets/timeframes; Q.Assurance Reports eg daily, weekly, monthly, yearly Recording Sheets - count, press</p> <ul style="list-style-type: none"> ● Track bread to avoid condensation or stockpiling. Count, Check/Verify ● Recording: time and yield into press ● Reduce inefficiencies: Diligence specifying and programming storage, preparation, mix, ovens ● Economy in movement press to wrap. Reduce monotony, fatigue ● Wastage ratio: press to wrap count ● Timely reporting discrepancies 	<p>Operations Manager Production Supervisors Engineers Other including Production Clerk</p>

Appendix N (Continued): Activities in Implementing Strategic Initiative E at the Second Firm			
PROJECTS	Activities - interconnections, influences management	Tools, Techniques	Key Personnel
	<p><u>Wrap to Gross Sales</u></p> <ul style="list-style-type: none"> ● Check and Assure at Quality Control Points and conform to HACCP and local standards ● Motivate production personnel ● Preparation of items for distribution - ● Preparation of picking list by route by item. ● Support Distribution arrangements for sale ● Distribution personnel detail items ● Supervisors check for quality and count. ● Assist verification and movement to trays or trolleys to ramp - load for distribution by 16-17 vans through merchandisers or drivers ● Check wastages in bins and stale bread for distribution or disposal ● Check returns and help review returns policy ● Separate returns through sell best, and channel to breadcrumbs ● Monitor items that never left plant 	<p>Verification reports</p> <ul style="list-style-type: none"> ● Targets and timeframes eg weekly, monthly, yearly Recording Sheets - count, wrap Quality Assurance Reports ● Inventory ● Finished goods inventory ● Recording: wrap sheet ● Quality checks, assurance ● Counting, Checking/Verifying ● Assure Friday inventory ready for Saturday Sales ● Reduce inefficiencies ● Economy in actions wrap to sales ● Wastage ratio: press to wrap count ● Timely reporting discrepancies 	<p>Operations Manager Production Supervisors Engineers Other including Production Clerk 10 Distribution Supervisors</p>
<p>Maintenance of Equipment and Other Resources</p> <ul style="list-style-type: none"> ● To help control costs ● To maintain quality ● To reduce wastage 	<ul style="list-style-type: none"> ● Maintenance of equipment and other aspects -worked on while plant and machinery not in full operation Tuesdays and Fridays. designated plant down time ● service/rectify/install. ● Preventive maintenance ● Assure and check count and speed of equipment especially those for everyday work mixing, baking and proofing ● check steepness of the conveyor. ● reduce hazards ● improve plant ventilation ● pursue conformance to HACCP and international standards. ● Wastage reduction 	<ul style="list-style-type: none"> ● Quality installation ● Timely rectification ● Maintenance ● Reduce inefficiencies in processes - due diligence operating mixers, ovens ● Economical movement to support process flow from storage to press-wrap-sales ● Avoidance of equipment damage ● Timely reporting malfunctions ● Avoiding production stoppage ● Due diligence in preparation, collection and bagging. 	<p>Operations Manager 7 persons 2 Engineers 5 Other including Supervisors</p>

Appendix O: Matrix of Objectives and Project Linkages for Strategic Initiatives D, E, F: Second Firm

	Initiative F	Initiative E		Initiative D		
	PROJECTS	PROJECTS		PROJECTS		
SOME OBJECTIVES	Supervisory Training Programme	Raw Materials Usage	Maintenance: Equipment/ Other	Customer Service Excellence	Mystery Shopper Endeavour	Quality Circle
Increase staff commitment and opportunities to further differentiate brands	✓	◆	◆	✓	✓	✓
Improve KPIs, better facilitate reporting, monitoring, meeting performance expectations	✓	✓	◆	✓	✓	✓
Maintain consistency in standards: procedures, systems,	✓	✓	◆	✓	✓	◆
Reduce wastage levels and overtime especially in plant production, sales and returns, and benchmark to required and international standards	◆	✓	✓	✓	✓	◆
Increase production efficiencies - materials, equipment, time and labour	◆	✓	✓	◆		✓
Increase mechanization, automation and improved IT support; Increase Capacity	◆	◆	✓	◆		◆
Minimize costs, maximize yields and improve quality	◆	✓	✓	◆	◆	◆
Produce high quality products and give unparalleled service	◆	✓	◆	✓	◆	◆
Provide excellent customer service and satisfaction	◆	◆	◆	✓	✓	✓



Contribution: none or not relevant



Supports



Accomplishes

Appendix P: Strategic Initiatives Activities Consequences and Inferences: D, E, F Second Firm

Strategic Initiative and Projects		Activities in Implementation	Consequences	Inferences
<p>F. <u>Enhance Strategic Alignment and Viability</u></p> <ul style="list-style-type: none"> ●Improve competencies or cooperation ●Meet market and stakeholder requirements 	Supervisory Training Programme	<p>Level of consistency and reinforcing of activities was fairly high and supports existing capabilities. Management decision support.</p> <p>Some conflicts with routines currently existing.</p>	<p>Initiative in progress improving processes, encouraging staff to accept and champion change and meet responsibilities. Roles performed encourage greater involvement in linkages of strategy To improve culture Some encumbrances indicate capabilities to be developed.</p> <p>Challenges link to tensions and change in routines, and need for greater 'buy-in'.</p>	<p>Management of relationships between top management, middle and supervisory; support to change and goal attainment.</p> <p>Allows leeway for better linkages of projects or initiatives as sharing and learning can enhance communication and improve practices or outcomes</p>
<p>E. <u>Production Process Efficiency</u></p> <ul style="list-style-type: none"> ●Decrease costs ●Improve competitiveness ●Improve revenues and profits 	Raw Materials Usage Project	<p>Configuration of activities focused on improving efficiencies on production floor. Steps were taken to organize and monitor activities, maintain standards reduce wastages, time or cost to meet requirements. Staff occupied in measures to reduce waste of inputs, raw materials,sales,resources</p>	<p>Decrease r.material wastages. Increase in Production levels. Performance impacted by availability of crucial equipment which may need to be sourced from overseas market. If equipment fails or unavailable, wastages can occur in additional areas.</p>	<p>Efficient use of scarce materials and reduction in resources constraints Redesign of processes. Attainment of targets/goals for reduced wastages and costs in short term.</p>
	Maintenance: Equipment or Other			
<p>D. <u>Customer Service Reengineering</u></p> <ul style="list-style-type: none"> ●Improve satisfaction of customers ●Enhance reputation ●Improve Service Quality 	Customer Services Excellence Project	<p>System of activities to assist in better positioning of the firm. Solution-oriented approach to enhancing customer service and quality linkages. Partnering assists.</p>	<p>Efforts at improving service quality link to associated rewards. Links with enhancing sharing, learning and other capabilities.</p>	<p>Improve culture and training of staff to meet service standards and requirements of key stakeholders. Enhance reputation Gains in synergy as processes, practices and quality improve</p>
	Mystery Shopper Endeavour			
	Quality Circle			

Sources: Adapted from Ibbs and Kwak (2000; 2002).

LEVELS OF MATURITY					Maturity	Capabilities	Results/Outcomes	Responsiveness
1	2	3	4	5				Higher Value
				5 S U S T A I N E D	<ul style="list-style-type: none"> ◆ Risk and procurement are integrated firm-wide. ■ Reviewed periodically. ■ Guidelines for feedback, process and knowledge capture and development. 	<ul style="list-style-type: none"> ◆ Concentrates on competencies to match and surpass those of other firms. ■ Project driven for skills and competencies to match and surpass those of other firms. Appropriate levels of management and stakeholders involved in comprehensive scope and metrics. 	<ul style="list-style-type: none"> ■ Lessons learned inform process improvement and innovation. ◆ Process development is ongoing and value-added challenges and drives these. 	
			4 I N T E G R A T E D	<ul style="list-style-type: none"> ■ Formal processes with information and practices documented, standardized and stored for analysis and evaluation to enhance effectiveness. ◆ Training and professionalism support roles, areas and their integration 	<ul style="list-style-type: none"> ■ Interdependencies are better considered, and decisions based on common criteria or metrics. ◆ Competencies to set and improve standards, and performance control across the firm with systems linked to overall strategy and risks. 	<ul style="list-style-type: none"> ◆ Performance of Team measured. Good management of process and quality. ■ Performance of Team integrated with a view to their development. 		
								Some Excellence

◆ Both Firms ABCDEF
 ● First Firm only ABC
 ■ Second Firm only DEF

Appendix Q Continued: Comparing Capabilities, Linked Levels of Maturity and Outcomes									
LEVELS OF MATURITY					Maturity	Capabilities	Results/Outcomes	Responsiveness	
1	2	3	4	5				Some Effectiveness	
		3 M A N A G E D			<ul style="list-style-type: none"> ◆ Problem identification, documentation and analysis. Some sharing to aid integration in team and areas. Standards set, documented and fully utilized. Most stakeholders fully participate. ● Some formal, basic planning and control. Mostly systematic. 	<ul style="list-style-type: none"> ◆ High conceptual skills to support problemsolving and decision making, resource coordination and performance assessment. Most processes well-documented, standardized, understandable for each project and to some extent across the projects. Some training and teamwork to support decision analysis and resolution and risk reduction. 	<ul style="list-style-type: none"> ◆ Management facilitates qualitative decisionmaking, effective coordination of resources, and review of performance. Most processes and outputs verified and validated. 		
	2 P L A N N E D			<ul style="list-style-type: none"> ● Projects planned individually. Basic adoption of quality requirements, planning, scheduling, tracking and reporting. For large projects, risk and procurement documented 	<ul style="list-style-type: none"> ◆ Management of requirements, project planning, monitoring and control. Configuration, supplier and other partnership agreements managed. Can measure, analyze, quality assure. Efficiency of individuals; basic commitment of team but many management and control issues 	<ul style="list-style-type: none"> ● Some procedures are largely informal and incomplete with failure to consistently document or correct problems. 	Some Efficiencies		



Both Firms

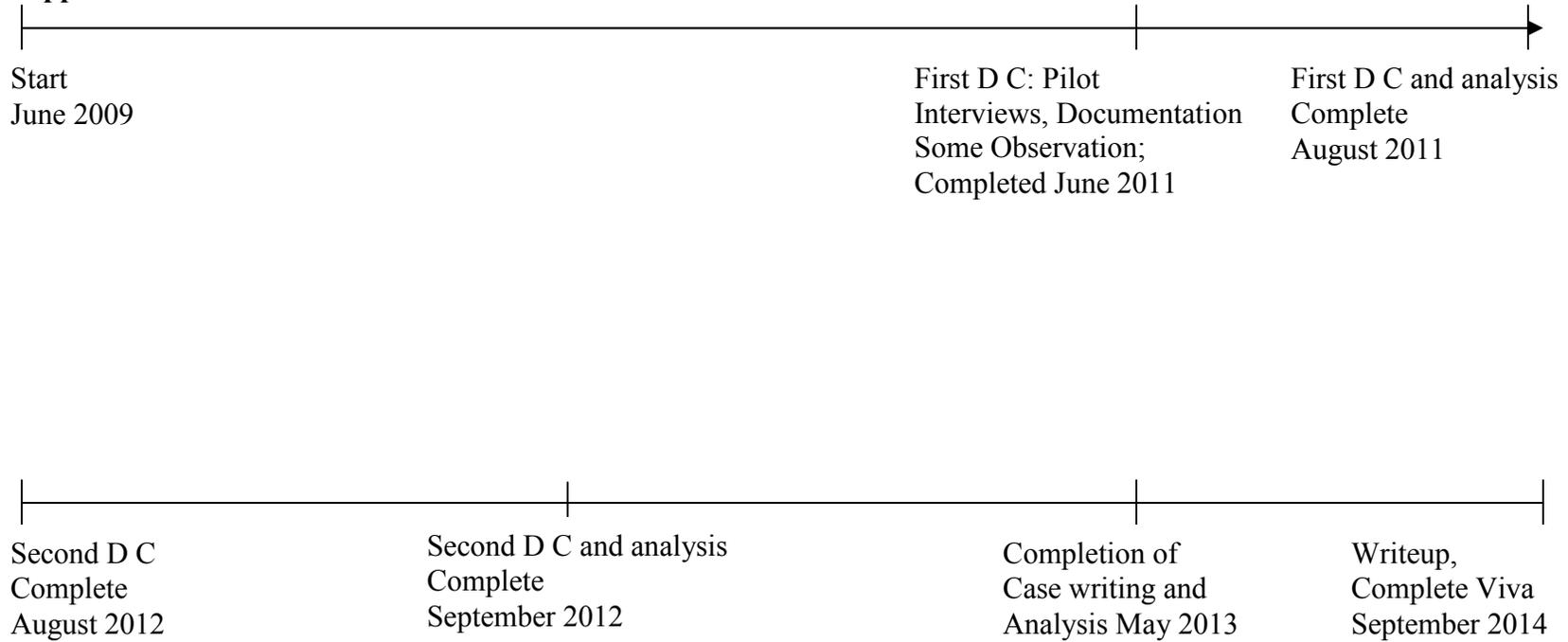


First Firm only



Second Firm only

Appendix R: Estimated Timeline for PhD Research



DC = Data Collection