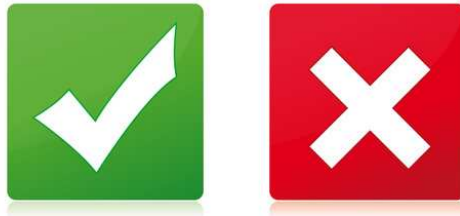# The Organisational Drivers and Barriers of Strategy Implementation within a Non – Profit Organisation

A Case Study at the Netherlands Red Cross

Het Nederlandse Rode Kruis

Master of Science Graduation Thesis

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Key words: Drivers*, barriers*, non – profit organisation, strategy implementation.

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* A wide variety of synonyms are available on page 11 of this research.

Preface

In front of you, you have my Master's thesis, written for the study programme Business Administration. It has been the final part of my Master's degree, wherein I have specialised in the field of Innovation & Entrepreneurship. The result of this Master thesis is one of the master programs the University's School of Management and Governance (SMG) offers to its students.

I would like to take the opportunity to thank all people that in some way have contributed to my research and this Master thesis. First of all I would like to thank my thesis supervisors. I would like to thank my first supervisor dr. M.L. Ehrenhard in guiding me through successfully writing my master thesis and trying to do this in a creative and scientific way, as well as my second supervisor dr. ir. J. van Kraaijenbrink who provided me with valuable feedback and insights. Also many thanks go out to my supervisor from the Netherlands Red Cross, Mrs. A. van Wesemael, for supporting me through the entire period of the thesis.

Additionally, I would like to thank all employees within the Netherlands Red Cross who helped me in any way, but especially the 10 Regional Supporting Directors who were willing to participate in the interviews. It was very interesting to hear all their different ideas on the strategy and the associated implementation. Their openness on the organisation's strategy and procedures was a great help to me perform this research.

Last but not least I would like to thank my girlfriend for her tremendous big support and my parents who have supported me during my entire period of studying and given me the genes and the opportunity to go to university.

I hope you enjoy reading my thesis.

Kind regards,

Richard van Donselaar

Utrecht, 21st May, 2012

Management Summary

Current Situation

The Netherlands Red Cross (NRC) is currently in the process of implementing a new strategy, the new *strategy 2020*. The strategy is considered to be a radically changing strategy, which will change the entire internal organisation. The strategy needs to be realised in the year 2020. So far, it is unclear how the organisation will respond towards the intended strategic change(s). Up to now, it is noticeable that the process of implementation is hindered by a complexity of numerous organisational facets. In order to implement the strategy as successful as possible, the NRC needs a map of the current organisational drivers and barriers towards the strategy implementation. In order to identify these drivers and barriers, a main research question was formulated in order to provide the Netherlands Red Cross with an outcome for their problem, namely: "*What are the organisational drivers and barriers for the implementation of the strategy 2020 at the Netherlands Red Cross?*" Although numerous studies acknowledge that strategies frequently fail not because of inadequate strategy formulation, but because of insufficient implementation, strategy implementation within non – profit organisations has received little research attention.

Method

This case study maps the NRCs current organisational drivers and barriers towards the strategy implementation. For this case study, primary qualitative data was collected by means of semi – structured interviews with 10 of the 'most knowledgeable' NRC employees within each of NRCs region. The outcomes of the interviews were cross – analyzed with the help of the conceptual *8-S* framework. The *8-S* model is a revision of the original McKinsey *7-S* model. The *8-S* model has been created due to the outcome of the literature analysis, which indicated that implementing a strategy within an NPO is a complex task, due to the numerous of stakeholders which it has to take into consideration. The eighth additional *'S'* is 'sodality', which makes the model more suitable to identify drivers and barriers within, because sodality covers the complex organisational issues of implementing a strategy within an NPO.

Results & Conclusions

The results indicate that the implementation of the NRCs strategy, there are several organisational barriers in place. The *8-S* analysis suggests that the categories *structure, strategy, systems, staff, skills and sodality* are direct barriers towards the strategy implementation.
The main barriers for the organisational 'structure' are, 1) the lack of coordination activities related towards the strategy implementation, the 2) differences in the processes of decision making, and 3) the negative effect of the organisational structure on the outcome of the implementation process. The 'strategy' barriers, consist of 1) the unsystematic execution process and an essential one, namely 2) the absence of a strategic plan. The category 'systems' indicates numerous barriers, 1) the absence of a special (developed) IT system to support the implementation process, 2) the lack of controlling, and 3) the shortage of a system to monitor the effectiveness of the implementation process. The category 'staff' barriers consist of 1) the lack of special functions or specialisations on regional level in order to facilitate and, 2) the heavy workload and gaps within the workforce. The category 'style' is partly a driver and barrier, the results indicate one significant barrier, namely the shortage of support from the Head Office.

The barriers for the category 'skills' show that the regions have difficulties 1) with dealing with change, 2) the openness towards change, 3) the difficult and time-consuming task of attracting new volunteers, and 4) the insufficient possibilities to develop their skills (through education). 'Shared values' is also partly a driver as it is a barrier, the barrier is that the regions have difficulties creating awareness for the strategy, with the results that the receive no internal support from employees. The last category, 'sodality', is considered to act as a major towards the strategy implementation, due to 1) the internal employees' resistance, 2) the moderate level of employee's commitment, 3) as the moderate level of employee's motivation, 4) and the low means of communication within the entire NRC, which restricts the regions of learning from each other and involvement, which results in different and independent strategy implementation processes.

The categories style, skills and shared values, show drivers towards the strategy implementation. However, it are the categories *style* and *shared values*, which are considered to act as important drivers. The main drivers within the NRC for the category 'style' is the presence of a leader and within the category 'shared values' is are strong Red Cross values which have a positive effect towards the strategy implementation.

The category skills provides evidence that the regions have strong skills which could assist in the process of the strategy implementation. However, the strong skills show little similarities, therefore they are not considered to act as a driver for the entire NRC.

The results were in the expected direction, indicating a large amount of barriers towards the strategy implementation.

Practical Recommendations

With the results of this study it is possible to recommend practical advice towards the NRC. The NRC should attempt to overcome the existing barriers. Ultimately, the NRC (which implies the responsible figure(s) within the NRC) should focus time and resources, in overcoming the existing barriers within the categories *structure, strategy, systems, staff, skills* and *sodality*, and to strengthen and/or maintain the current drivers (*style* and *shared values*) towards the strategy implementation. In order to overcome the existing barriers, the NRCs regions and/or the NRCs Head Office is advised to provide educational materials, hold educational meetings, develop an organisational structure which operates from a team structure, implement a special designed IT system for implementing a strategy or improve and expand the use of the E-mail Outlook system, and finally assess the regions' workforce extensively in order to find gaps within the regions workforce.

Needless to say, with this research the NRC should have a better understanding on which organisational facets to improve and how a long-term relationship with the strategy can be build. In addition, with the outcome of this study the NRC is able to ensure the effectiveness of the strategy implementation process.

Table of Contents

1. Introduction

This first chapter starts with a brief description of the Netherlands Red Cross (from this point onwards: NRC) and the *'Strategy 2020'*. After that, an introduction to the topic of the research is given, which includes the problem statement. This description is followed by the research objectives, i.e. the desired situation of the NRC. Hereafter, in paragraph 1.5, the main – research question is provided with its cohesive research sub – questions. Paragraph 1.6 explains the relevancy on the practical and scientific area of this research. The last two paragraphs consist of the research strategy and structure, wherein an outline of the structure of this report is given, which shows the '*red line*' throughout this report.

This study focuses merely on the national level of the Red Cross, the NRC. Therefore general information regarding the (International) Red Cross is stated in appendix 1.

1.1   The Netherlands Red Cross

From the year 1867 the NRC has its headquarters in The Hague (hereafter: Head Office). The NRC consists of 357 local departments, where it has six on the Dutch Antilles and Aruba (the Antilles and Aruba are not included in this case study). Each department has an independent legal entity and is committed to participate within the district and national structure in carrying out specific humanitarian tasks in accordance with the Red Cross' *Fundamental Principles*, as can be seen in appendix 2. At a higher level, departments co-operate within 60 districts; many of them are currently in the process of merging into larger districts and departments. At the headquarters the NRC has 160 paid staff members, and spread out over the local departments it has 151 paid employees. The entire NRC has around the 35.000 volunteers working for the NRC. Within this study 'employees' consist of paid employees and the volunteers.

The NRC is responsible for tracing and specific tasks within disaster relief co-operation at a national level. The national government provides subsidies for activities carried out by the NRC that includes home care assistance and social welfare for war victims and their relatives. The state also provides funds for international co-operation, both for relief and development operations.

The NRC consists of one national Association Office (Head Office), regions (7), districts (60) and departments (357). It are the local departments which perform the operational work. The districts are monitoring the departments. Both the departments and districts make an annual report, which is approved by each regional office. The hierarchal structure of the NRC is illustrated in the figure below.

Figure 1: Organisational Chart of the NRC

This research is focused on the entire NRC, due to the hierarchal structure of the NRC, the focus of this study is on regional level. Thus the seven different regions will represent the NRC.

1.2   Strategy 2020

It was the 17th General Assembly of the International Federation of the Red Cross (hereafter: IFRC) which ended with the unanimous adoption of the strategy 2020 in December 2009, a plan that lays out the collective commitments of the 186 worldwide members.
Strategy 2020 aims to better fulfil the potential of the Red Cross Red Crescent at all levels, and to develop sustainable approaches in addressing three key areas: *disasters*, *health risks* and *social exclusion*. Crucially, the strategy highlights that coping with increasing humanitarian needs will also require a change in mind-sets and attitudes to how we live, and relate to each other. The IFRC strategy 2020 was a global formulated strategy, which needed to be translated into strategic goals for the NRC. It is the strategy implementation within the NRC which is considered to be the cause for this research. More information regarding the contents of the strategy can be found in Appendix 3.

1.3   Introduction to the Topic

The IFRC strategy was the starting point for the formulation of the national strategy goals for the NRC. In 2010 the NRC held dialogue sessions with its local departments, (profit)companies, the Dutch government and other (non – profit) organisations in order to formulate these national strategic goals. During these sessions the NRC districts and departments asked themselves the following critical questions: *Who are we? Who is in need of our help? What are we capable of and what can we offer them? Is the Red Cross (still) performing Red Cross proceedings? What makes the Red Cross unique (compared with other non profit or charitable organisations)?*

It is worth mentioning that the Red Cross is a well-known organisation with a great reputation, only during the years it has been the NRC which has performed numerous of activities, and without investigating whether the NRC was the most suitable organisation for doing so, and whether it fitted in their (historical) strategic position. The local departments and its volunteers have the tendency to work independently and not focusing on the NRCs fundamental principles (see appendix 2). The NRC has a long history of performing the same activities for decades. It is also that before the year 2010 each department had its own legal identity, which meant that each local department made its own plan, without interference of the Head Office. This, and the continuity of the unchanging offered activities have turned the NRC into a fragmented organisation. It is this what is seen as the biggest pitfall for the NRC. A process of change is required, with as an end result an overall and clear vision for the NRC. The formulation of the IFRC strategy 2020 was the starting point for the creation of the NRC strategy 2020 and to achieve the related strategic change. This change process requires a reversal of the NRCs members and their thinking process.
Discussing the strategic goals of the strategy 2020 is not necessary for the purpose of this research. Therefore the contents of the strategy 2020 goals are stated in appendix 3.
The ultimate desire of the formulated strategy 2020 is to get the entire organisation in motion. In order to get the entire NRC facing the same direction, it is necessary to include all seven regions.

The three formulated strategic goals will not have great effect towards the outside of the organisation, the changes are more directed internally. The year 2012 will be a strategic year for the NRC. The entire NRC needs to prepare itself for the following years up to 2020 and in order to do so, it needs to have a strategy which is uniformly and recognized through the entire organisation. The year 2012 will consist of several trainings, extensive means of communication and interaction between all parties involved. It is the desire to have all NRC regions, including their districts and departments, directed to strategy goals of 2020 before Summer 2012. The contents of the strategy plan is clear, only the actual implementation plan is vague and not ready. So far, it is uncertain where the NRC is going in the implementation process of the strategy.

The main problem for the NRC is that the regions are experiencing an extensive internal resistance towards the implementation of the strategy 2020. Within several corners of the NRC it is to be heard that it is the current unclear strategic plan, the lack of an assisting implementation plan, employee's resistance towards the new strategy, the many decisions which still need to be made concerning the responsibilities of the regions, districts and departments, which are not creating a positive awareness for the strategy implementation.
So far, the strategy 2020 is regarded as a vision document, not as a realizable and concrete strategy implementation plan. This raised the following question within the organisation: *What are the organisational drivers and barriers for the implementation of the strategy 2020 at the Netherlands Red Cross?"* This question has been the motivation for performing this research.

1.4   Research Objectives

1.4.1   Organisation's Objectives

Just because an organisation undergoes a (new) strategy, does not mean that it really changes as a result. It may be, after all, that organisations make "paper only" changes (Durst & Newell, 2001). This research will show what the factors are regarding the strategy implementation within the NRC and will elaborate on any encounters relating to the drivers and barriers. As from 2010 the NRC has a 'paper' strategy clear. This is a strategy which on national level is in compliance with the IFRC's strategy 2020. Whilst the NRC is in the implementation phase of the strategy, they are experiencing resistance from several employees throughout the nation.
The complication around the creation of the national strategy 2020, is that whilst creating this national strategy, the Head Office has to take the regions, districts and departments into consideration. It is the NRC which struggles with the current organisational mentality, which hampers the organisational changes with regards to the implementation of the strategy 2020 on every level. It seems that there is an aversion for the new strategy 2020, and up to now it is unclear where this is coming from. It is noteworthy to mention that where in this report the word 'organisational' is mentioned, it refers to the internal – positive or negative – characteristics of an organisation or relating to an organisation; e.g. 'organisational culture' (the culture within the organisation).

1.4.2   Research Goal

The research objective or goal is a precise statement of what information is needed. It consists of an identified application, the research question(s) and the scope (or boundaries) of the research (Aaker et al., 2001).

From the gap between the problem statement and the organisation's objectives, the following research objective has been formulated.

> *The objective of this research is to identify the organisational drivers and barriers towards the strategy implementation within the Netherlands Red Cross.*

With this, this research will follow up on existing literature related towards strategy implementation within NPOs. On the one hand, this research will contribute with further insights into the aspects of the complexity of strategy implementation within NPOs . On the other hand this research aims to contribute to the somewhat lacking field of non – profit drivers and barriers, by providing a revision of the McKinsey *7-S* model.

1.5   Research Questions

1.5.1   Main – Research Question

The objectives of the NRC have been translated into the main – research question. The additional goal of this research is to answer this main – research question, which will be done in chapter 5. The main – research question is:

> *What are the organisational drivers and barriers for the implementation of the strategy 2020 at the Netherlands Red Cross?*

The main – research question is answered with the outcomes of a theoretical review and (semi – structured) interviews. The main – research question is finally answered in chapter 5.

Due to the importance and the frequent use of the terms *'drivers'* and *'barriers'*, they need to be clarified. There are several definitions for the terms drivers and barriers, therefore it is necessary to explain the definition for the used terms of drivers and barriers. Generally spoken, drivers are factors which have a positive influence. Possible synonyms for drivers can be *accelerators, enablers, opportunities, potentials, chances, driving forces*, and *positive factors*. In general, barriers are factors which have a negative influence. Numerous synonyms for barriers are *constraints, impediments, inhibitors, risks, threats, challenges, obstacles, obstructions, limitations, restraining forces*, and *negative factors*.
This research prefers to put them down as *drivers* and *barriers*, as it seems that these terms are used more frequently in the field of the associated literature.

1.5.2 Research Sub - Questions

To fully understand and answer the main – research question, three sub – questions have been composed. The three sub – questions combined have the ability to answer the main – research question.

1. *What research model is most suitable in identifying organisational drivers and barriers towards strategy implementation within non – profit organisations?*

2. *Which organisational drivers and barriers towards strategy implementation are stated in the literature?*

3. *What are organisational drivers and barriers for the implementation of the strategy within the regions of the Netherlands Red Cross?*

The first and second sub – question will be answered with the help of reviewing the existing literature in chapter 2. The last sub – question is quite similar to the main – research question, and will be answered with the help of the semi – structured interviews held within the NRC. Therefore, the outcome of sub – question 3 will be answered in chapter 4. The results will reflect on the identification of the drivers and barriers which are concerned with the implementation of a strategy within the NRC.

It needs to be pointed out that the research project is purely and only executed within the seven regions of the NRC. Other related parties, i.e. stakeholders (politic, funders or government) are not involved in this study.

1.6   Relevance

1.6.1   Scientific Relevance

This study contributes to the academic literature on implementing strategies within non – profit organisations (from this point onwards: NPO) in different ways. As this is not the first case study which is performed on the implementation of a strategy within a non – profit, it has to be different than the other studies performed. This research provides new insights on the theories developed. This study also provides an *8-S* model, as an adaptation to *7-S* model, originally made by Waterman et al. (1980). Additionally, an outline of the drivers and barriers of the implementation process of a strategy are provided and summarized in one research. With the help of this research NPOs can get a better understanding of the implementation process of a strategy. For NPOs which have to implement strategy, it could be essential to understand what the drivers and barriers are for the implementation process of their strategy.

1.6.2   Practical Relevance

The NRC wants to have more insights in the internal positive and negative factors towards the strategy 2020, in order to implement the strategy successfully. There is little information about

what the employees really expect from the new strategy. Therefore, this research has to show what the expectations of the NRC employees are, what their needs are and whether the employees are willing to work on the implementation of the new strategy.

For other NPOs which have not implemented their strategy yet, it could be helpful to understand which positive and negative factors where within the NRC, whilst implementing the new strategy. This research will examine the identification of drivers and barriers concerned with the strategy implementation and the process, *not* the strategy development process.

1.7   Research Strategy

The path of this research will be decided by which strategy it follows. According to Babbie (2010) it is critical for the creation of the research strategy to identify 1) the content of the research, 2) the research method, 3) the units of analysis, and finally 4) the research purpose. This research is exploratory, because this research will explore 'things'. This research will identify, describe and explore the drivers and barriers for the implementation of strategies within NPOs. A deductive approach is selected as the main method in this study. The research method for this exploratory research is with the help of semi – structured interviews. This research method has been selected, due to the fact that it is essential to collect personal, subjective and in – depth information from the employees involved with the implementation of the strategy. It needs to be stressed that this research requires finding out the employee's experiences, the way they do things, their motivations, their attitudes, their knowledge, and the way in which they interpret things or the meanings they attach to things concerning the implementation of the strategy. This most effective method will eventually lead me to gathering in – depth accounts, detailed (ideographic) descriptions, and context – rich data. Chapter 3 will elaborate into detail more information regarding the research methodology chosen for this study.

1.8   Research Structure

This first chapter is prefatorial to the several issues concerning this research and introduces the main research topic. The following chapters will elaborate on the main – research question and its related research sub – questions. Chapter 2 will define the field of strategies within NPOs, this will be done by examining the scientific literature. Next an overview concerning previous studies will show us more about strategy implementation within NPOs, in order to understand where in the field of literature this research stands. When this is done, a part of the study will be dedicated towards selecting an appropriate research model in order to indentify and categorise the drivers and barriers towards strategy implementation. After this an overview of the existing drivers and barriers is provided to establish the drivers and barriers concerning the strategy implementation within an NPO. Chapter 3 will provide the reasoning behind the data collection and its methodology, which has been used in order to elaborate the research questions. Chapter 4 will show the results of the semi – structured interviews held. The findings of the interviews will be cross – analyzed with the results of the literature analysis. As a final point, chapter 5 will end the research by pointing out its implications and its limitations when gathering data. The last chapter will also emphasize and discuss the need for contingent future research and will also summarize the entire research providing the key finding and will answer the main – research question.

2. Theoretical Analysis

As stated in the preceding chapter, three sub – questions have been distilled from the main – research question. This chapter will attempt to answer the main – research question and the three sub-questions by making an analysis of available and relevant literature. The answers to the three research sub – questions should have the ability to answer the main research question, it is therefore required to answer the three sub – questions independently.

The first paragraph will discuss what is known in the literature about strategy implementation within NPOs. To be able to complete this, it is necessary to elaborate on what is known in the literature concerning non – profit organisations, strategy within NPOs and strategy implementation within NPOs. The first paragraph will provide a better understanding into the field of strategy implementation within NPOs and thereby assist in answering the following sub – questions. Paragraph 2.2 answers the first research sub – question therefore it focuses on the most appropriate research model in order to identify possible drivers and barriers towards the strategy implementation within NPOs. The third paragraph, § 2.3, answers the second sub – question, and will reflect on the identification of the drivers and barriers which are concerned with the implementation of a strategy within an NPO, which will be examined with the help of existing literature. As mentioned before, the third research sub – question is answered in chapter 4. The main – research question and the related sub – questions are the 'red line' through the entire thesis.

According to Wellington et al. (2005) reviewing the literature involves searching, collecting, prioritising, reading with a purpose and seeking out key issues and themes, and then presenting and discussing these critically. The aims of a literature review are: to establish which of the problems identified for solution by means of empirical research have been solved by other researchers so that they can be removed from the research equation, to give readers a clear idea of the nature context of one's research, to convince the reader of one's knowledge of the field, and to build a case for the empirical part of one's study.

In order to critically answer the three sub – questions it was necessary to search for scientific literature. The main source for articles was the online journal: '*Non-profit and Voluntary Sector Quarterly*' and the online library '*Wiley Online Library*'. The more collective search engines for collecting scientific literature have been: '*Web of Science*', '*Scopus*', '*Scirus*' and finally '*Google Scholar*'. Before providing the used search terms it needs to be clarified that the definition and use of the term '*non profit*' differs hugely. Whilst searching for literature regarding this study the definition of non – profit has been interchangeably used as *non profit* or conjoined; *nonprofit*. The same counts for the difference between American English (e.g. organisation) and British English (e.g. organisation).
The most important search terms have been: *charity-, philanthropic-, non-profit- not for profit* organisation*, charity-, philanthropic-, non-profit- not for profit strategy, non – profit* organisation*, non – profit effectiveness, strategy, strategic planning, change management, resistance to change, strategy implementation, strategy implementation- drivers- and barriers, -enablers and -constraints.*

2.1   Strategy Implementation within Non – Profit Organisations

First, to create a clear picture of the contents of this research, we need to discuss the literature regarding three aspects, namely: '*non – profit organisation*', '*strategy within NPOs*' and '*strategy implementation within NPOs*'. It needs to be pointed out that all aspects are dedicated towards the non – profit literature. The discussion of these four aspects are considered as necessary background information, they are required for answering the sub – questions, and finally the main – research question.

2.1.1   Non – Profit Organisations

First, there is a wide variety of definitions available regarding the definition of an NPO. Hall (1987) describes nonprofits as groups of individuals who associate to (a) perform public tasks delegated to them by the state; (b) provide services for which there is a demand that state and for-profit organisations will not for fill; or (c) influence policy in the state, the for-profit sector, or other nonprofits. Other common characteristics nonprofits share are (a) the existence of a formal constitution, (b) a system of self – governance, (c) a mission that does not include seeking a profit, and (d) use of a volunteer workforce (Salamon & Anheier, 1998).
Non profit researchers provide numerous typologies for the study of these organisations. Three types of NPOs are typically differentiated in the literature: *mutual benefit* organisation*s, philanthropic* organisations and *advocacy* organisation*s* (O'Neill & Young, 1988 and Rudney, 1987). *Mutual benefit* organisation*s* include those organisations such as chambers of commerce, professional associations, labour unions, and social clubs that exist for the benefit and interests of their members rather than the delivery of services to the public at large. *Philanthropic* organisations are typically those whose mission focuses on health, education, religion, cultural concerns, and social services. Because they are privately controlled and tax-exempt, donors can make tax-deductible contributions to this type of non profit. *Advocacy* organisations promote social, economic, and/or political causes and include political parties, citizen groups, and lobbying groups among others. It is the last type of non profit which is applicable for the purpose of this study, because the Red Cross fits this description typology.

2.1.2   Strategy within Non – Profit Organisations

In the modern world of new technologies, transforming economies, shifting demographics, fluctuating consumer preferences and dynamic competition, it is not a question of whether organisations should change, but of where, how and in what direction they must change. In order to change organisations (for profit or non – profit) implement a new strategy.
Several researchers have researched the distinction between the strategy for-profit and for non – profit, but like with the many definition of the word 'for – profit strategy', the literature is still without one, clear and precise definition for the 'non – profit strategy'. However this section will try to identify what is known in the literate as a non – profit strategy.
The word 'strategy' has its origins from the Greek word '*strategos*'. The meaning of this is '*a general set of manoeuvres carried out to overcome an enemy during combat*' (Nutt & Backoff, 1992). It is Porter's research 'Competitive Strategy' (1980) which has transformed the term 'strategy' into business terms. According to Porter (1996), strategy reflects what an organisation

does or how efficiently it operates compared with other organisations. Young (2001) defines strategy as a set of policies and practices through which the organisation addresses its purposes. Strategy can be described as the process of taking an organisation from its present position to its desired position, that is, from point '*A*' to '*B*' of its stated objectives (Burack & Mathys, 1996). Stone et al. (1999) provide many insights into the world of the non – profit strategy. They concluded the non – profit definition for strategy into "*strategy is moulded by characteristics of resource environment and existing funder relationships;* organisation*s in the sector combine both competitive and cooperative strategy and associate different outcomes to each one; exogenous factors affect the relationship between strategy and structure; and funders'* requirement to plan is one determinant of strategic planning"(Stone et al., 1999; also cited in Courtney, 2002). According to Weisbrod (1998) strategic goals of NPOs are multidimensional, social in nature and are not as easy measurable in determining its profitability. NPOs are rewarded for their social outcomes rather than for their economic outcome (DiMaggio and Powell, 1983). According to Anheier & Kendall (2001) it are also the charities and their equivalents globally which are also operating in increasingly challenging and competitive external environments (Anheier & Kendall, 2001). As the definition given by Stone et al. (1999) is given, it becomes evident that the defining a strategy explicitly for an NPO, is not as simple. It is Akingbola (2004) who notes that non – profit practitioners and academics alike are not only emphasizing the importance of strategy, they are also increasingly recognizing the need for strategy to reflect the unique operating environment of the sector (Courtney, 2002). Also Maranville (1999) mentions that because of the complex environment which NPOs operate in terms of i.e. funding sources and service recipients, they desperately need to successfully need to reinvent their unique strategy and strategy making process. (Maranville, 1999). Also according to Frumkin & Andre – Clark (2000) it are non – profits which operate in a different environment wherein they have to gather volunteers and donors around their 'social' missions, which means that non – profits cannot ever focus exclusively on the profitability of their enterprises. It becomes evident that NPOs operate in a complex environment, have no effective measurement of their 'profitability' and have multidimensional strategic goals. Because of these differences it becomes clear that defining and implementing a strategy for an NPO is a challenging and complex issue.

2.1.3   Strategy Implementation within NPOs

This sub – paragraph will provide a better understanding into the scientific literature available regarding the strategy implementation within NPOs. Grant (2005) states that the formulation of a strategy should not be separated from the implementation of a strategy since that would make the strategy worthless. Unfortunately, there is no universally accepted definition of "strategy implementation". This research will use the former term, implementation, as it is more widely used in the existing literature. Research on strategy implementation typically '*focuses on how decisions are put into action and evaluated (and) includes the characteristics of the strategy, environmental characteristics, and organisational factors*' (Topping & Hernandez, 1991). However there seems to be no universally accepted definition of '*strategy implementation*'. There is also no clear distinction made between a strategy implementation for a for – profit organisation or a not for profit organisation. There are several definitions for strategy implementation. Although there is now widely used definition for strategy implementation, it must be noted that Sashittal & Wilemon (1996) designated that there are some terms

synonymous for implementation, such as: '*execution*' and '*actualisation*' of (strategic) goals. Most articles use '*strategy implementation*' as a key word and only very few use the term '*strategy execution*'.

Noble (1999a) reported that academic literature has neglected the strategy implementation. Noble points out that the implementation of strategy has been debated only vaguely as it might seem that it is simply an instrument to translate the strategic plans into action. Secondly, Noble identifies that the lack of research can be ascribed to the numerous definitions of strategy implementation. There is an increasing acknowledgment that the most important problems in the field of strategic management are not related to strategy formulation, but rather to strategy implementation (Flood et al. 2000), and that the high failure rate of organisational initiatives in a dynamic business environment is first and foremost due to poor implementation of new strategies. Moreover, Kaplan & Norton (2004) proved that strategy implementation, rather than strategy formulation alone, is a key necessity for superior business. This is also confirmed by Dobni (2003) who notes that it is not the formulation of strategies but the implementation of strategies that forms the biggest challenge. It does not come as a surprise that after a strategy has been formulated, possible difficulties occur during the process of the implementation. As Noble (1999b) noted it are even the best-formulated strategies which may fail if they are not successfully implemented. According to Hrebiniak (2006) '*Formulating strategy is difficult. Making strategy work – executing or implementing it throughout the organisation – is even more difficult*'. Thompson & Strickland (2003) have stressed that implementing a strategy is the most complicated and time-consuming part of strategic management.

Recent years there has been a growth towards the importance of the non – profit sector, this due to the value for the national economies, the vibrancy of our civil society, and due to the implementation into public policies (Salamon, 1997 and Weisbrod, 1998). The literature on strategy in NPOs is considerable (Stone et al., 1999), however little research has focused directly on implementation of strategic activities in the non – profit context. Lewis et al. (2001) note that there have been numerous attempts to develop models, both theoretically as empirically, of general approaches, but also tactical and strategic models of implementation. According to Lewis et al. (2001) managing the pressures of fiscal, political, and social concerns in addition to dividing attention among the different stakeholders makes change implementation in NPOs, which is already a difficult, an even more complex process. It is Akingbola (2006) who points out that because the NPOs operate in a different environment than the profit organisations, it is important to point out the challenges and opportunities of both, in order to establish the organisational effectiveness of the NPO. Akingbola (2006) also points out that NPOs have different external stakeholders (e.g. funders, volunteers, clients and citizens) who all have different influences and contributions on its operations of the organisation The essential challenge is that it is difficult to get the different external stakeholders on the same path towards the achievement of the organisation's vision and/or mission (Herman & Renz, 2008). As several NPOs operate in an environment that is institutional in nature (Crittenden & Crittenden, 2000), the challenge of attaining an effective strategy is more complex and extends beyond the linkage between challenges, opportunities and capabilities. With the analysis of several definitions of strategy implementation for NPOs it has become evident that the implementation is a process, which due to the strategic change is complicated and not standard applicable and feasible within each organisation. The difficulty of clearly defining the strategy implementation for NPOs,

however, is not confined towards NPOs. It has also become evident that the literature available, has made no clear distinction between implementing a strategy within a profit organisation or an NPO, only that is even more challenging. Hereafter, the sub – questions stated in chapter 1 will be answered with the help of relevant literature.

2.2   Research Model

This paragraph will elaborate on the first sub – question. It will provide a better understanding of the identification of the drivers and barriers towards strategy implementation within an NPO. Reiteratively, sub – question 1:

> *What research model is most suitable in identifying organisational drivers and barriers towards strategy implementation within non – profit organisations?*

How do you go about analyzing how well your organisation is positioned to achieve its intended objective? This is a question that has been asked for many years, and there are many different answers. Some approaches look at internal factors, others look at external ones, some combine these perspectives, and others look for congruence between various aspects of the organisation being studied. Ultimately, the issue comes down to which factors to study.

2.2.1   Exploring Research Models

There are several variables that have to be taken into account when looking at strategy implementation. There are various frameworks that discuss the implementation of a strategy and/or an organisational change, and these frameworks also incorporate various variables. The various research models are the *Congruence model* (by Nadler & Tuschman (1980), the *Burke – Litwin model* (1992) and the *7-S model* by Waterman et al. (1980).
The Congruence model provides a rigorous framework for analyzing complex organisational problems. It is a tool for thinking through organisational problems, it does not function as a rigid template for classifying observations. It does not specify a particular approach for designing organisational structures or processes as long as there is a fit between the various components. The model also helps organisations think through the impact of change management on organisational interactions and performance. Only the implementation of the congruence model involves identifying the symptoms of problems, determining and identifying problem areas and developing an action plan to deal with these problems. The NRC has not identified these problems. This research is focused on identifying the problems within the NRC, therefore the congruence model is not applicable for this study.
The Burke – Litwin model open systems model points to the relative weight of the elements of organisational functioning and the causal linkages that determine the level of performance and the affect the process of change. The model also differentiates between two types of change: 'transformational change' that occurs as a response to important shifts in the external environment, and 'transactional change' that occurs in response to the need for more short – term incremental improvement. The Burke – Litwin model is a predictive rather than a prescriptive model. It specifies the nature of causal relationships and predicts the likely effect of changing

certain elements rather than others. It are these features which distinguish this model from congruence model. Also it is the Burke – Litwin's model which takes into account the external environment, and for this research the external environment is excluded.

Finally, it is the *7-S* model which is considered to be a useful tool for understanding the inner workings of an organisation. It can be used to identify an organisation's strengths, or to identify the reasons why an organisation is not operating effectively. As such, the *7-S* framework is an important analysis framework for mangers, consultants, business analysts and potential investors to understand. The *7-S* framework provides a guide for organisational change. The framework maps a group of interrelated factors, all of which influence an organisation's ability to change. The interconnectedness among each of the seven factors suggest that significant progress in one area will be difficult without working on the others. The implication of this is that, if management wants to successfully establish change within an organisation, they must work on all of the factors, and not just one or two. Therefore, this research will use the *7-S* framework to identify the drivers and barriers within the strategy implementation of the NRC.

2.2.2   The *7-S* Model

The *7-S* framework was originally developed in the 1980s by R. Waterman, T. Peters and J. Philips (hereafter: Waterman et al., 1980), which is currently extensively used by mangers and consultants and is considered as one of the cornerstones of organisational analysis. To quote Waterman et al. (1980):

> *"Intellectually all managers and consultants know that much more goes on in the process of organising than the charts, boxes, dotted lines, position descriptions, and matrices can possibly depict. But all too often we behave as though we didn't know it - if we want change we change the structure".*

and ...

> *"Diagnosing and solving organisational problems means looking not merely to structural reorganisation for answers but to a framework that includes structure and several related factors."*

The *7-S* model can be used in a wide variety of situations where an alignment perspective is useful, for example to assist organisations:

- *Improve the performance of a company.*
- *Examine the likely effects of future changes within a company.*
- *Align departments and processes during a merger or acquisition.*
- *Determine how best to implement a proposed strategy.*

It is the second and last bullet on which this study selected the *7-S* model to identify the drivers and barriers within the NRC, as to determine how the NRC can overcome barriers and hopefully strengthen its existing drivers. As it is also Higgins (2005) who describes that at a minimum, executives must align the following cross functional organisational factors -

structure, strategy, systems, style, staff, skills, and shared values - with each new strategy that arises in order for that strategy to succeed, in order for strategic performance to occur. Therefore it must be noted that the seven *"S"'* need to be, within every aspect of the strategy implementation, in alignment with each other when handling strategic choices. This means that the drivers and factors influencing strategy implementation must be seen as equal. As for example Li et al. (2008) describes nine factors influencing strategy implementation, these are considered for the purpose of this study as drivers, because they have to be present, or overcome through organisational effort(s). It can be that one article describes for example organisational structure as a driver and another article as a barrier.

When an author describes a factor it is not immediately a barrier, it depends on future analysis whether it is a driver and/or a barrier for/in strategy implementation.

2.2.3   *7-S* Model Analysis

There are several authors who have explored the *7-S* model. The most significant are those by Waterman et al. (1980), current McKinsey understanding and Higgins (2005). Higgins turned the *7-S* model into an 8-*S* model. For the purpose of this research the eighth *"S"* by Higgins, '*Strategic Performance*', is ignored, due to the fact that the level of performance or effectiveness is hard to measure at NPOs (as elaborated in chapter 2, paragraph 2.1). Unfortunately the literature does not provide an interpretation of the *7-S* model towards NPOs. This paragraph will provide their interpretations of the *7-S* model. Therefore, to include the characteristics of an NPO, a conceptual model for the purpose of this study will be provided at the end of the paragraph. The model of the *7-S* is illustrated in the figure 2.
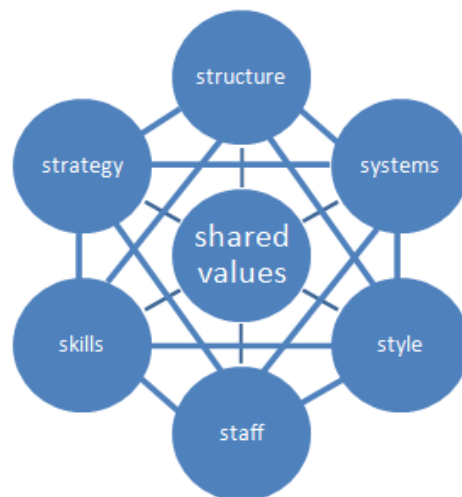
Figure 2: 7-S Model by Waterman et al. (1980)

The *7-S* model by Waterman et al. (1980) is seen as the 'original' *7-S* model. One of the most appreciated frameworks and which includes most of the variables discussed is the one of Waterman et al. (1980). The *7-S* model incorporates seven variables*: structure, strategy, systems, staff, style, shared values* and *skills*. To understand each of the *'S''* individually and their relationship with each other, they need to be analysed.

The discussion of the *'S''* starts by introducing each of the *'S''* in table 1.

Element *"S"*	Interpretation
'Hard'	
Structure	Division of activities; integration and coordination mechanisms; nature of informal organisation.
Strategy	Purpose of the business and the way the organisation seeks to enhance its competitive advantage.
Systems	Formal procedures for measurement, reward and resource allocation; informal routines for communicating, resolving conflicts and so on.
'Soft'	
Staff	The organisation's human resources, its demographic, educational and attitudinal characteristics.
Style	Typical behaviour patterns of key groups, such as managers and other professionals, and the organisation as a whole.
Shared Values	Core beliefs and values and how these influence the organisation's orientation to customers, employees, shareholders and society at large. Shared values are at the centre of the 7S model.
Skills	The organisation's core competencies and distinctive capabilities.

Table 1: 7-S Categories according to Waterman et al. (1980)

The current McKinsey *7-S* model determines the so called '*hard*' and '*soft*' elements. The 'hard' elements are easier to define or identify and management can directly influence them: These are strategy statements; organisation charts and reporting lines; and formal processes and IT systems. The 'soft' elements, on the other hand, can be more difficult to describe, and are less tangible and more influenced by culture. However, these soft elements are as important as the hard elements if the organisation is going to be successful.

However the model is more than simply a list. The key points are:

- The top three, *strategy* , *structure* and *systems*, are the 'hard' elements. The bottom four, *skills, staff, style*, and *shared values* are the 'soft' elements.
- At that time, any organisational study focused on the top 'hard' elements and ignores the bottom 'soft' elements.
- The current view is to focus on all seven, accepting that for each organisation, two or three will be the essential ones.
- The key point is that all the elements are all inter-dependent. Changes in one will have repercussions on the others. Thus introduction of new systems will certainly affect *skills*, and may well effect structure, *style* and *staff*. It could even have an impact on *strategy*.
- If you just try to change one element on its own, the other element may well resist the change and try to maintain the status quo.
- In this sense, any change in organisation is best seen as a shift in the whole picture.

From this point onwards each of the seven *'S''* will be briefly analysed with the help of the original McKinsey *7-S* model by Waterman et al. (1980). For the purpose of identifying each driver and barrier within the NRC, an eight *'S'* is introduced. Whilst introducing the eighth *'S'* it will become evident why this *'S'* was selected . The *8 'S''* will be used through the rest of the research to identify and categorise the drivers and barriers within the literature and within the NRC.

The seven facets of the *7-S* framework describe the underlying processes, structures and systems of strategies. This sub – paragraph will discuss the definitions for each *'S'* separately. The seven strategy characteristics are explained in – depth. First an analysis is provided which will identify the differences and the similarities between the different interpretations and definitions of each *'S'*. The sub – paragraphs will end by providing a conceptual understanding of each *'S'*, for the purpose of this study, to better understand the factors influencing the strategy implementation within NPOs. The conceptual definition per *'S'* is given with the help of literature and the interviews which have been conducted. Also a new category *'S'* will be provided, in order to identify the drivers and barriers towards the strategy implementation better. The conceptual *8-S* framework will form the basis for creating the categorizes of the drivers and barriers towards strategy implementation.

With the outcome of the literature study, primarily answering the second research sub – question, in § 2.3, the analysis will continue with the help of the interviews in order to answer the third research sub – question, as will be elaborated in chapter 4, and finally to answer the main – research question, in chapter 5.

Structure

According to Waterman et al. (1980) the element 'structure' as how an organisation is organised. Structure gives coordination and divides different tasks. The current McKinsey model identifies structure as the division of activities, integration and coordination mechanisms and the nature of the informal organisation. Higgins (2005) states that the structure consists of five parts: jobs; the authority to do those jobs; the grouping of jobs in a logical fashion, the manager's span of control and mechanisms of coordination. De Wit & Meyer (2003) define *organisational structure* as the clustering of tasks and people into smaller groups, i.e. dividing the organisations into smaller sections (departments, divisions).

The implication of structure for this study is to see how strategy implementation is positioned within the organisation, who coordinates the strategic activities how the decision making process takes place, e.g. centralised or decentralised. Decision-making is about authority. A key question is whether authority rests with senior management at the centre of an organisation (centralised), or whether it should be delegated further down the hierarchy, away from the centre (decentralised).

Strategy

The element of 'strategy' refers to the "actions that a company plans in response to or in anticipation of changes in its external environment, its customers, and its competitors" (Waterman et al., 1980). The current McKinsey *7-S* model identifies not only the strategy as a

separate part, but also focuses on the purpose of the strategy and the way the organisation seeks to enhance its competitive advantage. Higgins (2005) refers to strategy (and its purpose) in the following way; strategies are formulated to achieve organisational purposes. Changes in strategic purposes lead to changes in strategy.

With respect to the category, strategy, this study will identify each process of the strategy (-formulation, execution/implementation, control, providing a strategic plan) and how this strategy process is visible in the current day-to-day activities within the organisation.

Systems

The category 'systems' refers to all the procedures, formal and in-formal, that help the organisation to function on a daily basis (Waterman et al., 1980). The current McKinsey model defines it into formal procedures for measurement, reward and resource allocation; informal routines for communicating, resolving conflicts and so on. In relation to strategy implementation, the category systems is related to the existence of IT systems (administrative: information and communication) that assist in implementing the strategy, identifying controlling mechanisms and if the effectiveness of the strategy implementation is monitored. Controlling can be in the form of providing feedback to its employees, in order to help to check the errors and to take the corrective action so that deviation from standards are minimized and stated goals of the organisation are achieved in the desired way. Controlling is more a managerial function, and can differ from terms as planning, organising, staffing and directing. Monitoring the effectiveness of the strategy implementation and the process can also be supported by a monitor or measurement systems of some kind. It generally means to be aware of the state of the effectiveness.

Style

The category 'style' is related to the company's culture and its ability to change (Waterman et al., 1980). Higgins refers to style as a way of leadership and/or management and stipulates it by the behaviour by leaders/managers when relating towards subordinates and other employees. The current McKinsey model identifies 'style' more as the typical behaviour patterns of key groups and other professionals and the organisation as a whole.

According to Hitt, Ireland, & Hoskisson (2009), strategic leadership is defined as "the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary".

In this study 'style' is concerning the leadership or higher management acts towards the implementation of the strategy and the way the process is executed. For the category style, this research will only focus on the characteristic of leadership. The NRC is an informal organised organisation and has no high(er) management levels, as they have within profit organisations.

Staff

The category of 'skills' relates to the employees of the company in the sense of: "people as a pool of resources to be nurtured, developed, guarded, and allocated" (Waterman et al., 1980). Current McKinsey define staff as human resources, its demographic, educational and attitudinal

characteristics. Higgins (2005) refers to staff as the number and types of employees with what types of individual and group competencies the firm needs to meet its strategic purposes. With respect to staff this study will look at how many employees in the organisation are involved with the implementation of the strategy, how they are allocated and if there are any gaps in the employee's requirements.

Skills

According to Waterman et al. (1980) the company's crucial attributes and/or capabilities are the so called 'skills'. The current McKinsey perspective towards skills is similar to one by Waterman et al. (1980), namely it are the organisation's core competencies and distinctive capabilities. Higgins (2005) defines the category of skills as 'reSources'. The extent to which the organisation has adequate resources to achieve its strategy – people (staff), technology and money – are the three most critical. Resources may include funding for divisions such as R & D, or technology such as software, or systems such as those for knowledge management and organisational learning. The other major concern is the extent to which the organisation leverages its resources.
Within this study, the category skills relates to the educational opportunities for the employees, and the available resources – strong(er) and weak(er) – for working on with/towards the implementation of the strategy.

Shared Values

The category 'shared values' is about the guiding concepts of an organisation. Super-ordinate goals go beyond the formal statement of corporate objectives (Waterman et al., 1980). Current McKinsey interpretation is how the organisational core beliefs and values influence the organisation's orientation to customers, employees, shareholders and society at large. Shared values are at the centre of the *7-S* model. Higgins (2005) stipulates this as 'shared values': The values shared by members of the organisation that make it different from other organisations. Managing values and cultural artefacts are critical to successfully leading organisational change. This research takes the more customary definition and therefore sticks with the term 'shared values'. De Wit & Meyer (2003) defines organisational culture as the worldview and behavioural patterns shared by the member of the same organisation. Organisational culture is assumed to be important to organisational activities and performance. Culture, a concept whose definition varies according to the field of study, is generally described as containing intangible and abstract elements that are difficult to pinpoint exactly (Bang, 1988). Culture is the generic term for the cognitive systems and behavioural patterns that exist in all organisations. *"A company's culture can act as a kind of* organisation*al glue, thus affecting the degree to which a strategy is successfully implemented*" (Heide et al, 2002).
In this research, this variable helps to identify the most important reasons for the regions to engage in the new strategy. Also, it will look at how awareness is created within the regions and amongst its employees.

2.2.4 Introduction *8 'S'*

When considering the definitions by Waterman et al. (1980), the current McKinsey interpretation and Higgins (2005), they are all deficient for the purpose of this study. As mentioned before this part will introduce a new *'S'* in the current *7-S* model.

The eighth *'S'* of *'sodality'*[1] is an heuristic that enables NPOs to more readily enact, monitor, and assess the implementation of strategies, new or revised. The *8-S* model is a revision of the original McKinsey 7 'S's model. The most significant change is that sodality has been added to the model to assist in identifying the drivers and barriers, mainly within an NPO.

As discussed in paragraph 2.1 strategy implementation leads to change, and change needs to be managed. As a consequence of strategy implementation, the aspect of change (management) is essential to stay aligned within the *7-S* model. For the implementation of a strategy, NPOs would benefit from 'sodality'. With the introduction of this eighth *'S'*, it gives us the opportunity to deal with strategy implementation and its change management. The term sodality has been chosen, because this emphasizes the importance of the human side of an NPO, which needs to be committed towards the intended organisational change. According to the study by Akingbola (2006) it are NPOs which have different external stakeholders who all have different influences and contributions on the operations of the organisation. The challenge is to get the different external stakeholders on the same path towards the achievement of the organisation's vision and / or mission (Herman & Renz, 2008). In other words, it are the stakeholders in and/or related to the NPO who need to face the same direction. It is also the category 'staff' which is insufficient to elaborate on the (potential) drivers and barriers towards change management related to the strategy implementation within an NPO. In paragraph 2.1 it has become evident that the implementation of a strategy within an NPO is a complex task and involves relatively more stakeholders than it does for profit organisations, and employees of NPOs work for the NPO because they can reflect with the objectives of the organisation. Most employees within NPOs have the ability to reflect on the workload due to their passionate concerns for the objectives. In addition, the category ´staff´ is not in place for the fulfilment of the conceptual category of sodality, is due to the lack of including the human aspect in the change process within NPOs.

The category of sodality deals mainly with the human side of an NPO, especially during the implementation or executing phase of a strategy, i.e. change. The *7-S* model has not been altered before with the category sodality, therefore an explanation of this new conceptual model is provided with the help of articles which discuss factors related to change influenced by the implementation of a strategy.

2.2.5 *8-S* Model Analysis

As discussed in 2.2.4. 'sodality' is added to the existing and traditional *7-S* model. As strategy implementation is a complex and changeable process, the need to reformulate and/or to adjust elements of the existing strategy (*7-S*) becomes more evident. As a result of strategic change it is necessary to for fill in the need to integrate an *'S'* more towards the aspect of change.

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[1] Also known as *fellowship, brotherhood* or *community* (Source: Merriam Webster online dictionary).

The eighth *'S'*, 'sodality', is an heuristic that enables an NPO to assess the process of change, especially considering the drivers and barriers towards strategy implementation.

McKinsey's *7-S* model is complemented with an extra *'S'* for 'sodality', changing it in to the conceptual *8-S* model. This *8-S* model is used through the analysis of the drivers and barriers. Therefore the *'S'*, sodality, is added in to the interviews, evidently to identify the drivers and barriers towards this new *'S'*.

From this point forward, the eighth *'S'* is used to identify the drivers and barriers towards strategy implementation. The conceptual model of *8-S* is illustrated in figure 3.
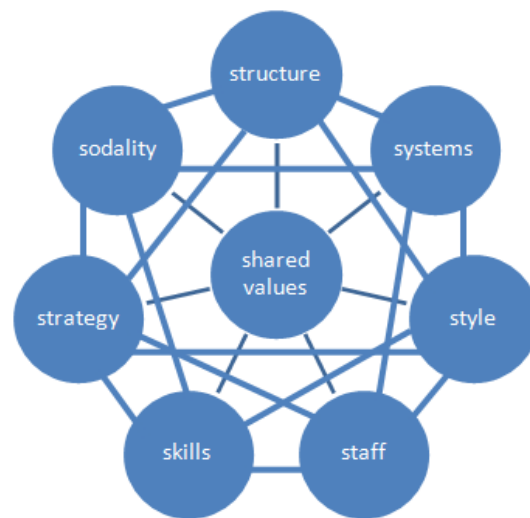
Figure 3: Conceptual Framework of the 8-S Model

The functioning of the *8-S* model is parallel to the *7-S* model. As one category changes, it affects all categories. The new category 'sodality' also alters along in the entire model. When changes are made, it is sodality which also needs to be changed, in order to create a model, or an effective organisation.

2.3   Drivers and Barriers towards Strategy Implementation within NPOs

This paragraph will answer the third sub – question with the help of scientific literature. It will provide a better understanding into the drivers and barriers regarding the strategy implementation, especially within NPOs. Reiteratively, sub – question 2:

> *Which organisational drivers and barriers towards strategy*
> *implementation are stated in the literature?*

As became evident so far, there are several different organisational factors to take into consideration when implementing a strategy, especially within an NPO. Therefore we are in need of (the positive and negative) factors which have a 'driving' (enabling) and a 'barrier' (constraining) result on the strategy implementation within NPOs. These factors can range from the people who communicate or implement the strategy to the systems or mechanisms in place

for coordination and control. Or in other words, these factors are located in the eight facets of the *8-S* model. In the literature it are these factors towards the strategy implementation which are known as 'drivers' and 'barriers'. Unfortunately, the literature does not partake one specific term, which made searching for articles a time-consuming task. As explained before, this research employs the terms drivers and barriers

2.3.1 Introduction of the Drivers and Barriers

When it comes to strategy implementation, it is evident that a path of strategic changes should be followed to constantly renew the organisation and avoid drifting away from its core business, but also to stay in contact with the human side of the organisation. Amongst others, according to Kotter & Schlesinger (2008) and Hayes (2010) mention that strategic changes, i.e. organisational changes, encounter with problems, and they need to management properly in order to achieve a successful strategy. The process of change leads to several problems and fears amongst existing employees. These problems and fears vary, but lead towards a resistance towards the intended change. It are these problems and fears which establish the barriers towards strategy implementation. To overcome these barriers, drivers are an essential part of a successful strategy implementation. Obviously, and what will also become evident in this paragraph, there are more drivers and barriers than only the human aspects (resistance to change) when discussing the potential driving and restraining forces with reference towards strategy implementation.

Several authors provide different drivers and barriers towards the strategy implementation; According to Pearce & Robinson (2005) the first matter of concern is the organisation's structure, which should be aligned with the strategy. Structure forms the foundation of a company since it is the way of how company activities are organised (Pearce & Robinson, 2005). Next to structure, organisational leadership plays a role when implementing a strategy (Pearce & Robinson, 2005). This means that an organisation needs managers who give direction to the implemented strategy and who provide staff with the necessary skills to comply with the outlined strategy.

Next to those two factors Pearce & Robinson (2005) find that organisational culture plays a major role when implementing a strategy. Culture in an organisation determines the shared values that create how individuals react to certain situations. Since culture has an influence on the opinions and actions of employees culture has control over how a strategy is implemented. Stone et al. (1999) states that there are two determinants applicable for the influence upon the strategic implementation, namely the antecedent conditions and the organisational characteristics. According to Stone et al. (1999) the antecedent conditions concern essential external conditions or changes which affect organisational determinants of implementation activities. The organisational characteristics produce changes in organisational structure, values, leader behaviour, and the internal structure of authority. Stone et al. (1999) summarises the following determinants of implementation activities: leader(ship) behaviour, the structure of authority, values, and their interactions. Lewis et al. (2001) emphasize on the delaying effect the internal and external stakeholders can have upon the implementation of a strategy, especially within an NPO. Organisational structure is generally accepted as a fundamental part of effective strategy implementation (Geiger et al., 2006). And it is within the field of the human resources

that there should be a relationship between a organisation's strategy and the use of its human resources (Lee et al., 2010). According to Sorooshian et al. (2010) it is not only the formulation of strategy but also the top managers play a crucial part in the implementation process (Kakabadse & Kakabadse, 2000). Also according to the study by Sorooshian et al. (2010) it is worth noting that a successful strategy realization is identified by the coherence of decisions and actions of all employee resources at all levels of the organisation and not simply by the people who originally described the strategy.

Sanchez (2001) announced that a critical issue facing organisations which are implementing a strategy, is the development of strategic competences, which enable the organisation to survive and thrive in its environment. On the other hand, according to Chandler (1962) who clarifies that organisational structure is generally known as a fundamental part of effective strategy implementation. He declares that strategy is the determination of the fundamental long-term goals and objectives of an organisation.

Lee et al. (2010) have declared that, there should be a relationship between a organisation's strategy and the use of it human resources. The notion surrounding the significance of human resource is particularly based on the idea that people management can be an essential source of sustained competitive advantage. The relationship between the organisation's human resources and the choice of strategy has also been researched by Kotter and Schlesinger (2008). Their research was focused on either sides, the side of the manager and the side of the employee when facing an organisational change. They rephrased it as "organisational change efforts often run into some form of human resistance". They identified the barriers towards strategic change from the employee's point of view and they identified methods for managing change, i.e. drivers of managing strategic change. According to Sorooshian et al. (2010) the literature indicates identifies three fundamental drivers in strategy implementation namely; leadership style, structure, and human resource management. These and many others of (potential) drivers and barriers will be fully examined in this paragraph.

Determination of the drivers and barriers is dependent on the effect the strategy implementation has on the organisation. It is obvious that there are drivers and barriers towards the strategy implementation, which have their influence on the effectiveness of the NPO. The effectiveness of the strategy is dependent of the implementation, and the success of the implementation is therefore dependent of the organisational enabling- and constraining factors (drivers and barriers). As Hrebiniak (2006) mentions in his research: 'Without an effective implementation, no business strategy can succeed'. How can we better understand the positive and negative factors and its significance for successful strategy implementation? To answer this question it is essential to have a clear overview with the understanding of scientific literature regarding the potential drivers and barriers. In this study the drivers and barriers have a positive and/or negative effect on the implementation of the strategy within the NRC.

Overall the drivers and barriers are summarized as mechanisms of strategy implementation (Sharp & Brock, 2011). The drivers and barriers which have been found from the literature have been summarized into two separate concept matrices, and have been categorized into the different eighth categories. Due to the differences of the positive (drivers) and negative factors (barriers), the categories are divided into two separate matrices.

The analysis of the available literature resulted in a total of 71 drivers and 52 barriers. These drivers and barriers are not all new and not all different from each other. Due to the fact that former researchers used different definitions to come to the same conclusion for more or less the same driver or barrier, the amount of 'different' factors (drivers and barriers) have been categorized with the use of the *8-S* model. This results in the concept matrices stated below, in the tables 2 and 3. The total amount of drivers was found by analysing 23 former studies, 8 former studies were needed to collect the existing barriers.

It is noteworthy to mention that the discussion is focused on the eight characteristics (*'S''*) of the conceptual *8-S* model, wherein the different driver and barriers have been categorized. These determine the effectiveness of the strategy implementation within NPOs. Of course this list cannot be comprehensive, as many other issues potentially affect strategy implementation. These other factors, however, are less mentioned or not analyzed in – depth, as many of them are also much harder to control or modify. These important other factors include firm size (Harrington, 2006), the external environment (Alexander, 1985) or the general market environment (Wernham, 1985), the implementation stages (Wernham, 1985), internal guidelines (Alexander, 1985 and Hrebiniak, 2006), the power structure (Hrebiniak, 2006), material resources (Wernham, 1985; Alexander, 1985), an organisation's market orientation (Homburg et al., 2004), and rewards or incentives (Schaap, 2006).

2.3.2 Overview Drivers towards Strategy Implementation

The table below (table 2) provides an overview of the existing drivers per each *'S'* category. Evidently, each category consists of a more meaningful interpretation of the driver towards strategy implementation. The underlying positive effect will be elaborated per *'S'* and with the help of the available literature. This discussion is carried out in sub – paragraph 2.3.4

Articles (Authors)	Drivers							
	1) *Strategy*	2) *Structure*	3) *Systems*	4) *Style*	5) *Staff*	6) *Skills*	7) *Shared Values*	8) *Sodality*
Jooste & Fourie (2009)		x	x	x		x	x	
Alexander (1985)	x							
Sorooshian et al. (2010)		x		x		x		
Kaplan & Norton (2004)				x				
Pearce & Robinson (2007)				x				
Hrebiniak (2006)	x	x			x			
Beer & Eisenstat (2000)	x	x		x				x
Brenes et al. (2007)	x			x				
Higgins (2007)	x	x	x	x	x	x	x	
Fernandez & Rainey (2006)	x			x	x	x		x
Sharp & Brock (2011)	x						x	
Hussey (1997)	x			x	x			
Lynch (2006)				x				
Noble (1999)				x				
Ulrich et al. (1999)				x				
Hayes (2010)				x				x
Kotter & Schlesinger (2008)						x		x
De Wit & Meyer (2004)	x						x	x
Bossidy & Charan (2002)				x				
Li et al. (2008)	x	x	x	x		x		x
Thompson & Strickland (2003)				x				
Collins (2001)				x				
Freedman & Tregoe (2003)				x				

Table 2: Concept Matrix of Strategy Implementation Drivers

2.3.3   Overview Barriers towards Strategy Implementation

Similar to the drivers in table 2, table 3 provides an overview of the existing barriers per each *'S'* category. The elaboration of the negative effect towards strategy implementation will take place in sub – paragraph 2.3.4

Articles (Authors)	Barriers							
	1) *Strategy*	2) *Structure*	3) *Systems*	4) *Style*	5) *Staff*	6) *Skills*	7) *Shared Values*	8) *Sodality*
Jooste & Fourie (2009)	x			x	x	x	x	x
Hrebiniak (2006)	x			x	x			
Beer & Eisenstat (2000)	x	x		x				x
Alexander (1985)				x				
Kotter & Schlesinger (2008)								x
Heide et al. (2002)		x			x	x	x	x
Vakola & Nikolau (2005)								x
Kaplan & Norton (2004)				x				

Table 3: Concept Matrix of Strategy Implementation Barriers

The matrices of the drivers and barriers have been categorised per author(s). This has been done in order to provide an overview of the quantity of existing literature regarding drivers and barriers towards strategy implementation. With the help of these matrices it is easy to identify which author has published concerning which category, and to verify the amount of authors towards the same category.

2.3.4   Discussion of the Drivers and Barriers through the *8-S* Model

In order to understand the above eight categories in – depth, each category will be elaborated as to determine what kind of driver and/or barrier towards strategy implementation it is. From this point onwards up to chapter 3, each of the *8 S'* will be elaborated extensively on the facet of the positive and the negative effect towards strategy implementation. The analysis of the literature with the empirical findings of the interviews will be performed in chapter 4.

Strategy

According to Li et al. (2008), Hrebiniak (2006), Beer & Eisenstat (2000), Brenes et al. (2007), Higgins (2005), Fernandez & Rainey (2006), De Wit & Meyer (2004), Sharp & Brock (2011),

Hussey (1997) and Alexander (1985) it is the aspect of 'strategy' which is considered as driver towards strategy implementation. Within their researches they considered strategy issues as formulating a clear strategy (Li. Et al., 2008 and Beer & Eisenstat, 2000), executing the strategy, providing a strategic plan (Fernandez & Rainey, 2006), making strategy drive the organisation (Hussey, 1997) and integrating the strategy and formulating short – term objectives (Hrebiniak, 2006). Fernandez & Rainey (2006) point out that a strategic plan is crucial for a strategy implementation, it has to steer the organisation in to the 'right' direction, without guidance of a plan the strategy will not reach its fullest achievement.

Jooste & Fourie (2009), Hrebiniak (2006) and Beer & Eisenstat (2000) conducted their research and found that issues concerning 'strategy' can also form as a barrier towards strategy implementation. These barriers are, admitting a poor or vague strategy, poor or vague formulation of the strategy, not providing guidelines or a plan, the workforce does not understand the organisation's strategy, planning and executing of the strategy are interdependent, implementation is a process that takes longer than the formulation and that the execution of the strategy involves more people than the strategy formulation. As according to Alexander (1985) who points out that the need to start a strategy is with a formulated strategy that involves a good idea or concept is mentioned most often in helping promote successful implementation.

Structure

As can be seen in the matrices in the sub – paragraphs 2.3.2 and 2.3.3 there are several scholars who have found that the aspect of 'structure' has an enabling or a constraining effect towards strategy implementation (Jooste & Fourie, 2009, Li et al., 2008, Sorooshian et al., 2010, Hrebiniak, 2006, Beer & Eisenstat, 2000 and Higgins, 2005).

Some scholars found that a clear organisational structure leads towards an efficient coordination of tasks and responsibilities (Jooste & Fourie, 2009 and Beer & Eisenstat, 2000). The research by Li et al. (2008) found empirical research that claims that a clear structure provides the organisation's relationships among different units and/or departments and different strategy levels. Organisational structure can also have a constraining effect towards strategy implementation (Beer & Eisenstat, 2000, and Heide et al., 2002). They found in their research that a lack of organisational structure can function as a barrier, this because the organisation lacks of coordination and control. As found by the research of Heide et al. (2002) it is the organisational structure which affects implementation indirectly through its influence on information, control and decision processes. It must be noted that a clear and/or the existence of a clear organisational structure forms as a driver towards strategy implementation and an unclear and/or the lack of an organisational structure is stipulated as a barrier towards strategy implementation.

Systems

Higgins (2005) refers to 'systems' (and processes) as the facets which enable an organisation to get things done from day to day (e.g. strategic planning systems, information systems, performance measurement systems). In relation to strategy implementation and its drivers and barriers it will be about the effectiveness of systems that assist in the implementation process.

According to Jooste & Fourie (2009), Higgins (2005) and Li et al. (2008), systems can have their effect on the implementation of a strategy. Li et al. (2008) discuss the aspect of systems as the systems or mechanisms in place for co-ordination and control to oversee the implementation process. As elaborated in the matrix in sub – paragraph 2.3.3, there are no scholars who have identified barriers on the level of systems. However it is evident that the opposite of drivers towards strategy implementation are indeed barriers. According to Li et al. (2008) there are factors which have their effect on strategy implementation. A factor can be positive (driver) or act as a negative one (barrier). Also Govindarajan (1988) suggests that few researchers have focused on the design of administrative systems that can facilitate the implementation of strategies pursued by diversified corporations.

Style

The category 'style' is centralised around leadership. Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organisation, and to manage and engage in complex information processing (Jooste & Fourie, 2009). A strategic leader has many tasks, but concerning strategy implementation the most important issues are: motivating employees and communicating knowledge concerning the strategy (Hayes, 2010).
Several researchers – Jooste & Fourie (2009), Sorooshian et al. (2010), Kaplan & Norton (2004), Li et al. (2008), Pearce & Robinson (2007), Beer & Eisenstat (2000), Brenes et al. (2007), Higgins (2005), Fernandez & Rainey (2006), Hussey (1997), Lynch (2006), Noble (1999), Ulrich et al. (1999), Bossidy & Charan (2002), Thompson & Strickland (2003), Hayes (2010), Collins (2001) and Freedman & Tregoe (2003) – have indicated that leadership is an important driver when it comes to strategy implementation. As Schaap (2006) mentions that implementation is a hands – on operation and action-oriented human behavioural activity that calls for executive leadership and key managerial skills.
On the either side, there are also several scholars (Joost and Fourie, 2009, Hrebriniak 2006 and Beer & Eisenstat 2000) who identified leadership as a barrier. This is self-evident, considering that the lack of a leader and/or having an ineffective leader in place – the opposite of the enabling effect – has an hindering effect on the strategy implementation.

Staff

According to Higgins (2007), Fernandez & Rainey (2006), Hussey (1997) and Hrebriniak (2006) there is an enabling effect of the category 'staff' towards strategy implementation.
According to them drivers of staff are ways to ensure the need for the new strategy, ensure commitment, build external support (Fernandez & Rainey, 2006), taking a business-driven or strategic approach to HRM (Hussey, 1997), ensuring the need for integration and providing incentives and controls (Hrebriniak, 2006).
According to Jooste & Fourie (2009), Heide et al. (2002) and Hrebriniak (2006) it are also the staff issues which are seen as barriers towards strategy implementation.
Jooste & Fourie (2009) found two barriers, which are 1) that the goals of, and incentives for, the workforce are not aligned with the strategy, 2) and that human capital is not effectively developed to support strategy implementation. Heide et al. (2002) discuss personnel management

as a barrier towards achieving strategic success, due to the fact that personnel management is a vital part of strategy formulation and implementation, because employees have aspirations, needs and feelings that affect the organisation's performance. A strategy that ignores these factors is likely to meet huge resistance when it is implemented. Hrebriniak (2006) mentions that strategies are formulated by higher management (the 'smart' people), but executed by the lower level employees (not quite as smart) who will have to carry it out.

Skills

Acording to Jooste & Fourie (2009), Sorooshian et al. (2010), Higgins (2005), Fernandez & Rainey (2006) and Kotter & Schlesinger (2008) the category 'skills' can acts as a driver towards strategy implementation. The most common aspects considered as drivers is the allocation and providing of resources and providing of education (training/development). It is Fernandez & Rainey (2006) who mention that successful change usually requires sufficient resources (skills) to support the process. Jooste & Fourie (2009) and Heide et al. (2002) discuss barriers for the element of skills. They identified the following negative factors influencing strategy implementation; that the allocation of resources is not aligned with the strategy of the organisation, social capital is not effectively developed to support strategy implementation, lack of resources, not providing any learning or education for the execution of the strategy.

Shared Values

The studies by Jooste & Fourie (2009), Higgins (2005), Sharp & Brock (2011) and De Wit & Meyer (2004) identify the organisational culture, 'shared values', as a driver towards strategy implementation. Sharp & Brock (2011) defined it more into detail and altered it into 'compensatory participation' and 'organisational interpretation'. Compensatory participation refers to the changes that occurred in the organisation's policy and attitude toward participatory behaviour. Participation is considered a key value in NPOs (Stone et al., 1999; Weisbrod, 1998). The NPOs value system is by large characterised as democratic (Courtney, 2002). However, the strategic planning process tends to challenge these values and mode of operation. Organisational interpretation means that the entire organisation needs to shape the strategy process and the outcome of the organisation's strategy.
Heide et al. (2002) and Jooste & Fourie (2009) performed their researches and found organisational culture as a barrier towards strategy implementation. According to them, the most common barriers are a lack of alignment between the culture of the organisation and the strategy, ethical practices are not evidently stated in strategy implementation and the core competencies are not aligned with the strategy of the organisation.

Sodality

The last category is the conceptual 'sodality', which concerns the human aspect within the organisation. When it comes to the barriers towards the category sodality, Beer & Eisenstat (2000), Kotter & Schlesinger (2008), Jooste & Fourie (2009), Heide et al. (2002), Hrebriniak (2006) and Vakola & Nikolaou (2005) have managed to formulate several of them. As this category is conceptual it is still in order to familiarize the reader with the concepts of sodality.

Managing the strategic change effectively is like Kotter & Schlesinger (2008) have explored. According to them there are several strategies to choose from when it comes to deal with change. They identified drivers for dealing with resistance towards change. These vary from communication, participation and involvement, facilitation and support, negotiation and agreement (incentives), manipulation and co-optation and implicit and explicit coercion. Li et al. (2008) define that a consensus and commitment amongst employees is necessary to implement a successful strategy. Fernandez & Rainey (2006) discusses that change needs to be institutionalized throughout the entire organisation and that the organisation needs to pursue the process of change. According to Hayes (2010) there are several factors which have to be aligned when implementing change. Communicating the change, motivating others to change, managing of personal transitions, facilitating the change process and also listening to the organisation's stakeholders are all a requirement for managing change effectively. De Wit & Meyer (2004) define so called 'implementation tools', such as an overall acceptance for the strategy, which has to be in place to achieve a successful strategy.

There are numerous scholars who discuss the barriers towards a successful strategy implementation concerning the conceptual category of sodality. It are for example Beer & Eisenstat (2000) and Heide et al. (2002) who found that a poor vertical communication is a killer towards successful strategy implementation. Kotter & Schlesinger (2008) defined as what they consider the four most common reasons people resist change; 1) Parochial self-interest, 2) Misunderstanding, 3) Different assessments, 4) Low tolerance for change. These need to be overcome in order to effectively implement change. Beer & Eisenstat (2000) and Heide et al. (2002) found that a poor vertical communication is a killer towards successful strategy implementation. Both Jooste & Fourie (2009) and Hrebriniak (2006) see a threat towards managing change due to inability to manage change effectively and therefore overcoming resistance to change. Vakola & Nikolaou (2005) consider stress as a major barrier towards organisational change. The category sodality will focus on the aspect of the resistance towards change, commitment (consensus) within the organisation towards the strategy, the level and means of communication of the strategy and its implementation process, and lastly the level of motivation towards the intended strategy.

The results and analysis of the interviews in chapter 4 will be structured with the help of this literature review. The found drivers and/or barriers within the NRC will be cross – analysed with the help of the existing literature (see table 3 and 4), as to verify the existence and the degree of a driver and/or a barrier within the NRC. In other words, the literature analysis of the drivers and barriers will form the basis for the analysis of this case study.

Chapter 3 will provide the research method to continue on answering the main research question. This research will explore if the categories of the eight 'S'' are present within the NRC, and to what extent.

3. Research Methodology

This chapter will discuss the research method, sample selection, data collection process and the data analysis. Furthermore, this chapter incorporates an explanation of the research instrument used.

3.1 Research Design

The research design represents the activity- and time based plan for the conduct of research, based on the research question (Cooper and Schindler, 2003). It specifies any procedures that are necessary for obtaining the information that is needed (Malhotra & Birks, 2007).
This exploratory research used a case study approach to get an insight into the NRCs strategy implementation process, with the focus on the drivers and barriers towards the implementation of the strategy 2020.

According to Yin (2009) a case study research design consists of five main components:

1) The case study questions, these are research questions in this thesis.

2) Propositions, for this explorative research no propositions are used. There is a purpose in the overall research to see which drivers and barriers towards the strategy implementation are in place within the NRC.

3) Units of analysis are the regions (represented by the RSDs).

4) The logic linking the data to the research questions with help from the literature.

5) The criteria for interpreting the findings will be given in the conclusions and recommendations.

Prior researches have gathered the information through the methods of a literature analysis, interviews, survey or a questionnaire. Due to this combination and the specific information available and the recommendations within the NRC, the method of interviews was chosen. The interviews are semi – structured, because the participants have different functions within their region and work in different regions (size and geographic position).

3.2 Research Selection & Sample

As mentioned above this research will use a case study approach based on ten semi – structured interviews with the most knowledgeable managers on philanthropy of seven different regions within the NRC. Since "non – profit strategy" is a topic that is researched only recently and also no case study on this topic has been performed a case study approach is highly suitable.

The selection of participants has been based on three factors:

- Advised by the *Head Office Manager Business Relations* and the *Advisor Assistance* (The Hague). They provided information as from an 'helicopterview', within their functions at the NRC. The advice given to me was to contact each supporting director per region and also her colleague (Assistance Advisor) provided this advice, in order to gather specific information regarding the process of the strategy implementation within each independent region.
- Advised by the *Head of Strategy Development and Implementation* (Region Central). As the function already explains, this employee has given profound information concerning the process of the entire strategy implementation. And the advice was also given to conduct interviews with each (or at least one) Regional Supporting Directors (from this point onwards: RSD) per each of the seven regions.
- Advised by the seven independent *Region Managers* per region. They have been approached either by telephone or E-mail as to gather information which employee(s) would be most knowledgeable concerning the implementation of the strategy. Each of the seven Regional Managers provided information about their RSDs regarding the following criteria:

  1) Personal preference(s), when speaking about the strategy implementation.

  2) Frequency of interaction with employees within each district. Preference was given to employees who have the most communication and interaction within the entire region and its stakeholders (e.g. volunteers and donors)

  3) The span of control, per Supporting Director, per region. This information was gathered from www.rodekruis.nl (logon to Intranet)

  4) Duration of employment. Preference was given to recruiting a mix of employees; a sample of participants who were relatively new (less than 2 years) in their work experience within the NRC, but also a group of participants who have worked at the NRC for a long (at least 5 years) period.

With the above criteria it became clear that the RSDs are the 'most knowledgeable' employees concerning the implementation of the strategy. Basically the most knowledgeable employees within the NRC are the people whom are being studied, so they form the units of analysis for this research (Babbie, 2010).

The NRC is divided into seven regions. In total the NRC has 20 RSDs. There are three regions which have two RSDs, the other four remaining regions have three or four RSDs.
The potential interviewees were initially contacted by e-mail and phone. Participants were given a cover letter (by e-mail) explaining the purpose of the research and were ensured of the confidentiality of responses. The selection of RSDs was based on the three factors stated above. Since there are seven different regions within the NRC, the aim was to interview all (20) RSDs. This way the entire NRC on regional level was represented. Unfortunately, not all (20) RSDs were able to participate in the interview. After contacting all RSDs by E-mail and/or phone, I ended it up with a total of 10 RSDs. All in all, conducting at least one RSD per region, implies a representativeness of the entire NRC. So finally, this case study consists of 10 semi – structured interviews with the 'most knowledgeable' company representatives concerning the strategy implementation within the entire NRC.

Table 4 lists the 10 participants in the order in which they were interviewed.

Working field (numbers of interviewees)	Title (employment)	Earlier employment within an NPO	Length of employment within the NRC (*years*)	Length of employment within current function (*years*)
1) Central (C)	*Regional Supporting Director*	*Yes*	*11*	*3*
2) Central West (CW)	*Regional Supporting Director*	*No*	*12*	*7*
3) Central East (CE)	*Regional Supporting Director*	*No*	*6*	*6*
4) South West (SW)	*Regional Supporting Director*	*No*	*21*	*12*
5) South West (SW)	*Regional Supporting Director*	*No*	*30*	*20*
6) South East (SE)	*Regional Supporting Director*	*Yes*	*2*	*2*
7) South East (SE)	*Regional Supporting Director*	*No*	*13*	*13*
8) North West (NW)	*Regional Supporting Director*	*No*	*11*	*2*
9) North West (NW)	*Regional Supporting Director*	*No*	*15*	*3*
10) North (N)	*Regional Supporting Director*	*Yes*	*5*	*2*

Table 4: Interview Participant Overview

3.3   Research Measurement & Data Collection

The goal of this case study was to provide further insight into the existence and identification of the organisational drivers and barriers for the strategy implementation within a non – profit organisation. Using the semi – structured interviews will provide an insight into the (possible and/or existing) drivers and barriers concerning the strategy implementation within the NRC. The interview structure is primarily derived from the conceptual *8-S* model which is also used for the categorising of the interview questions. Overall, the questions cover the eight categories of the *8-S* model. The interview questions and the interview structure are stated in appendix 4.

Constructing the interview questions is one of the most crucial components to the interview structure. As the goal of the interviews is to examine and dig deep into the experiences and/or knowledge of the participants, it is necessary to be careful in selecting the 'right' questions, in order to gain maximum data for the identification of the drivers and barriers within the NRC. For the purpose of gaining in – depth information, this study has selected the conceptual *8-S* model in order to identify the drivers and barriers within the NRC. The interpretations and the scaling of the sub – categories have been gathered from the literature analysis posed in the paragraphs 2.2 and 2.3. The literature in chapter 2 has been collected and analysed, making it easier to create sub – categories for the *'S''*, as to finally identify the drivers and barriers within the NRC. These sub – categories of the *'S''* are dealt with by asking appropriate interview questions. As can be seen in appendix 4, the scaling is done per *'S'*, and each *'S'* is divided into two or more sub – categories.

First, with the help of the company supervisor a pilot interview was conducted with the *Head Office Manager Business Relations (*Head Office), the *Advisor Assistance* (Head Office) and the *Head of Strategy Development and Implementation* (Central region). The pilot interview test assists in the research by determining if there are flaws, limitations, or other weaknesses within the interview design and will allow the interviewer to make necessary revisions prior to the implementation of the study (Kvale, 1996).

During six weeks semi – structured interviews were carried out face-to-face on the premises of the local departments. All interviews, with permission of the participants, have been recorded and were transcribed on the same day or the immediate day after. All interviews lasted between 45 minutes to 120 minutes. As confidentiality was guaranteed to the participating employees, their names have been left out and replaced by their region (work field).

It must be noted that when whilst conducting the interview, the RSD in question, would point that he or she discussed the interview topics (questions) with his or her colleague, RSD. The region North West has two RSDs, the interview was conducted with both at the same time, this provided a critical discussion between them both, and provided some in – depth answers towards the interview. The interview concerning the region North West is seen as one interview.

Moreover, the nature of this study was to be exploratory. In that sense, some preliminary analysis was conducted after each interview. The purpose of this analysis was to identify themes and topics not listed in the set of interview questions, but which were brought up in conversation by the participants themselves. If such items were found, new questions and dialogues were added in order to explore these topics with later participants. The interview process was thus in a state of continuous refinement.

As explained before, the goal of the interviews was to have the participants to talk freely and openly about their opinion regarding all aspects of the strategy implementation. The interviews are anonymously. The interview schedule was semi – structured and allowed for additional probing to elicit more detailed responses from participants. It was also explained to the participants that to help direct the conversation, I would refer to the interview questions, which they were given at the start of the interview. Covering all questions was not expected as the emphasis was on discussing the topics of most importance to the participant.

3.4   Data Analysis

As mentioned previously, some preliminary analyses were conducted between interviews as a means of refining the exploratory nature of this study. After completing the 10 interviews, formal analysis began on the audio recordings and written notes collected during each participant's session. As this a qualitative study, it is the intention to explore the area within the existing theories and build towards a new theory designed towards the non profit sector. These were then transcribed and digitized for its analysis. The analysis of the existing literature has already been conducted in chapter 2. Chapter 4 will elaborate and code different themes and trends (drivers and barriers), comparing it with the existing literature. As is mentioned in Miles & Huberman (1994) the analysis of qualitative data can be a difficult task to identify what the main concepts, themes, issues, and questions were during the data collection. It is easy to get lost in a welter of detail.

When it comes to data analysis Miles & Huberman (1994) distinct data through firstly creating and filling in a contact summary sheet and then follow up by coding the data, as is done in this research. Coding refers to organizing the raw data into conceptual categories and creating themes, categories and codes, which represent the link between the original raw data and the

researcher's theoretical concepts. As is stated in Miles & Huberman (1994), there are various forms of displaying the data. For the purpose of this research a matrix has been selected, in order to define the similarities and differences between the regions and the identification with the existing literature. When the analysis is started some problems occur, especially concerning the analysis of interviews, due to data overload. Analysis with the help of a matrix makes a clear review. It is noteworthy that the analysis of the 10 participants are categorised per region, which means that the analysis is elaborated per region, not per individual participant.

4. Results & Analysis

This chapter forms the empirical part of the study in front of you. This chapter will shown the results of the study based on the 10 interviews conducted. These 10 interviews were based on the conceptual *8-S* framework, as elaborated in chapter 2.

The key findings will be structured to help form an answer to the third research sub – question, reiteratively:

> *What are organisational drivers and barriers for the implementation of the strategy within the regions of the Netherlands Red Cross?*

The interviews intended to reveal the drivers and barriers which exist at the NRC and whether the existing drivers and barriers, as found during the literature analysis, correspond to practice. Therefore, this section provides the first evidence of the existence of drivers and barriers within the NRC. In order to identify existing (or potential) drivers and barriers within the regions of the NRC and with the help of the conceptual *8-S* model, eight interview categories were created (as explained in chapter 3). In this section each aspect towards the identification of drivers and barriers of the 8 *'S''* is elaborated.

The results and the analysis of each *'S'* will capture the key results of the interviews (as elaborated in appendix 2) per category *'S'*. Afterwards these findings will be cross – analyzed with the findings in the literature analysis (as performed in Chapter 2). The analysis will provide the comparison and will identify similarities and/or differences between what has been identified at the NRC and within the existing literature.

4.1   Structure

The implication of 'structure' for this study is to see how strategy implementation is positioned within the NRC, who coordinates the strategic activities how the decision making process takes place, e.g. centralised or decentralised. Decision-making is about authority. The sub – categories of structure is whether authority rests with senior management at the centre of an organisation (centralised), or whether it should be delegated further down the hierarchy, away from the centre (decentralised).

The regions have uniformly identified the RSDs as the dedicated persons who coordinate the strategic activities. However the regions are not unanimous when it comes to identifying the Region Managers as the person for carrying out the coordination of the strategic activities. However it became clear that coordination of the strategic activities is done by RSDs or the Region Managers, they all mentioned that they do not keep track of the activities, because of the heavy workload the already are experiencing.

As the RSD within region NW mentions:

> *"Coordinating the activities of the strategy is something which we would expect to be done by the Head Office".*

Therefore there is no region that coordinates the strategic activities. It is only region N would like to devote more time (manpower) to the coordination of the strategy activities. Furthermore it appears that the regions C and CW identify the decision making process more centralised which means that they experience that the higher management is at the centre of the region who carries out the decision making and controlling. The other regions provide a more decentralised decision making process, which means that suggests that a flat(ter) hierarchy is in place, which should improve employee's motivation to take part in decision making in the region. Furthermore the respondents of five regions classified that the organisational structure has an obstructing effect on the strategy implementation.
The RSD of region CE states:

> *"All regions are different. It is extremely difficult to provide a clear structure which fits the entire* organisation*, as each region differs. A clear structure would be welcome. So far, we are all doing what we think is best. When a clear structure is provided, we would all know what to do and we would all go towards same way".*

The RSD of region C mentions the following:

> *"The NRC is a complex and unstructured organisation".*

There were two regions who found that the organisation's structure facilitates the implementation process of the strategy. This indicates that the region is structured and people know what to expect within the region.
As the the RSD of region N mentions:

> *"The structure is clear. Structure and culture lie close to each other. Both are in place within our region. The merger in the year 2010 created a clear structure within the organisation. Within our region we have a great team spirit. The merger in 2010 was a perfect precursor for this new strategy".*

Two out of seven regions provided information which state that the organisational structure within their region is clear and that it facilitates the strategy implementation process. The five other regions provide information clarifying that the find the organisational structure unstructured and that the process of the strategy implementation is poorly coordinated. Four out of seven regions stated that the decision making process is done centralized, which means that the Head Office is the one hold the decision making, in the other regions it is decentralized which implies that the decision making is widely spread throughout the organisation, giving these regions more freedom.

Due to the lack of coordination of activities, the unclear decision – making and controlling and the final effect of the organisational structure towards the implementation of the strategy, it can be assumed that the category organisational 'structure' is considered to be a barrier for the implementation process of strategy 2020 within the NRC. As is corresponds with the theories by Beer & Eisenstat (2000) and Heide et al. (2002), who also pointed out the organisational structure could function as a barrier towards the implementation of a strategy. As it was the study

by Joost & Fourie (2009) which also concluded that an unclear organisational structure leads to an inefficient coordination of tasks and responsibilities. Identical to research by Heide et al. (2002) it is the organisational structure which affects implementation indirectly through its influence on information, control and decision processes.

4.2   Strategy

As elaborated in sub – paragraph 2.3.4 there are numerous scholars who have identified drivers and barriers for the category of 'strategy'. With respect to the category strategy this study will identify each process of the strategy (- formulation, execution/implementation, control, providing a strategic plan) and how this strategy is visible in the organisation.
The understanding of the strategy formulation within each region, except one, was that the involvement was low. They mentioned that the involvement regarding the formulation was so low that they had the impression that the strategy was already ready without any form of participation of them. It is only now that the Head Office is running into obstacles that the help of the regions is needed.
One RSD of region SE says the following:

> *"We feel left out of the entire process. The impression within our region is that the strategy has been inflicted upon us".*

It is region ME who clarifies that the strategy is unclear and that it could have clearer to us if we would have been involved in the stages before. On the other side is region SE who gives the impression that they have had plenty of dialogue sessions in which they were involved of thinking towards the strategy and its activities. Two regions provide a moderate level of involvement, this is backed up by their interpretation that the NRC is part of the international Red Cross (which established the Strategy 2020) and that the involvement therefore can only be effective up to a certain level.
The RSD of region N mentions the following:

> *"It is impossible to involve every party when you are formulating a strategy. The NRC and each region have many stakeholders. Decisions were made on a higher level and now we are involved in the operational part of the strategy".*

The respondents were also asked to give their opinions regarding the process of the strategy implementation. All seven regions provided a more or less uniform reaction that the process of the implementation is unclear. Only two regions, namely region SE and N, classified the process as an ongoing process which just started. The other regions supported the fact that they have no glue as where they are heading and where they stand in the implementation.
As it was the RSD of region SW who points out that:

> *"The process of the implementation is a mess. Are we currently in the implementation phase"?*

When considering the category 'strategy' the presence of strategic plan is an important factors towards the implementation. Each Region confirmed the fact that there is no plan present. When interviewing them they were also asked an additional question; *If they would like to receive and appreciate a plan which stipulates the process of the strategy?* Again all regions provided clear answers and they were all in need of a plan. This way they could monitor the progress and coordinate the (future) activities.

As the RSD from region CW states that:

> *"There is no plan. If there would be one, we would have this. Each region does it her own way".*

Concerning the sub – question whether they would like to receive and appreciate a plan, the RSD of region N points out that:

> *"We don't even have a time schedule to help us plan future activities or whatsoever. To have a plan or planning would give us the notion of what the Head Office is up to".*

Afterwards the respondents were asked for their vision regarding the cleanliness (clarity) of the three stated strategic objectives (see appendix 3). The respondents of the regions provided an unanimous answer that the understanding towards the strategic goals are all clear. Each region knows that they have to go along with the new strategy, due to the fact that the strategy has been made been up on International level and that the NRC needs to change to differentiate themselves. Although it are regions CW, CE, SW and SE who involve the volunteers (as stakeholders), and mention that the consequences are not as clear for them as they are for the employees within each region. The volunteers have the feeling that the feeling that the strategy has been inflicted on them from The Hague. Regions C and NW do not offer inside information considering their volunteers. Region N implies that their volunteers understand the strategy although they are anxious about the strategic changes on operational level.

As the RSD of region SW points out:

> *"Standing still is downfall. We have to change. It is only the question if the new strategy will work. We want to change, but don't know how. There is too much on paper and too less in the reality".*

The RSD of region SW also mentions the following:

> *"We need to get back to our original roots. We have slowly drifted into a cumbersome organisation".*

All regions stated that they have difficulties interpreting the last strategic objective. The last objective is *"Promoting respect and willingness to help"*. The regions have clear reasons why they encounter against the clarity of the third strategic objective. The RSDs of all seven regions say that this objective is unclear, they have no idea how to interpret and elaborate this objective.

As the RSD of region N emphasises:

> *"The third objective is clear on paper, but not in practice. How do we elaborate on this in the reality?"*

Hereafter, the regions were also asked to identify the level of satisfaction towards the process of the strategy implementation. This question (sub-category) was asked to identify the current needs of the regions, when it comes to the strategy implementation and its process.
Here it becomes evident that the satisfaction level differs. It is region C who includes that they would be satisfied when the volunteers would receive enough support to for fill their activities. Region CW mentions that the Head Office needs to come with more clarity, which results in a clearer direction of the entire NRC. Region CE and NW would like to have more clarity in the strategy itself. It is region SW who wish to have more clarity in the practice of the three strategic objectives. Region SE and N are satisfied when their regions becomes part of the roots of the NRC, in which the entire NRC works together with all seven regions.
The RSD of region SE summarizes this into the following:

> *"It needs to become clear want we as the NRC want to do with our current NRC activities. Or can these traditional activities stay in place? Is the NRC dealing with present-day needs from the Dutch society?"*

To conclude the category of 'strategy' it is necessary to look at the sub-categories within strategy. The regions find their involvement within the strategy formulation is low, there is only one region which stated that they were highly involved and two others which implied that their involvement was moderate. Considering the systematic execution of the strategy it are the all the regions which communicated that the execution is no process and the process is slowly and gradually taking part. All respondents stated that there is no plan, at least they are not aware of the existence of a plan. Within the sub-category of the understanding and cleanliness of the strategy the answer are varied, but most of the regions (except region C) point out that there is an understanding towards the strategy. Within the last sub – category, the level of satisfaction towards the strategy and the implementation, the answers are again varied. The most of the regions indicate the they will be satisfied when there is more clarity around the strategy and the process, more clarity towards the third strategic goal and when the strategy is uniformly accepted within the entire NRC.
Considering the overall findings within this category it is evident that the category 'strategy' is considered to be a barrier towards the strategy implementation within the NRC. It are the sub – categories within the category of strategy which do not identify an enabling effect. The involvement of the employees towards the strategy implementation does not score high, neither does the execution process of the strategy implementation. These results correspond with the findings of Jooste & Fourie (2009) and Hrebriniak 2006 who found that successful strategy implementation is hindered by providing a poor or vague strategy, a poor or vague formulation of the strategy, the workforce does not understand the organisation's strategy, planning and executing of the strategy are interdependent, implementation is a process that takes longer than the formulation and that the execution of the strategy involves more people than the strategy formulation. Also due to the fact that there is no strategic plan present, points out that the

employees (or RSDs) are unaware of where they are heading the strategic process. As Beer & Eisenstat (2000), Hrebriniak (2006) and Alexander (1985) point out that the need to start with a formulated strategy it involves a good idea, concept or a plan, helping to promote successful implementation. And last, it the level of satisfaction does not seem similar within each of the seven regions. The other researches by Li et al. (2008), Hrebiniak (2006), Beer & Eisenstat (2000), Brenes et al. (2007), Higgins (2005), Fernandez & Rainey (2006), Sharp and Brock (2011) and Hussey (1997) are not considered for the analysis of the category strategy, because the category has a constraining effect towards the strategy implementation.

4.3   Systems

The category 'systems' is related to the existence of systems that assist in implementing the strategy, identifying controlling mechanisms and if the effectiveness of the strategy implementation is monitored.
Concerning the category systems the respondents were asked to provide information concerning the presence and the effectiveness of an IT system facilitating the strategy implementation. The definition of system was kept abstract as to challenge them to think of every kind of system within their region. After completing each interview it became evident that each region does not have an IT system in place supporting the process of the strategy implementation. Respondents answered by having no IT system at all. Others mentioned that the entire IT system of the NRC is outdated and it should be improved. There is one region, namely N, who use the Microsoft Outlook E-mail system as a planning and a to-do system. This enables them to efficiently divide tasks and overlook the entire process of tasks and activities. This is seen as a system, although it is not a system which is facilitating the strategy implementation process, at least not so far.
As the RSD of region SW proclaims:

> *"The NRC is not known for its profound IT system".*

The second and third sub-questions related towards the category 'system' was if the regions are controlling and monitoring the process of the strategy implementation. Again as the question before, each region identified no controlling and/or monitoring system in place. There were some respondents who mentioned that they were unable to control the process because they were not aware of any kind of process. Some mentioned that without a (strategic) it is impossible to install a control system. It was Region C who mentioned that if the process should be controlled, it should be done by the Head Office (national level) and not on each independent regional level. This would endanger the outcomes due to different monitoring and controlling instruments on regional level.
Region CE summarizes the controlling and monitoring within the region as:

> *"We have better things to do than monitoring and controlling the strategy process. If the Head Office wishes to implement a strategy, than they should also be held responsible for this, not the region".*

To summarize the category of 'systems' it is required to elaborate the findings within the sub – categories. When subtracting the answers from the sub – question of their experience with a

strategy (implementation) related IT system, it is self evident that all respondents stated that there is no strategy related IT system in place. Also they pointed out that the entire NRC has an altogether poor IT system in place.

Concluding the sub – categories further it becomes clear that considering the controlling and monitoring of the strategy implementation process is not in place, or maybe it is done by the Head Office (as mentioned by the RSD of region N). As there is no literature stipulating 'systems' as a barrier towards the strategy implementation, it is not possible to correspond the findings within the NRC with existing literature. However it can be assumed that the opposite of the enabling (driver) effect is a constraining (barrier) factor towards the strategy implementation process. As the literature analysis in chapter 2 provided a sufficient amount of drivers towards the category system, namely by Jooste & Fourie (2009), Higgins (2005) and Li et al. (2008). Who point out that the category systems can have an enabling effect on the strategy implementation, by mainly focusing on the co-ordination and controlling to oversee the implementation process with the help of systems. As mentioned before, there is no special system in place within the NRC, therefore the category is considered to act as a barrier towards the successful implementation of the strategy.

4.4   Staff

With respect to 'staff' this study will look at how many employees in the organisation are involved with the implementation of the strategy, how they are allocated and if there are any gaps in the employee's requirements. Therefore, on behalf of the category staff, a prefatorial interview question was asked, in order to define the size of the region. It proved that the regions CE and NW have a fairly large numbers of employees compared with the other regions, they have more than 25 employees in place. The regions C, SW, SE and N have between 15 and 25 employees, which makes them medium sized. It is region who has less than 15 employees in place.

In order to establish the category staff it was necessary to identify the current functions and specializations within each region. In this way it can be measured if the category staff is seen as a driver or as a barrier towards strategy implementation.

It became evident that there were divergent comments concerning the current specializations related to strategy implementation within each region. The region commented that since the year 2010 there is a employee in place who is *Head of Strategy Development and Implementation.* This is seen as a great help towards the implementation of the strategy. When employees have queries or other misunderstandings against the strategy, they know who to approach.

The regions CW, SW, SE and NW responded to this question as having no specialists within in their region who is, or might be concerned with the strategy implementation. Two out these four regions gave as reasoning that the lack of a specialist, has probably not been supported, due to the lack of resources (money). The other respondents who provided that there are specialists present within their region, mentioned that there are several specialists active within the Head Office. Occasionally when they have queries they would contact other departments and/or other regions. As last resort they would contact the Head Office for more information. Not one region was able to provided information, to confirm having a 'steady' contact with and or within the Head Office.

The RSD of region C states the following about the communication with the Head Office:

> *"We are not in contact with the Head Office. We have the impression that the Head Office is not considering the regions. There is a great distance between the Head Office and the region. To be honest, I never contact them for queries, let alone for queries concerning the strategy".*

Regions CE and N indicated that the RSDs function as specialists when it comes to strategy implementation.
The RSD of region N comments by saying:

> *"I notice that there is a rise of queries towards the strategy 2020. I'm not always able to answer sufficiently, when this is the case I contact my Region manager or sometimes colleagues at the Head Office. I make sure that I can provide all questions related to the strategy 2020".*

After identifying the job specialisations within each region, it was time to ask around if the respondents overlook gaps within their current staff compilation, especially concerning the strategy. The focus of this sub-question was to realize if current employees with the regions have the required competencies to work towards the strategy. The regions N and CE stated that foresee no gaps in the current work activities. They mentioned that the strategy is not being implemented yet, which does not need more or other specializations. They consider the way things are going right now are good enough. It is however the region CE who mentions that they are desperately in need of more and younger volunteers, as this opinion is shared by the RSD of region SE. Within their regions the average age of the current group of volunteers is heading towards the age of 70. These 'old' volunteers does not see the need for the new strategy, and consider this as major obstruction to perform their normal duties and also scared about what is going to happen with their current job tasks. This group of 'old' volunteers is resisting the change. The volunteers are also part of their staff, only there are not being paid, but therefore it is not plausible to discard them from decisions made concerning the strategy.
The RSD of CE mentions the following:

> *"We are in need of new and young volunteers. With the current group of volunteers we are unable to work towards the new strategy. It appears that they, the Head Office, is focusing too much on the new strategy and is neglecting the fact that our current volunteers is old and is resisting the planned changes which will be derived from the new strategy".*

The only region who answered to have no gaps within their workforce, is the region N. The reason for this is that after the merger of 2010 they have created a clear organisational structure and all functions are currently for filled. It is the region NW who mentions that the it is a difficult matter, because they have no idea what to expect from the new strategy.

The RSD of region NW states the following:

> "I am unable to provide a clear answer to this question, due to the fact that we – the entire region – has no idea of what to expect of the new strategy. So far, we are coping with the employees which are in place. I don't know what the strategy will do with my current job tasks."

The regions CW and SW deliver information which implies that they are in need of more people who specialize in the strategy and the additional implementation process. Region CW gives as a reason that the strategy is a '*big thing*' and that this process needs a specialist to coordinate the process. The RSD of region SW directs the need for more strategic specialists by comparing the strategy implementation within the NRC with a strategy implementation within an organisation in the for profit sector.
This RSD of region SW claims that:

> "The NRC is a well-known and large organisation. When large organisations within the for profit sector merge or implement a new strategy they take on specialists, like consultant agencies who are specialised within this territory. Why doesn't the NRC hire an agency like that?"

To conclude the category 'staff' we need to subtract all information regarding the findings of the interviews and try to falsify these with the existing literature regarding the category staff. For this category it is necessary to keep in mind that there are differences in the amount of employees within the region. The regions provided a rather widely spread answer. Some regions stated that the RSDs are the specialist concerning the strategy, others pointed out that there is no strategy specialist in place within their region and that they are in need for a specialist regarding the strategy. Four out of seven regions stated that there are no gaps within the current employee occupation. The remainder of regions pointed out that would like to see a strategy specialist working within their region.
Again, with the outcomes of the interviews on this category, it can be assumed that the category of staff is considered to be a barrier towards the strategy implementation within the NRC. Heide et al. (2002) discusses that the staff is a vital part of strategy formulation and implementation, because they have aspirations, needs and feelings that affect the organisation's performance. Not anticipating on the category of staff, will eventually lead to resistance within the staff. The facets of the sub – categories have indicated that within the NRC there are no (special) functions or specializations towards the strategy implementation. This finding corresponds with the study performed by Jooste and Fourie (2009), who found that the goals of, and incentives for, the workforce are not aligned with the strategy, and that human capital is not effectively developed to support strategy implementation. It also seems that there is no specialist in guiding the process of the strategy implementation. Some of the regions indicate that there are some gaps within the current staff. According to Hrebriniak (2006), who mentions that strategies are formulated by higher management (the 'smart' people), but executed by the lower level employees (not quite as smart) who will have to carry it out and obviously do not know what the higher management expects of the execution process.

4.5   Style

In this study 'style' is concerning the leadership or higher management, how they act towards the implementation of the strategy and the way the process is executed.
As the literature research has shown, leadership is considered as a key factor towards strategy implementation. It can be considered as a key driver, but also as barrier. The focus during the interview was to identify if there is a leadership role or figure present, and if this person has the adequate skills to figure as a participative and effective leader towards the implementation of the strategy. It is also considered what the role of the Head Office is. It might be that it is the Head Office which acts as a leader within the strategy implementation process.
The first sub – category is concerning the presence of a leader and if he/she acts as a participative and effective leader. Five out of seven regions have indicated that they experience a leadership style present. Only they do differ in the identification of their type of leadership. Three out of these five claim that the Region managers function as an appropriate leader. The Region manager is also someone they would fall upon when they have queries concerning the strategy. Only one footnote which the respondents provide, is that acting as a leader requires leadership skills, and they don't know if the Region manager has these competencies.
The RSD of region NW says this about leadership:

> *"The Region Manager has the task of being the leader within the region. Only it is unclear what we can expect from him".*

The other two regions claim that they indicate the board of directors as the leadership present. However they also mention that the board stands far away from the operational level of the region, which means that they do not everything about what is taking place in the working field. Also one these two regions who indicate that the board is functioning as a leader claims that the RSDs also function as a leader. Which means that they do not have one leadership in place. As it are region CW and SW who identify no leader in place. Region SW mentions that they have RSDs , but they are not real leaders. Region CW would like to see that the Head Office arranges the leader, also on regional level.
The RSD of region CW indicates the following:

> *"The Head Office should function as a leader, or someone within the Head Office. It can also be our Region manager, but I don't know if he has what it takes".*

When asking for the respondents views and opinions if the leader within their region has participative and effective skills towards the strategy implementation, their answers were unanimous. Each region which identified that they have a leader in place, stated that their leader(s) know little about the strategy and the implementation.
When asking the respondents about their leaders and their leadership skills, my desire was also to gather information about whether the leaders had changed in their leadership skills during the strategy implementation process. Again, all RSDs indicated that they lead their personnel in the same way as they did before the strategic trajectory started.

The answers to the questions about 'style' are similar, which means that it is possible to come to an unambiguous conclusion about its role in the implementation phase. Combining all answers towards the presence of a leader within their region it is evident that the answer deviate and therefore it can be assumed that the NRC regions have a leader in place, only they do not identify the same figures within their region.

After the identification of the presence of a leader, it was time to probe for views and opinions of the respondents towards the role of the Head Office plays within the region. As can be seen in the matrix in appendix 5, it is needless to say that each region except one, region N, have received none or less support from the Head Office. The tasks here was to identify how the Head Office supports the regions during the implementation process of the strategy and which tools they use. After hearing all interviewees it became clear that they expect more information, involvement and communication from the Head Office. Out of the six regions there were five who stated that the Head Office is providing workshops which have to do with the strategy. Leaving the respondents to talk freely, it became very clear that they expected these workshops earlier, due to the fact that the strategy was already formulated back in the year 2010.
It was the RSD of region SE who expresses the following:

> *"Many employees do not believe in the involvement of the Head Office towards their regions. We have the feeling that the Head Office employees feel superior towards the smaller, less important regions. It comes down to that we have do not have the feeling that we are being involved, we receive no support".*

As mentioned before it is one region, namely region N, who notified that they do receive sufficient support from the Head Office.
The RSD region of N claims the following:

> *"So far the support has been sufficient. What should we expect more from the Head Office. They are busy figuring out how to implement the strategy into day-to-day activities. We wait, if we need something we will ask the Head Office and by the way they will inform us when they have the strategy finished and ready for true implementation".*

To conclude the category of 'style' it is necessary to extract these from the findings of the interviews. As stated before, style is an important driver and/or barrier towards the strategy implementation. The aspects of style was tested by answering the respondents if they recognize a leader within their region and if they consider the Head Office of for filling the function of acting as a leader. Even though five regions accepted to have leadership present, they did not accept the same leader, the fact is that they identified the RSD, the RM or district board. The other regions which did not identify leadership present made as a remark that the leaders could be the RM or RSDs, but they did not truly identify them. When asking the regions for their perspective on the effectiveness of the leadership skills, related towards the strategy implementation, the regions which did acknowledge a leader in place also stated their leader has the skills to direct the region towards the strategy. However, when asking the RSDs about the role of the Head Office, there

was only one who identified the support sufficient enough. This indicates that the regions work independently from the Head Office.

Considering the extensive literature provided back in chapter 2, it can be assumed that the category style, i.e. leadership within the regions is present, although to what extent this is on regional level, is unclear. This indicates that the category of style, i.e. of leadership is an important driver when it comes to strategy implementation. This can be confirmed with the help of the studies by Jooste & Fourie (2009), Sorooshian et al. (2010), Kaplan & Norton (2004), Li et al. (2008), Pearce & Robinson (2007), Beer & Eisenstat (2000), Brenes et al. (2007), Higgins (2005), Fernandez & Rainey (2006), Hussey (1997), Lynch (2006), Noble (1999), Ulrich et al. (1999), Bossidy & Charan (2002), Thompson & Strickland (2003), Hayes (2010), Collins (2001) and Freedman & Tregoe (2003). As the research by Hayes (2010) points out that strategic leaders have many tasks such as motivating employees and communicating knowledge concerning the strategy, it seems this is not been done within the regions of the NRC. There seems to be an hands-on approach towards the strategic activities within the NRC. Which can be confirmed by the research of Schaap (2006). Due to the outcomes of the interviews and cross – analyzing them with the literature it is the category style, the role of the leaders within the regions, which can be considered as a driver towards the strategy implementation.

It can be pointed out that the regions expect more leadership (guidance) from the Head Office.

4.6   Skills

Within this study, 'skills' relates to the identification of strong and weak skills within the region. These skills are related towards the strategy implementation. This should give information as where the region has room for improvement and if they need this. An even more aspect is to gather the interviewee's opinion towards the possibilities of developing their skills, e.g. through trainings and workshops. This can offer the employee ways to improve their educational level and to increase their skills towards the strategy implementation. Evidently it are the RSDs who have to facilitate the strategy through the regions.

To identify the strong and weak skills it was necessary to explain more about the definition of skills. Explaining that skills are the (learned) capacities in which the employees are to carry out their pre – determined task(s). To be effective, employees need a sense of how the organisation works and how the actions of each individual affect organisational and strategic objectives. Skill in determining the forces and factors that interfere with the organisations ability to accomplish its tasks can help the worker become a master problem solver, an innovator, and a team builder. Organisational effectiveness skills are the building blocks the entire organisation. A proactive approach toward increasing organisational effectiveness skills through for example training reflects the commitment towards the shared values within the organisation. Implementing shared values has a positive impact on productivity. With this, the employees are also better able to create and communicate the quality of the work environment necessary to realize the vision towards the, in this case, the strategy implementation.

On the subject of the strong skills present within the region, the RSDs in questions provided several different answers. It must be noted that the interviewee's were directed towards targeting their strong(est) skills related towards the strategy and the implementation process. They were asked if they are, for example facilitating the strategy in some kind of way.

It is the RSD of C who identifies that their strongest skills within the region are that they feel the urge to think along towards new ideas. The RSDs gave as an example that included all employees and volunteers when they had to do cuts within the organisation. The RSD of region C also mentioned that their region has difficulties accepting changes and that they are not so open for changes, they have the feeling that they are being left out, especially concerning the strategy.

The RSD of region CW provides a brief answer to this question:

> *"We have a 'hands-on' approach. We are constantly thinking of ways to improve our activities. Whilst keeping the goals of the strategy 2020 in mind".*

Region CE provided more or less the same answer as region C. Only region CE also mentioned that they are not focusing their skills towards the strategy. For them it is more a matter of doing their day-to-day activities at their best, but they are unaware if this is the best way. They are working like this for many years. There is hardly no concern or whatsoever towards competencies and/or skills within the entire NRC. Region SW comes with an entire different answer, namely that their strong skills are recruiting new Board members, which are considered as necessary if they want to attract new (young) volunteers. They also offer several workshops for the members who are in need for more information regarding the strategy.

It is the RSD of region SE who says that they are strong in creating awareness for the strategy. Only when the RSD was asked for examples how they create awareness, the RSD was unable to provide a clear example. The RSD of region SE just mentioned that they try to involve all members within the region. This is however not directed towards the strategy implementation. The striking part was the answer of the RSD of region NW who mentioned that they have no strong skills concerning the strategy. This region has the feeling that the Head Office will provide skills purely directed towards the successful implementation of the strategy. It is region N who claims that their level of inter-communication is well in order and that their greatest skill is their team spirit. Like region C, they are open for new ideas and experience no sounds within the region concerning resistance relating to the strategy.

The RSD of region N expresses this clearly:

> *"Bring it on with the new strategy, we are ready!"*

When the strong skills of each region are identified, it is time to identify the weak(er) skills within each region. With this information it is possible to investigate which skills require time and effort for improvement. As with the strong points it needs to be pointed out that the skills identified are concerning the strategy and/or the implementation process.

Region C states that the region's employees are not open for renewal or change. They find it difficult to see the benefits of the strategy, due to the fact that they are doing their work for so long already without any problems. The employees don't see the urge for the new strategy, they prefer to stick with the old. Region C also mentions that the process of the awareness of the strategy will take a while. Region CW and SW provide rather similar answers, namely that they have difficulties planning the strategy process, they are missing tools. Region CW expects to receive more tools from the Head Office, and region SW is trying to figure them out with the help of the Head Office. During meetings the region SW is trying to create trust towards the new

strategy, only when discussing the strategy they are walking into more resistance within the current staff. Region CW wants to work towards the new strategy by creating time paths, but they lack decisiveness due to the fact that they do not what to expect out of the new strategy. The RSD of region CW states the following:

> *"The strategy is unclear, thence it is so difficult to create clear skills which will facilitate the strategy".*

The RSD of region CE provides a brief answer to this question, namely that the strategy is vague, unclear and that they have no idea what to expect from it. They have no idea what they could identify as weak skills. Like with region's CE strong skills, they are simple doing their normal work and are not busy with focusing and/or creating skills towards the strategy. Region SE and NW have both the same vision when it comes down to identifying their weak(er) skills. It is attracting new volunteers. They state that it are the new (young) volunteers who have to work with the new strategy and that volunteers are an essential part for the NRC. The current (old) volunteers are not willing to change their activities, they are getting tired of changes.
The RSD of region SE points out that:

> *"It seems that the Head Office is only focusing on the strategy. Shouldn't we also be focusing on attracting new volunteers. As they are the ones who are so important for the NRC. Without new volunteers the NRC is doomed".*

As the RSD of region NW comments:

> *"Trying to make the volunteers aware and creating skills towards the new strategy is a challenging task. We don't know how to do this".*

Region N had difficulties to identify their weak(er) skills, but whilst probing for an answer the RSD finally came to following answer. Region N would like to establish more means of communication with the Head Office, with this they are able to receive feedback during the strategy implementation process. The region has difficulties to create more support towards the Head Office, it is evident that the distance between the region and the Head Office is large (not only geographically spoken), but the organisational distance is also large. The region has the feeling that they are running an independent organisation without interference of the Head Office. They are willing to improve, but they do not how. This is what the RSD identifies as a weak(er) skill within the region.

The last aspect of the category 'skills' is to identify the ways and/or possibilities for the employees within the regions to develop their skills. Considering this aspect, it is assumed that developing skills can be done by attending a type of education, trainings or workshops. Again it needs to emphasised that the development of skills needs to be focused towards the strategy and the implementation. As came out of the literature analysis, providing room for development, has the effect of motivating the employees.
The answers to this question about skills are interchangeable and therefore it is straightforward to come towards an unambiguous answer about this sub-category in the strategy implementation

phase. All seven regions identified that there are no, or very little ways for developing skills and/or competencies, especially not considering the strategy implementation. The regions who identified no ways for development were asked if they would like to receive room for development. Again, each of the seven regions gave an unanimous answer, all would like to have more focus on the development of their organisational skills, whether they have to do with the strategy or not.

The RSD of region CE claims the following:

> *"In the past there was more room for development. The NRC was well-known for this. Nowadays there is no attention for development. Maybe it's because of the cuts."*

The regions who gave as an answer that there is little room for development, were asked to state which ways were provided. They identified that the Head Office is currently providing trainings and workshops to create facilitators within each region, in order to implement the strategic goals on departmental level. The regions SE and N state that they are not in need for more ways to improve their regional development. However it is region SW who mentions that the region is in need for more ways to develop their skills.

The RSD of region SE comments this question by:

> *"Why offer trainings and workshops if the strategy isn't even clear. First make the strategy concrete, than offer education".*

Concluding the category 'skills' brings us to the follow. Within each region the RSDs are able to identify strong skills towards the strategy and the implementation process. This means that these skills can be empowered when implementing the strategy. It can be up to the region itself, or the Head Office to decided what to do with these strong skills, but are least there are present. One region stated to have no strong skills. This region in question needs to be develop, (strong) skills with or without help. Identifying the weak skills towards the strategy and the implementation within each region was another task. Each region identified to have weak skills. These ranged from; experiencing difficulties to adapt to change, lack of building trust, unable to attract new volunteers and satisfying the expectations of the Head Office. One region stated that the strategy is unclear and that they are therefore unable to provide any weak skills related towards the strategy and the implementation.

The last sub – category was concerning the level of the category (identifying and developing) 'skills', for example through education. As the literature has shown us, successful change usually requires sufficient resources (skills) to support the process (Fernandez & Rainey, 2006). Within the NRC each region identified that the level of developing skills with the help of trainings and other forms of education is insufficient. Some noticed that the Head Office is providing more development skills now, because of the strategy implementation, but they still consider this as insufficient. When discussing the findings of the interviews and the existing literature on this topic, it becomes evident that the according to the RSDs of each region within the NRC, the entire NRC is failing on providing development skills, especially considered towards the implementation of the strategy. As Jooste & Fourie (2009) and Heide et al. (2002) discuss in their studies, that the negative factors influencing strategy implementation, are the misallocation of resources, the lack of resources, and not providing any learning or education for the execution

of the strategy. The results of the interview confirm the lack of education and the misallocation of available resources towards the strategy implementation within the NRC. Which evidently concludes the category of skills within the NRC to be considered as a barrier towards the implementation of their strategy.

4.7   Shared Values

In this research, the variable of 'shared values' helps to identify the most important reasons for the regions to engage in the new strategy, keeping in mind the shared values of the NRC and their values towards the strategy. Also, it will look at how awareness towards the strategy is created within the regions and amongst its employees.
All seven RSDs stated that the values towards the core values of the NRC are strong. Each employee believes in the vision and the mission of the NRC. As can be seen on in table 4, it are three RSDs out of the seven regions (10 interviewees) who worked in the non – profit sector before. Most of the employees made the conscious choice to work within the NRC as they feel affiliated with the values of the NRC, as do the volunteers.
When asking the interviewee's about the shared values towards the new strategy, some differences became evident. As it is are the RSDs of region C and N who provide information that the values towards the new strategy are low, but the employees, and therefore the region, know that they will have to go along with the change.
As the RSD of region N states that:

> "There is now way back, we have to go forward. It takes time before people really feel affiliated with something new, like the strategy".

The other regions (CW, CE, SW, SE and NW) came with other conclusions. These RSDs identified that the employees and therefore also the volunteers do not see the need for the strategic changes. As the RSD of region CW indicates that it are the volunteers who are doing the 'real' work and they simply do not care what the Head Office decides to do, as long as they can do their regular work activities. The RSDs of region CE, SW and NW think the same, the volunteers are not interested in the strategy, just in the current work what they are doing now. The RSD of region SE comments:

> "We have all read the contents of the new strategy, but no one has really any idea where we will heading with it, therefore we have no strong values towards the new strategy".

It is important to create awareness and increase urgency to act by illustrating the organisational impact if the NRC does nothing.
When the respondents were asked to target their current statues towards the strategy shared values, it was time to identify the methods the regions use in order to create (more) awareness for the strategy. When there is (more) awareness towards the strategy, the employees will be able to identify themselves more with the new strategy, as this enables them to work with and towards the 'new' shared values created by the strategy. There are two different reactions towards this sub-category. It are the regions C, CW and N who state that they are offering workshops to

create more awareness. However it is the region N who states that they are also waiting for more tools to reach the volunteers. Region expects that these tools should be provided by the Head Office.

The RSD of region N expresses this by:

> *"We have to make do, with what we have. All we can do now is offer what we think are adequate workshops and theme days to involve the employees and volunteers more in to the process of the strategy implementation. Hopefully the Head Office acts as soon as possible. Before you know it, is 2020".*

The regions CE, SW, SE and NW comment that they are not busy with creating awareness. They pass on the message that the Head Office is currently communicating the strategy towards its regional members. The Head Office functions as the precursor and example. The Head Office gives the RSDs the opportunity to follow trainings, so that the RSDs can offer the regions of more information. It are two out of these four regions who point that they are busy as they are now, they have no time for creating awareness.

As the RSD of region SE points out:

> *"The Head Office is slowly coming up with ideas as to communicate the strategy, in order to involve us more. We have the feeling that this involvement is too late. The Head Office should have involved us earlier in order to create more awareness and involvement on regional level".*

The category 'shared values' is the last category of the original *7-S* model (by Waterman et al., 1980s). Although as mentioned before, this study identifies the drivers and barriers within the NRC with the help of the conceptual *8-S* model, so the last category for analysing will be the category of sodality, dealt with in § 4.8

According to the results of the interview each region has a strong culture towards the core values of the Red Cross. However, it appears that there is a low value towards the new strategy. Due to the fact that the employees within the region have no affiliation and identification towards the strategy. Employees within the regions are mostly interested in doing their jobs, as they are used to. The last sub – category was to identify what the regions do in order to create more awareness for the strategy, so eventually that the strategy is embed within the core values of each region within the NRC. A few RSDs mentioned that they are busy with creating awareness towards the strategy. Other regions state that the Head Office is creating awareness by distributing flyers and brochures, arranging workshops and so on. The remaining regions state that they are not concerned with creating and provide as a reason that it is up to the Head Office to do so, not to do the regions. Considering the interview findings it appears that the category 'shared values' within the NRC is scattered. The shared values towards the culture of the core values of the Red Cross are strongly present. However, the respondents provided sufficient information to assume that the values towards the strategy are low. Considering the above findings it can be assumed that the strength of Red Cross values (recognizing the Fundamental Principles, as illustrated in appendix 2) can have an enabling (driver) effect on the strategy implementation. As according to Jooste & Fourie (2009), Higgins (2005), Sharp and Brock (2011) and De Wit & Meyer (2004)

who also identify the organisational culture as a driver towards strategy implementation. It can be assumed that the strength towards the Red Cross of shared values are strong, the driver, and will overcome any form of organisational barrier. However the findings also indicate that the values towards the new strategy are low, which can lead to the assumption that they function as a constraining (barrier) effect towards the strategy implementation within the NRC, as found by Heide et al. (2002) and Jooste & Fourie (2009). They found the lack of alignment between the culture of the organisation and the strategy, the ethical practices are not evidently stated in strategy implementation and the core competencies are not aligned with the strategy of the organisation.

4.8   Sodality

The last category is the conceptual 'sodality', which concerns the human aspect within the organisation. In order to pinpoint these issues within each region of the NRC, four questions targeting these issues were asked. This category is focused around the part of managing the change and the resistance towards the change, the level of commitment (consensus), the degree of motivation and the level and means of communication.

First of all, as an essential part of sodality it was time to identify how the RSDs would level the resistance towards the strategic change. The respondents were asked to provide an answer of the levels of low, moderate or high. As can be seen in the matrix in appendix 5, there were three different answer towards this question. The regions C, CW, SW, SE and NW clarified that there is a high level of resistance within the region concerning the implementation of the new strategy. It were even the regions SW and SE who stated that they found a very high level of resistance towards the intended strategy.

The reason for this is probably best summarized by quoting the RSD of SW:

> *"The level of resistance is high, very high. The current volunteers are old, they see no benefits towards the new strategy. They want to carry on the way they are doing for such a long time. They want to be left alone."*

The other RSD who stated a very high degree of resistance towards the change states the following:

> *"They waited the too long for the implementation. The strategy was already in 2010. So far nothing has been done, only talking about it. In the meantime people have become tired of everything to do with the strategy".*

Region CE stated there is a moderate level of resistance. The RSD clarifies that the change is more and more becoming accepted, this due to the fact that the Head Office is communicating more about it. It is the RSD of region N who points out the resistance towards change is fairly low. The RSD states that there is some resistance, but very minimal. According to the RSD of region N, the reason for the high acceptance and tolerance towards the strategy, is that the age of the employees and volunteers plays an essential role in this matter.

The RSD of region N expresses this by mentioning the following:

> *"We have young employees within the region, also the age of the volunteers is not so high as it is in other regions. This is probably why we are not experiencing many resistance".*

When it became clear that each region except region CE (moderate level of resistance) and N (low level of resistance) is experiencing an high level of resistance towards the intended strategy and the change, it was time to search for other reasons towards the category of 'sodality', in order to create a successful strategy implementation.
The level of motivation related to – work towards the – strategy was next. Again, the respondents were asked to identify this matter on the levels low, moderate or high and if they were able to elaborate further on this topic.
The spread of the answers was again varied. The regions C and NW who before identified that there was an high level of resistance towards the change, identified here a moderate level of motivation. According to the RSD of region C the reason for the moderate level of motivation, was because of the increase of attention towards the strategy. The RSD of region NW pointed out that the moderate level was because of the fact that the employees (including the volunteers) are becoming more committed to work towards the new strategy.
It are the other regions CW, CE, SW and SE who indicate that the level of motivation is low. The RSD of region CW points out that motivation is a complex issue, with a number of causes and solutions -- many of which are of impossible to identify. The RSD of region of SW points that it is the lack of structure which affects their level of motivation, there is no uniformity through the NRC, no guidelines.
The RSD of region SE points out the following:

> *"The motivation to work towards the new strategic goals is low, people just do not see the benefit of it. How are we supposed to be motivated, whilst we have no clue of the new strategic goals and what it will do with our day-to-day activities".*

The RSD of region N indicates that there is a high level of motivation towards the new strategy. The reasons for this that the employees have the impression that they are ready and prepared for the strategic changes and they see the need for the intended changes.

After identifying the level of motivation it was necessary to identify the commitment within each region. Also, with this it was to identify if there is consensus within each region. Consensus refers to the primary way decisions are made, and if they are accepted as the best methods and beliefs to achieve the organisational goals.
The level of commitment is difficult to analyze, due to the diverse answers provided by the respondents. All regions except the region SE comment with the fact that there is enough commitment, but they are still in doubt by how the strategic goals are going to be made concrete (actionable) and that there are so many interest (due to the different stakeholders) to keep in mind. It is the RSD of region N who points out that the commitment level is hard to tell. Also the regions provide some clarity that the commitment is more on the board members level, but not on operational level (volunteers).

The RSD of SW who mentions the following about the level of commitment:

> *"It must be evident by now, that the NRC (Head Office) is not busy with preparing us for the strategy. The Head Office is feeling the resistance and is now realizing this. It's going to be a long way before we get all employees committed."*

Region SE points out that there is no commitment within the region and therefore a low consensus within the region to work towards the new strategy.
With the outcome of the degree commitment it is fairly evident to come to the conclusion that there is no or partly consensus within the regions to work with the new strategy, as can be seen in the matrix in appendix 5.
It is the RSD of region N who states the following:

> *"As mentioned before, we are ready for the strategy. We are reaching committed and consensus by discussing the strategy over and over."*

Now it up to the last sub – category of the category 'sodality' to stipulate what the current state is within the regions.
This last sub – category concerns the degree of communication towards the strategy, how the communication is done and if there is sufficient communication related to the strategy.
The regions C, CE, SE and NW point out that there is an insufficient degree of communication, and that they would like to have more degree and means of communication. By means the refer to having meetings, wherein the face-to-face aspect is the most effective way for them to communicate. They also point that there are meetings twice a year where all RSDs come together, but this is insufficient. The means of communication are according to region C unstructured. Regions CW and SW comments by mentioning that they are not using any form of communication, especially not inter-regional, and definitely not about the strategy and the process of it.
The RSD of region CW puts it like this:

> *"Communicating about a strategy which isn't clear, is just wasting our time. Let the Head Office figure it out, they are the ones who made it".*

The RSD of SW emphasizes on the fact that they have other things to do and that there major concern is not about communicating about the strategy, as quoting the RSD of region SW:

> *"Instead of endlessly discussing the strategy, let's communicate about attracting new volunteers!"*

The RSD of region N points out that there is sufficient communication. As they commented within the category 'systems' they have an adequate use of their E-mail system. Within the region they communicate on a frequent basis. Also they inform the departments by E-mail as when the workshops and/or theme days concerning the strategy are held.

Concluding the last category, 'sodality', it are the RSDs who notice that during the strategy implementation phase, there is some evidence of resistance to change. The resistance showcased itself through discussions by employees as well as the volunteers. In that case, speaking of resistance is considered as the scepticism about the effectiveness of the new strategy. There is only one RSD who finds a low resistance towards the change. Concerning the sub – category of the degree of commitment towards the strategy. Each RSD, except one, indicates that there is enough commitment to work towards the new strategy. However they are not unanimous in the identification of the groups who are committed. Some regions state that there is enough commitment within the board and the employees, others state there is only commitment on board level. With this they also identify no consensus or only partly consensus within the region. It are two regions who identify that there is sufficient commitment and consensus within their region. Relating to the level of motivation within each region it can be concluded that there are four regions who provide a low level of motivation working towards the new strategy. Two regions feel moderately motivated and only region who indicates to be highly motivated to work towards the new strategy. To implement a strategy, motivated employees and motivating others to change, can assist in the change process (Hayes, 2010). Regarding the last sub – category, communication concerning the strategy and the implementation, it is deducible from the interviews that there is an insufficient level of communication regarding the strategy and the implementation process. Only one region indicate there is a sufficient degree of communication and this mostly done by E-mail.

The results of the interviews on sodality indicate that there is no effective management concerning the strategy, which indicates that this sub – category can be considered as a barrier towards the strategy implementation within the NRC. It is the sub – category of the commitment level which seems to be minimally present within the NRC, which assumes that this can be treated as ('soft') driver towards the strategy implementation with room for development. As it were Li et al. (2008) who defined that a consensus and commitment amongst employees is necessary to implement a successful strategy. Also Fernandez & Rainey (2006) discussed that change needs to be institutionalized throughout the entire organisation and that the organisation needs to pursue the process of change. Which evidently assumes a fair level of commitment towards the strategy. Both the level of motivation and communication are minimal which implies that these can be considered as barriers towards the strategy implementation within the NRC. Which is validated by the research Kotter & Schlesinger (2008), who state that managing the change effectively is inter alia done by communication, participation and involvement, facilitation and support and negotiation and agreement (incentives). This is not sufficient enough within the NRC, therefore the sub – category of motivation is considered to act partly as a driver and barrier. Considering the empirical facet of the level of communication is seems to act as a barrier towards the strategy implementation within the NRC. It is noteworthy to mention that however there was no interview question concerning the presence and/or degree of stress towards the new strategy, it became evident that a high degree of stress is present within each region. As found in the literature, Vakola & Nikolaou (2005) indicate that resistance towards change leads towards stress, which ultimately results in a barrier towards organisational change.

4.9   Results Overview

Due to the diversity of answers given by the respondents, it is a complex task to summarize and analysis the results for the entire NRC. Nevertheless, table 5 provides an overview of the interview results, after cross – analyzing the results with the literature. To understand the table it is necessary to explain the symbols which are stated in the table. The following symbols are included: '+' , '–' , '+/–' and 'n.a.'. The '+' (plus) stands for a positive factor. This signifies that the respondents provided answers to this sub – part of ´S' as to label it down as a driver. The '–' (minus) stands for a negative factor, or barrier. The '+/–' (plus and minus) is stated when the respondents have provided issues concerned to drivers, as well as barriers (partly driver and a barrier). The 'n.a.' is stated when this sub – question has no significance as to determining of it is a driver or a barrier towards strategy implementation within NRC. This brings us to the following table:

The Netherlands Red Cross

8-S Categories	Results	Analysis
Structure	• Coordination of activities	–
	• Decision making and controlling – centralized or decentralized	+/–
	• Effect of structure towards the implementation process	–
Strategy	• Involvement strategy formulation (process)	+/–
	• Systematic execution (implementation)	–
	• Presence of a strategic plan	–
	• Understanding and cleanliness of strategic objectives	+/–
	• Level of satisfaction - process of the strategy implementation process	n.a.
Systems	• IT system related towards the strategy	–
	• Controlling of the strategy implementation process	–
	• Monitoring of the effectiveness of the strategy implementation (process)	–
Staff	• Number of employees	n.a.
	• Functions and specializations regarding strategy	–
	• Gaps within the staff	+/–
Style	• Leadership presence	+
	• Support from Head Office	–
Skills	• Strong skills	+
	• Weak skills	–
	• Education / Training / Development	–
Shared Values	• Strength of the values	+
	• Creating awareness for strategy	–
Sodality	• Resistance towards change	–
	• Commitment (Consensus)	+/–
	• Level of Motivation	+/–
	• Communication	–

Table 5: Summarized Interview Results within Related Sub – Categories of the Eight 'S''

As noticed during the analysis, the table above shows the existing positive and negative factors within each *'S'* sub – category. As can be seen in table 5, there are numerous minus' ('–') to be found, this indicates that many barriers are in place within the NRC. Without further notice, it is self-evident that an organisation experiencing this amount of barriers, it has a negative effect on the strategy implementation.

Generally, more barriers are found within each sub – category, which indicates a negative factor towards the strategy implementation within the NRC. For the NRC the barriers for the category 'structure' are, 1) the lack of coordination activities related towards the strategy implementation, the 2) differences in the processes of decision making, and 3) the negative effect of the organisational structure on the outcome of the implementation process. In addition to these barriers, there are the 'strategy' barriers, which is the NRCs 1) unsystematic execution process that hinders the strategy implementation, and not to forget 2) the absence of a strategic plan. The category 'systems' shows only negative effects. The negative effects include 1) the lack of a special IT – system to support the implementation, 2) the lack of controlling the strategy implementation process and 3) the shortage of a system to monitor the effectiveness of the strategy. The category 'staff' is on average also a barrier, which comprise of, that 1) there are (up to the moment of performing the interviews) no special functions or specialisations created in order to facilitate the strategy implementation, and 2) numerous regions proclaim to have a heavy workload already and are experiencing gaps in the workforce to enforce effectively on the process of the strategy implementation. The category 'style' is assumed to act as a driver towards the strategy implementation within the NRC. However, the results do indicate that there is one significant barrier, namely the shortage of support from the Head Office. The next category, 'skills', has an overall constraining effect on the strategy implementation. It are the weak skills that show that the regions have difficulties 1) dealing with change, 2) the openness towards change, and 3) the difficult and time-consuming task of attracting new volunteers. Also, 4) the insufficient opportunities for the staff developing their skills is seen as a barrier towards the strategy implementation within the NRC. The category of 'shared values' is considered to act as a driver within the NRCs strategy, although there seems to be a shortage on creating awareness for the strategy, which functions as a barrier. The last category, the conceptual 'sodality' can be assumed to acts as a major barrier towards the strategy implementation within the NRC. This is due to 1) the internal employees' resistance towards the planned strategic change, 2) the moderate level of commitment for the strategy, 3) also the moderate level of motivation towards the strategy, 4) and the low means of communication within the entire NRC.

However, it is worth mentioning that within the categories 'style', 'skills' and 'shared values', some positive factors have been found. The presence of a leader (style), the strong skills within each region (skills) and the strength of the Red Cross values (shared values), are assumed to have an enabling effect towards the strategy implementation. The category of 'skills' is assumed not to have an enabling effect on the strategy, due to the fact that the category scores high in the sub – categories of the weak skills and the important learning (education) sub – category.

It is worth mentioning, whilst comparing the regions reciprocally, it is region N (North) which indicated more positive factors within several sub – categories of the *'S''*. Unfortunately, due to the generalised outcome for the entire NRC, these are not explicitly mentioned. The in – depth answers provided by the RSD of region N are stated in appendix 5. The overall conclusions regarding the analysis is stated in the following chapter.

5. Conclusions & Discussion

This chapter gives a conclusion to the central research question and takes into account the findings of the different sub-questions. Hereafter, a discussion is held, where first a theoretical reflection is held, that explains the contributions of this research to literature. Second, a discussion about the limitations of this research is given, where threats to validity and reliability are addressed. The third sub - paragraph elaborates on recommendations concerning future research. The third paragraph will provide a more practical approach, it will be concerning what the organisation should do with the outcome of this research, i.e. practical recommendations for the NRC.

5.1 Conclusions

This study examined the existence of drivers and barriers within an NPO, in this case the NRC. As mentioned before, this research desires to answer the following main – research question:

> *What are the organisational drivers and barriers for the implementation of the strategy 2020 at the Netherlands Red Cross?*

This research was performed with the help of the conceptual framework of the *8-S* model. In order to identify the NRCs drivers and barriers towards strategy implementation, and if they would correspond with the existing literature around strategy implementation. Based on the 10 semi – structured interviews with the most knowledgeable personnel members (RSDs) of the seven regions within the NRC, on strategy implementation, the existence of (potential) drivers and barriers was examined. The original *7-S* model (by Waterman et al., 1980) was revised, since it appeared from the literature analysis and the interviews that the number of categories was an insufficient measure to classify different drivers and barrier towards strategy implementation within the NRC. This resulted in the creation of the *8-S* model, which is based on the existence of a relationship between *structure, strategy, systems, staff, style, skills, shared values* and *sodality*, and the successful implementation of the strategy within NPOs. All eight categories of the assumed *8-S* model were treated within the NRC, in order to confirm or reject the existence of different drivers and/or barriers towards their strategy implementation.
Hereafter each of the eight categories will be discussed and summarized in order to answer the main research question. In addition, for each of the identified category driver or barrier, it will be elaborated what this driver and/or barrier is, and what the implications are for the NRCs strategy implementation.

The empirical findings in chapter 4 of this study, it can assumed that within the NRC, the *'S'* categories of *structure*, *strategy*, *systems*, *staff*, *skills* and *sodality* are barriers towards the implementation of the strategy within the NRC. Paragraph 4.9 has already analysed and discussed why the abovementioned categories belong to the drivers and/or barriers. The sub – categories are concluded in table 6 and 7 on the next page.

Sub – Barriers towards the Strategy Implementation within the NRC

8-S Categories	Result within the NRC
Structure	- Lack of coordination activities - Negative effect the organisational structure
Strategy	- Unsystematic execution process - Absence of a strategic plan
Systems	- Lack of a special IT – system - Lack of controlling and monitoring
Staff	- Absence of strategy facilitating staff members - Gaps within workforce (staff members)
Style*	- Shortage of support from the Head Office
Skills	- Dealing with change - Openness towards (unknown) change - Difficult and time-consuming task of attracting volunteers - Insufficient possibilities for learning (education)
Shared Values*	- Shortage on creating awareness for the strategy
Sodality	- Resistance towards change - Moderate level of commitment - Moderate level of motivation - Low means of communication

Table 6: Summarized Interview Results of the Sub – Barriers within the NRC

The categories labelled with * means that they are defined as drivers for the strategy implementation within the NRC, but within their sub – categories, some 'soft' or 'sub' barriers are targeted.

Sub – Drivers towards the Strategy Implementation within the NRC

8-S Categories	Result within the NRC
Style	- Presence of a leader within the regions
Skills*	- Strong organisational skills / abilities to facilitate in the process of the strategy implementation (hands-on approach, involvement of departments, preparedness for development)
Shared Values	- Strong Red Cross values

Table 7: Summarized Interview Results of the Sub – Drivers within the NRC

The category labelled with * implies that this category is considered to act as barrier towards the NRCs strategy implementation, but within the sub – category, a 'soft' or 'sub' driver is found.

As mentioned before, the category of shared values is considered to function partly as a barrier and as a driver towards strategy implementation. It can be assumed that the values towards the Red Cross are strong, which can assist in the implementation of the strategy. However it are the values towards the new strategy which are low. And considering this study is centred around this strategy, it can be assumed that this sub – category of shared values has a constraining effect on the implementation process of the strategy within the NRC. At last, it is the category style which identifies the presence and effectiveness of leadership. Within the NRC this can be assumed to act as an enabling effect within the NRCs strategy implementation. Additionally, the responses given do not lead to a suggestion that a specific leadership style is needed or desired due to strategy implementation for increasing the level of motivation.

The overall key findings have been summarized in table 8. This table provides a clear overview of the drivers and barriers within the NRC. Overall, this study has given the NRC valuable insights in the different drivers and barriers towards their strategy implementation.

The Netherlands Red Cross

8-S Categories	Driver or Barrier towards Strategy Implementation	
Structure	Barrier	✕
Strategy	Barrier	✕
Systems	Barrier	✕
Staff	Barrier	✕
Style	Driver	✓
Skills	Barrier	✕
Shared Values	Driver and Barrier	✓ ✕
Sodality	Barrier	✕

Table 8: Summary Results of Drivers and Barriers in NRC

Discovering and pinpointing the barriers within the NRC, will raise the question; *How is the NRC able to function at all, not even taking the new strategy into consideration?* The answer to this question forces to seek the answer back in chapter 2, because there the causes for the unsuccessful strategy implementation within an NPO can be described.

As described in the literature analysis of chapter 2, according to Dobni (2003) and Flood et al. (2000) strategy implementation is a challenging and difficult task. Within NPOs it becomes an even more complex process, due to the managing of fiscal, political, and social concerns in addition to dividing attention among the numerous stakeholders NPOs (Lewis et al. 2001). At the same time, Akingbola (2006) points out that because the NPOs operate in a different environment than the profit organisations, it is important to point out the challenges and opportunities of both, in order to establish the organisational effectiveness of the NPO. This challenge of attaining an effective strategy within an NPO is more complex and extends beyond the linkage between challenges, opportunities and capabilities. Taking the abovementioned causes into consideration, it comes to no surprise that the strategy implementation within the NRC is also experiencing numerous barriers towards their strategy implementation. In addition, it needs to be taking into consideration that the NRC is divided into seven regions, with each region working independently and having its own entity, which can also hinder the categories of the conceptual 8-S model.

With the discovery of the barriers within the NRC, it can also wondered what the consequences are for the effectiveness of the NRCs strategy implementation, i.e. measuring their effectiveness. This is a competing task, as it was already discussed that Crittenden & Crittenden (2000) mention that measuring the effectiveness of strategy implementation within an NPO is a

challenging and complex task. According to Bryson (1995) the difficulty of measuring mission success has long been recognized in the nonprofit management literature. As Sawhill & Williamson (2001) point out that for most nonprofits, measuring mission success really is mission impossible. It is simply too difficult and too expensive to establish a direct linkage between an organization's annual efforts and the impact of those efforts on the organization's mission. However, Sawhill & Williamson (2001) do provide some practical advice for NPOs, which indicates that an integrated system of performance measures is no substitute for a compelling mission, uplifting vision, clear goals, and innovative strategies. They consider that it would be a serious error to imagine that a nonprofit can develop effective measures in the absence of strategic alignment. They claim that NPOs need to identify measurable goals, keep the measures simple and easy to communicate, make measures marketable (which implies that NPOs communicate their strategic goals to the public, i.e. their stakeholders, in order to include and involve them in the measurement), and last to manage the measures effectively by creating systems in order to manage day-to-day management decisions and in setting long-term strategic goals. As Sawhill & Williamson (2001) discovered, it are measurements made by systems which establish a culture of accountability within NPOs. Finally, Sawhill & Williamson (2001) conclude that NPOs should ensure that they take care of first things first — and then worry about assessing progress in measuring the effectiveness.

5.2   Discussion

5.2.1   Academic Contributions of the Research

This part forms a reflection on the research that was performed and discusses what can be learned from it in light of the existing theory. On basis of the literature review, as presented in the theoretical framework, it became evident that many contradicting scientific opinions exist about the best way to forecast future cash flows.

This study contributes to the academic literature on implementing strategies within NPOs in a number of ways. First, as this is one of the few case studies which is performed on the implementation of a strategy within an NPO, it will provide new insights on the theories already developed. This research provides new insights on the literature available on strategy implementation within NPOs. This study provides an 8-*S* model, as an adaptation to *7-S* model, originally made by Waterman et al. (1980). It shows that, especially within an NPO, it is necessary to focus on the facet of *sodality*. It makes analysis more appropriate than with the traditional *7-S* model, due to the aspect of change for the employees wherein the process of implementation has to be combined with change management, communication, commitment and motivation. This will finally decrease the impact of change and will successfully implement the strategy with minimizing the barriers towards the strategy implementation. Additionally, this research has indicated the existing drivers and barriers within an NPO. With the help of this analysis, this study has provided an outline of the drivers and barriers of the implementation process of a strategy. As literature has indicated that implementing a strategy is difficult (Hrebiniak, 2006). The literature on strategy implementation within NPOs is considerable (Stone et al., 1999), however little research has focused directly on implementation of strategic activities in the non – profit context. This research has provided more insights into the existing

literature. This study also contributes to the existing literature, when considering the study by Lewis et al. (2001) who found that several attempts have been developed in order to guide the strategy implementation within NPOs. Lewis et al. (2001) come up with a model merely considering the fiscal, political, and social concerns within the NPO. This study focus on the internal organisational facets, rather than the outside (external) facets. Lewes et al. (2001) found that the implementing a strategy within an NPO is a complex task, Crittenden & Crittenden (2000) provided insights stating that measuring the effectiveness of strategy implementation within an NPO is a challenging and complex task. This research provides a better understanding of how drivers and barriers are in place within an NPO, it does not provide better ways for defining the effectiveness of an NPO.

Within the category 'systems', the empirical analysis has shown a high constraining effect towards strategy implementation within the NRC. However it was impossible to interlink this category towards literature. As also mentioned by Govindarajan (1988), that few researchers have focused on the design of administrative systems, which can facilitate the implementation of strategies. It could be considered that within NPOs there is less focus towards an effective system, as it is in for – profit organisations, but this cannot be confirmed with literature. This study therefore contributes to the existing literature as to pointing out that, especially within the NRC (an NPO) there is an high degree of a constraining effect for the *'S'* category systems.

Altogether, this study will aid future research on how the effectiveness of strategy implementation can be measured. Lastly, this study has particularly shown the effects of the 8-S' category sodality on the implementation of the strategy within an NPO. Of all *'S'* categories, this would be the most negatively expectantly associated with the implementation of the strategy.

5.2.2   Limitations of the Research

This research has a number of limitations which should be considered when interpreting the results. First, the results of this research have limited generalizability. Although this case study has provided some interesting, in – depth findings, still some careful considerations need to be made, when making generalizations on basis of this research. According to Shadish et al. (2002), the problem of generalization is to infer whether a causal relationship holds over variations in units, treatments, outcomes and settings. In this case, research was performed on only the seven regions (regional level) of the NRC. Because the findings are based on only the regions, it is recognized that the external validity of this research is low. This makes it hard to generalize to the departments ('hierarchically below the regions). Shadish et al. (2002) describe this threat to external validity as *"Interaction of the Causal Relationship with Units"*, meaning that the causal relationships might only hold for the unit of analysis (in this case the NRC) and not for the departments. An also important limitation of this study is that only a small number of interviewees participated, due to time limitation, holidays, maternity leave and the difficulty to reach the right RSDs. Perfect interviewees would of been those who are involved in the entire implementation process from the beginning and have contacts with the Region Manager and even the Head Office. Some of the RSDs which I contacted, kindly refused to do an interview due to the fact that they were busy. The small sample of interviewees may have affected the research outcome. The sample size was very small and the fact that only one region

representative (RSD) was interviewed could have led to personal bias. For this research the RSDs per each region have been interviewed. In this way, there is a better view of the whole organisation and the different opinions. Different threats of construct validity are part of this way of research. The four threats apply to persons, settings, treatments and outcomes (Shadish et al., 2002). Examples of these threats are: persons who were interviewed do not speak the truth or persons feel not happy to speak in the own organisation. The way of interviewing is not pleasant for the person; a possible cause of this, is that different outcomes in the same organisation will be a fact.

5.2.3   Recommendations for Future Research

This research also provides recommendations for future research concerning the drivers and barriers towards strategy implementation within an NPO. Because of the limited sample size, future research should therefore be more quantitative in nature. Also, it are the geographical and the region's size differences which have not been taken into further account of this research. Furthermore, although the interviews were held within the seven different regions of the NRC, it were only the strategy and the strategic activities which were examined. Therefore, future research could study the existence of drivers and barriers on a more expanded level, by also exploring political, organisation's size, the external environment and the different implementation stages more in – depth. The interviews provide insights in the existence of drivers and barriers within the organisation at one point in time; to study the characteristics of the drivers and barriers on the long term, future research should use a longitudinal research design. Future research could also focus on not just merely identifying the drivers and barriers, but also study possible modes to strengthen existing drivers or either to eliminate existing barriers towards strategy implementation within NPOs.

Another topic of future research might be to investigate the reverse roles of the drivers and the barriers towards strategy implementation. As this research assumed that when some barriers (e.g. systems) were reversed it could act as a driver, and this also counts for the drivers. Finally, the interviews were based on the conceptual *8-S* model which still has a restricted number of variables. Therefore, other still important variables could have been left out.

5.3   Practical Recommendations for the Netherlands Red Cross

The current study has main implications both for academics as practitioners. For academics, this research provides presumptive evidence for future research on the drivers and barriers related towards strategy implementation. For the NRC the implications are more practical.

The NRC is already in the implementation phase of the strategy, which makes it impossible to revive their strategic phases before, such as the strategy formulation phase. Where, according to the empirical findings of this study, the NRC could have had extracted more enabling factors (drivers) towards the strategy implementation. Besides focusing their efforts on the pre – implementation phases the NRC can perform the following:

»   Understanding the practice of strategic change consists of three parts, namely understanding the change, identifying drivers and barriers, and strengthening the drivers and overcoming the barriers. This study has focused on the identification of the drivers. Ultimately,

the NRC (which implies the responsible figure(s) within the NRC) should focus time and resources, in overcoming the existing barriers of *structure, strategy, systems, staff, skills* and *sodality*. There is an extensive amount of literature available on *how* to overcome barriers towards organisational change (implementation of the strategy). Although this study has not focused on overcoming barriers, it is possible to make some practical recommendations per existing barrier within the NRC. It is noteworthy that there is an extensive amount of literature available on how to overcome (possible) barriers towards strategy implementation, however most of the literature is specifically directed to the for profit organisation. Overcoming the barriers *structure, strategy, systems, staff, skills* and *sodality* can be done through using evidence-based methods and real-life examples. Remember, there is no one method to overcome all the different barriers; different approaches will be effective for different people and different situations. These methods can be used on their own or together; combining methods may have a bigger impact on change.

» In order to overcome the barriers *strategy, skills* and *sodality*, the NRC is recommended to provide educational materials and arrange educational meetings. Educational materials, like booklets, leaflets, journal supplements, CD-ROMs, videos and DVDs, online tools and computer programmes are often used to inform professionals about the latest developments in the field of strategy implementation. The educational materials raise awareness of the desired change and printed materials are low in costs. Educational meetings, such as conferences, workshops, training courses and lectures are often used to educate professionals about the latest developments in their field. These meetings can be divided into two categories: large-scale meetings, such as lectures and conferences where the audience is largely passive, and small-scale meetings, such as interactive workshops and training courses where the participants take a more active role in learning. The more interactive a meeting is, the more effective it is in changing behaviour. Conferences and lectures raise awareness about the desired change, but are less effective in making changes happen. Interactive workshops are effective in changing behaviour. Altogether when these barriers have been overcome, it will have an increasing positive effect on the *shared values* within the NRC for the implementation of the strategy.

To overcome the hampering effect of the organisational *structure* the NRC can develop an organisational structure which is designed to operate throughout a team. Involving all levels within the strategy implementation, will increase the ways of feedback and interconnectedness. In order to overcome the barrier of *systems*, it can be recommended that the NRC implements a special designed IT system for implementing a strategy a successful as possible. The IT system will Another recommendation is to increase inter – regional communication via the E-mail Outlook system, like it is done within region North.

The barrier of *staff* can be dealt with by assessing the regions workforce. Investigating whether the regions have the right persons in the right places, and if the regions have gaps within their current staff. With this in place, the regions have the ability to place more staff towards the strategy implementation.

» As mentioned in chapter 2, drivers and barriers are created internally. In order to overcome any form of barrier towards the strategy implementation, the NRC can be advised to hire an outsider for guiding the implementation of the strategy. In the Netherlands interim management has grown into a mature profession with its own professional association, ethical

code, training programs and so on (Reijniers et al., 2003). It is common practice for managers to decide to call in outsiders for their change issues, outsiders such as interim managers with specific change knowledge and expertise (Smid et al., 2006).

» The outcome of the interview with the RSD of region N (North) provided significant positive information regarding the perspective of their role within the implementation process. With this knowledge, the NRC is highly advised to investigate what the reasons are for this positive outcome, i.e. having more drivers towards the strategy than any other region. The found knowledge can be transferred to the other remaining regions. It can be a suggestion to let the region N function as an example (role model) to the rest of the regions. This will have a learning effect for the rest of regions and help to strengthen the overall organisational drivers.

» As the main form of communication comes from the Head Office, it is likely that they are seen as the responsible figure in implementing the strategy. Therefore it is recommended for the Head Office to discuss with its regions more in – depth information concerning the strategy implementation. One point of attention which is extracted from the interviews, is that the regions would highly benefit in having more communication and a strategic plan towards the strategy. With a plan the regions are up – to – date, therefore they know what to expect, they feel involved in the process and have a 'grip' on their regional implementation process. As for the level of communication, according to Bowers (2000) and Dyer et al. (2002) many NPOs do not realise the importance of strategic communication management and the necessity of building lasting and mutually beneficial relationships. As Polonsky and Sargeant (2007) point out, it is without planned communication and relationship management, wherein many NPOs find it difficult to achieve their mission and goals. In the end, when the regions within the NRC, or people responsible for monitoring the effectiveness of the strategy implementation, notice the drivers (positive influences) of their strategic change process, this will increase their own satisfaction altogether.

» Finally, taken the study by Sawhill & Williamson (2001) into consideration, who conclude that NPOs should ensure that they take care of first things first — and then worry about assessing progress in measuring the effectiveness. It can be advised that the NRC should optimize their internal organisation by including the regions on a more national level. As became evident from the interviews that there are still several regions working on the departmental and regional mergers. The regions which are still struggling with the merging process should receive support from other regions and/or from the Head Office.

Ultimately, with this research the NRC should have a better understanding on which organisational facets to focus and how a long – term with the strategy can be build. This helps them to ensure the process of the strategy implementation process.

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Appendix – 1 | General information of the Red Cross

History

The Red Cross was established in 1863 when five Geneva men, including Henri Dunant, set up the International Committee for Relief to the Wounded, later to become the International Committee of the Red Cross (ICRC). The motive for the establishment of the Red Cross came from the Swiss Henri Dunant, who took care of all dead and wounded after the Battle of Solferino on 24th of June 1859. He made no distinction (religious, race, gender or nationality) amongst the dead and survivors, he took care of everyone who needed help.
Its emblem was a red cross on a white background: the inverse of the Swiss flag. The following year, 12 governments adopted the first Geneva Convention; a milestone in the history of humanity, offering care for the wounded, and defining medical services as "neutral" on the battlefield. Nowadays the Red Cross is an internationally well-known non-profit organisation.

International

International and national the Red Cross is known as the 'Red Cross' and is highly recognisable by their logo. The ICRC was founded in 1863. The ICRC is an impartial, neutral, independent and private humanitarian institution which is based in Geneva, Switzerland. The ICRC aims at protecting the victims of international and internal armed conflicts. These victims include war victims, refugees, civilians and prisoners. The ICRC works worldwide to provide humanitarian help for people affected by conflict and armed violence and to promote the laws that protect victims of war. The ICRC is financed mainly by voluntary donations from governments and from national Red Cross and Red Crescent societies. The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. The ICRC directs and coordinates the international activities conducted by the IFRC in armed conflicts and other situations of violence.

The IFRC is the International Federation of Red Cross and Red Crescent Societies (IFRC). The IFRC is the world's largest humanitarian organisation, providing assistance without any sort of discrimination whatsoever as to nationality, religious beliefs, race or political opinions.

It was founded in 1919 in Paris in the aftermath of World War I. It was Henry Davison, president of the American Red Cross War Committee, who proposed forming a federation of these National Societies. After 72 years, in November 1991, it became the International Federation of Red Cross and Red Crescent Societies.
The IFRC organisation has 186 - one in almost every country in the world - member Red Cross societies and more than 60 delegates with a Secretariat at Geneva in Switzerland.
It is noteworthy that both ICRC and IFRC are parts of the International Red Cross and Red Crescent Movement. The ICRC is the most honoured organisation in the world with three Nobel Peace Prizes in 1917, 1944 and 1963.The role of IFRC on the other hand is to carry out relief operations to help the victims of disasters and to strengthen the abilities of its member National Societies. The IFRC concentrates on four important areas, namely, disaster response, promotion

of humanitarian values, health and community care and disaster preparedness. For the purpose of this research, the ICRC and the IFRC, are combined and abbreviated as The Red Cross.

The mission of the Red Cross is to prevent and alleviate human suffering where ever in the World, protecting of human life's and ensure the respect for people. To achieve this mission they mobilize the power of humanity and solidarity: they create a space where people in need, volunteer workers and donors come together and give substance to their common responsibility to help others.

The vision of the IFRC is
`*To inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world´.*[2]

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[2] Article 4 (General object), Constitution (2007)

Appendix – 2 | Fundamental Principles of the Red Cross

Humanity
The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace among all peoples.

Impartiality
It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality
In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence
The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service
It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity
There can be only one Red Cross or Red Crescent society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality
The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

Appendix – 3 | General Information of the Strategy 2020

The strategy 2020 voices the collective determination of the IFRC to move forward in tackling the major challenges that will confront humanity in the next decade.

It consolidates previous policies and strategies in presenting updated core concepts to guide National Red Cross and Red Crescent Societies in formulating their own mission statements and strategic plans in the context of the specific needs and vulnerabilities that concern them. It provides direction to the secretariat in setting its operational priorities in support of National Societies. It is also the basis for updating, harmonising and developing new implementation tools and cooperation frameworks. To ensure that each Member State tailors the Europe 2020 strategy to its particular situation, the Commission proposes that European Union (EU) goals are translated into national targets and trajectories.

With the assistance of looking at the required process of change and the NRC ambitions, the NRC came up with the 'Circle of Assistance'. The Circle of Assistance underlies the NRC strategic goals of 2020 and emphasizes that the Red Cross activities should be concerning emergency situations, as that was the original starting point of the Red Cross back in 1863. The desire is to first examine the Circle of Assistance and to decide whether the (need of the) activities fits into the circle. The Red Cross was originally established for people in emergency situations (The Battle of Solferino, 24th of June 1859), and this needs to be honoured and followed. The approach is that the assistance of the NRC is directed towards the most vulnerable people and to groups in need of assistance, that the assistance is temporarily and that the assistance makes the people self-reliant in order to make them stronger people.

The IFRC strategy 2020 goals were already mentioned, but to provide a clear distinction they are stated below again:

- *Save lives, protect livelihoods, and strengthen recovery from disasters and crises.*
- *Enable healthy and safe living.*
- *Promote social inclusion and a culture of non-violence and peace.*

Trying not to deviate too much from the formulated IFRC strategy goals and examining the outcomes of the dialogue sessions in 2010 with the NRC's local departments and districts and other stakeholders lead to the following

NRC strategy 2020 goals:
- *Limiting the impact of emergency situations*
- *Strengthening resilience*
- *Promoting respect and willingness to help*

The strategic goals of the Strategy 2020 are illustrated in figure 4. The figure illustrates the interconnectedness of the three strategic goals.

Figure 4: NRCs Strategy 2020 Goals and their Mutual Relationship

For the purpose of this research the details of the abovementioned strategy goals are not provided. Further details can be consulted in the booklet:
"Het Nederlandse Rode Kruis op weg naar 2020": http://www.rodekruis.nl/dit-zijn-we/organisatie/documents/strategie2020nl.pdf
The national aim of the NRC strategy is to create solidarity within the NRC and to point the entire organisation into one (forward) direction.
The strategy goals of 2020 are to be made concrete, in order to do so, the NRC have (tried to) come up with several measurements for the entire strategy 2020. The need of the NRC in 2020 will be characterized by the following:

- *Based upon the needs in the society*
- *Fits within the strategic goals and within the 'Circle of Assistance'*
- *Is of a high quality*
- *Developed together with the help of beneficiaries*
- *Connected with the strength of the people instead of the weakness'*
- *Does not create a situation of dependence between the NRC and the involving party, i.e. the provided assistance has a temporarily character*
- *Help is offered when no other* organisation *is providing it*
- *And which leads to structural resilience*

As can be assumed these measurements provide no 'hard' proof of what is expected of the desired outcome of the strategy.

Appendix – 4 | Interview Questions

Introduction
1) What is your current function within the Red Cross?
2) How long have you been employed within this function?
3) When did your employment at the Netherlands Red Cross start?
4) Have you ever worked for a non profit organisation before?

Structure
5) Who coordinates strategic activities on regional level?
6) Is decision making and controlling centralized or decentralized? Is this as it should be, given what you are doing?
7) Does the structure within your region facilitate or obstruct the implementation process?

Strategy
8) Has your region been involved with the formulation of the strategy? On a scale from: low, moderate or high.
9) What can you tell me concerning the process of strategy implementation?
10) Do you know if there is a strategic implementation (time) plan (schedule, indication of the progression, time – path) when it comes to the strategy implementation? If so, can you show me this?
11) Does your region (and its members) understand the strategy?
12) Is the strategy (and its objectives) clearly stated?
13) When is your region satisfied when it comes to the implementation of the strategy?

Systems
14) Do you have an IT system at place which assists in the implementation of the strategy?
15) Is the process of the strategy implementation controlled?
16) Is the effectiveness of the strategy implementation monitored?

Staff
17) How many employees are currently working within the region?
18) What positions or specializations related to the strategy are represented within the team?
19) Related towards the strategy implementation, are there gaps in required competencies and/or on in the existing work activities?

Style
20) Is there within your region a figure (leader/manager) on which you can rely on when it comes to any kind of query related to the strategy and the implementation?
21) How participative and effective is the management/leadership style?
22) With reference towards the strategy implementation, is there sufficient support from the Head Office?

Skills
23) What are the strongest skills (related towards the strategy) represented within the region/team?
24) What are the weakest skills (related towards the strategy) represented within the region/team?
25) Are there (sufficient) ways/possibilities for developing skills (education/training)?

Shared values
26) How strong are the organisation's values within you region?
27) How do you create awareness on the strategy 2020 within your region? For example, how are strategic changes communicated to employees?

Sodality
28) Within your entire region, how would you rate the level of resistance towards the new strategy? On a scale from: low, moderate or high.
29) Are the employees motivated to work with/towards the new strategy? On a scale from: low, moderate or high.
30) Are the employees committed enough to work (or assist in implementing) with the strategy? Is there regional consensus?
31) Is there (inter-regional) communication about the strategy? If so, is this by phone, E-mail or through meetings? And is the communication sufficient?

Conclusion
32) Considering the strategy implementation: What do you consider the region's main organisational driver?
33) Considering the strategy implementation: What do you consider the region's main organisational barrier?
34) How would you formulate the strategy in one sentence?
35) Is there anything you would like to add to this interview?

Appendix – 5 | Overview Results Interviews

Regions	Central (C)	Central West (CW)	Central East (CE)	South West (SW)	South East (SE)	North West (NW)	North (N)
8-S concepts							
Structure							
Coordination of activities							
	Regional Supporting Directors.	Region manager and Regional Supporting Directors	Regional Supporting Directors.	Region manager and Regional Supporting Directors. Also Head Office.	Regional Supporting Directors.	Region manager and Regional Supporting Directors	Region manager and Regional Supporting Directors
Decision making and controlling – Centralized or decentralized							
	Centralized	Centralized	Decentralized	Decentralized	Decentralized	Decentralized	Combination of both.
Effect of structure towards the implementation process							
	Obstruct. There are no clear guidelines within the region. We expect this from Head Office.	More obstruct. Not many employees have the notion of the organisational structure.	Obstruct. It is unclear for many people to identify the correct people when having queries etc.	Difficult to say. We are in the middle of mergers with the region. So far then obstruct.	Facilitate. Implementation is a complex process.	Obstruct. Tasks and responsibilities within the region are unclear.	Facilitate. The NRC is a complex organisation. Since 2010 the structure is clear.
Strategy							
Involvement strategy formulation (process)							
	Low. International strategy and we have to figure it out.	Moderate.	Low. Unclear formulation.	Low. Only on higher level.	High. Several dialogue sessions were given.	Low.	High. Dialogue session were made available for everyone.
Systematic execution (implementation)							
	Implementation process is unclear. Taken into account the	We are not aware of any kind of process of the strategy implementation	There is no plan. We are not in the implementation phase. We are	Process of the implementation is a mess. Are we currently in the	Process just started. The plan was ready in 2010. Now started with the	There is no process. It are ad hoc activities. We are not involved	The process is ongoing, it started off too late. The strategy was ready in 2010, but until

	different people within the region is difficult.	. Where are we heading?	still defining and formulation the concrete strategic activities.	implementation phase?	execution.	in the process.	now little has happened.
Presence of a strategic plan							
	No. Occasionally plans are made for the activities which we (region) offer, more practical.	No, each regions it on her own way.	No. We need one. This makes it uniform (for the entire NRC)	No, each region does it her own way. No uniformity. Only Financial (annual reports)	No.	No, but we are expecting to receive one soon (from Head Office)	No, not even a schedule (time)
Understanding and cleanliness of strategic objectives							
	Yes, we understand the strategy, but not how they are going to be made into practice.	Yes, but it is still very abstract. Interpretation / concretization is necessary. Each region so far, unstructured.	District Board: Yes. It varies strongly on departmental level. 3rd objective is unclear.	We understand that we have to go along with the new strategy, but we do not how. 3rd objective is unclear.	The objectives are stated. The last objective of the strategy is unclear. The Head Office needs to provide clarity.	Understanding is present. Cleanliness and elaboration needs to become evident. 3rd objective is unclear.	Yes. 2/3 of the regions understands the strategy and its objectives. 3rd objective is very abstract.
Level of satisfaction towards the process of the strategy implementation process							
	When volunteers receive enough support to perform their activities (which fit in the new strategy).	Head Office needs to come with a clear and uniform course.	More clearness in the strategy and working together towards the strategy.	More clarity towards the practice of the strategy objectives.	When we, the NRC, become one, with one uniform strategy (one plan). When the strategy speaks for itself.	When the strategic objectives are made clear.	Total "indoctrination" of the strategy acceptation within the region (and its departments)
Systems							
IT system related towards the strategy							
	No special IT	Not one	We do not have	IT System is a	Poor IT –	Poor IT –	No, we do have a

	system for the implementation of the strategy. No uniform IT system at all.	particular for the strategy implementation	this, we would like one.	major obstacle. It is slow. Nothing concerning the strategy	System in place within the NRC.	System. We only use E-mail and the occasional Excel, nothing specifically related towards the strategy.	new way for communication via Outlook (e-mail) and dividing tasks.
Controlling of the strategy implementation process							
	There is no plan, so there can be no control.	Not aware of this.	There are no control mechanisms.	We do not control the process. Maybe the Head Office?	Not aware of them.	There is no control towards the implementation	We have not done anything yet, so no control applicable.
Monitoring of the effectiveness of the strategy implementation (process)							
	Unable to measure this, because we have not started with the strategy. Implementation process is just started.	NRC is not familiar with monitoring.	The process is not monitored.	We are not busy with the strategy. The Head Office should monitor. We have no time.	The process is not monitored.	The process is not monitored.	The process is probably monitored through the Head Office.
Staff							
Number of employees							
	22 employees	11 employees	33 employees	17 employees	22 employees	27 employees	19 employees
Functions and specializations regarding strategy							
	Since December 2010 Head of Strategy Development and Implementation and the RSDs.	No employee with specific strategy specializations	Regional Supporting Directors.	No employee with specific strategy specializations	No employee with specific strategy specializations	No employee with specific strategy specializations	Regional Supporting Directors.

Gaps within the staff							
	No gaps within the current staff. Also money does not allows to increase.	Yes, more people on the realization of the strategy (practioners)	No. We would like to attract new volunteers.	Yes. We are in need for a strategy specialist, more professionals (profit sector).	No, but we are in need of more new (young) volunteers.	Difficult to say, because we do not know what to expect from the strategy (when implemented)	No. Merger in 2010 created a clear organisation without any gaps.
Style							
Leadership presence							
	Yes, the district board and the Regional Supporting Directors.	No. We expect this from the Head Office.	Yes, our Chairman of the Board functions as a leader.	No. Only, Regional Supporting Directors or Region manager.	Yes, the Region manager.	Yes, the Region manager.	Yes, the Region manager
Support from Head Office							
	None, this is starting just now. Far too late. There is lots of uncertainty.	None, just now the Head Office is offering workshops to create clarity.	On administrative level, but too late. Many feel not be involved.	None, Head Office is providing workshops since this year. The strategy was ready in 2010.	None. We all do it on our own way. We are not busy with the strategy.	Little, started this year.	Sufficient support. It is obvious that the strategic objectives need to be translated in to day-to-day activities.
Skills							
Strong skills							
	Preparedness to think along towards new ideas.	Having a 'hands on' approach.	Involving all departments. We listen to all departments.	Recruiting new directors. Offering workshops to include the volunteers and to find new volunteers	Creating awareness for the strategy. Involving every employee / member etc.	None.	Intercommunication and team spirit. Open for new ideas and thinking along.
Weak skills							
	Open to renewal. Employees do	Creating time schedules concerning the	The strategy is not clear. We have no idea	Not having enough tools to work towards	Attracting new (young) volunteers.	As a region: working towards the	Satisfying the expectations of the Head Office's

	not see the positive side of renewal. This process takes a while. Reason for this that employees think that these things have been decided by people who are not affiliated with the activities.	strategy implementation and being decisive.	what to expect. We cannot provide weak skills.	the new strategy. We need to create trust.	Getting the traditional volunteer (old) to work towards the new strategy.	new strategy with the old volunteers. It is difficult to attract new (young) volunteers. We are still not aware of the new strategy. Translating the strategy into action(s).	strategy. Can we as a region deliver the 'right' strategy?
Education / Training / Development							
	Little and too late. Currently they are providing workshops etc. It is an ongoing process.	No opportunities for trainings. Head Office arranges workshops. They started 2012.	Little. There is need for more development. In the past this was better.	Little. There is need for more development.	None. No real need for training. First, the strategy needs to become clear.	Little. Beginning of 2012 finally trainings.	Little, but do not feel the need trainings and/or education.
Shared values							
Strength of the values							
	The Red Cross values are strong. Values concerning the strategy are low, but everyone knows that we have to follow the rest.	The Red Cross values are strong. Volunteers are not busy with the strategy. They don't care, as long as they can do their activity (work).	The current Red Cross values are strong, due to the fact that we are doing the same for decades. Volunteers are not interested in the change.	The Red Cross values are strong. Everybody has read the contents of the strategy, but does not feel strong towards it.	The Red Cross values are strong. No identification with the practice (outcome) of the strategy.	The Red Cross values are strong. Strategy values are not strong. Why do we need to change?	The Red Cross values are strong. Volunteers are getting more aware, we organize theme days. We need to change.

Creating awareness for strategy							
	We offer workshops. My door is always open for questions concerning the strategy.	We offer workshops and trainings.	We are not creating awareness. Head Office arranges workshops and sends out brochures about the strategy.	We are not creating awareness. We have other things to do. Head Office needs to create awareness.	Not concerned with creating awareness. This is a task which should be done by Head Office.	Not busy with creating awareness. Head Office is doing this now.	We offer workshops and theme days. Also waiting for more tools from Head Office to create awareness.
Sodality							
Resistance towards change							
	High	High	Moderate	Very high	Very high	High	Low
Commitment (Consensus)							
	Commitment is hard to tell. Members are waiting for the concrete strategic activities. There is no consensus.	Yes there is enough commitment. It is a slow process. No consensus, there are too many own interests.	Within the board, yes. Volunteers less commitment and consensus. Employees have enough commitment. Partly consensus.	Employees and board are committed. Volunteers not. More committed to collaborate and work together towards the strategy. Low consensus.	No commitment and therefore low consensus. We do know that we have to change (towards the new strategy).	Enough commitment, but not 100% consensus, but how are we going to achieve the strategic objectives if there is nothing made concrete.	There is enough commitment. We are ready for the new strategy. There is enough awareness for the strategy. 2/3rd consensus
Level of Motivation							
	Moderate	Low.	Low.	Low.	Low.	Moderate.	High.
Communication							
	Unstructured, yes. There are possibilities, but none so far.	None, only when contacting other regions yourself (own initiative)	Insufficient, Regional Supporting Directors meet twice a year, last year only once, that is too little.	We are too busy with other (day-to-day) activities. We have no communication concerning the strategy.	Too little. Regional Supporting Directors meet twice a year.	Only twice year. Maybe Region Managers meet more often. We are not aware of this.	Sufficient communication. Mostly by E-mail.