A SYSTEMATIC REVIEW AND SYNTHESIS OF RESEARCH AND PRACTICE: LINKING AN ORGANISATION'S STRATEGIC PLANNING WITH A NATIONAL VISION FOR A SUSTAINABLE FUTURE – THE CASE OF FNB NAMIBIA

By

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March 2016

DECLARATION

By submitting this thesis, I declare that the entirety of the work contained therein is my own, original work, that I am the sole author thereof (save to the extent explicitly otherwise stated), that reproduction and publication thereof by Stellenbosch University will not infringe any third party rights and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

Date: March 2016

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DECLARATION REGARDING TECHNICAL CARE

Herewith, I, Nina Louw, declare that my final research script has been consulted regarding technical care and language by language editor Marelie Greeff.

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DECLARATION REGARDING ETHICAL CLEARANCE

Herewith, I, Nina Louw, declare that ethical clearance was obtained from the Research Ethics Committee (REC) in order to conduct the research. See Annexure C for proof of ethical clearance.

Ethics Reference Number: SU-HSD-000682

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ABSTRACT

A global shift towards sustainable practices is evident. Multi-stakeholder Collaboration has emerged as a key success factor in reaching a shared sustainable future. Global initiatives such as the *United Nations Millennium Development Goals* and more recently the *United Nations Sustainable Development Goals* aim to inform these collaborative relationships. On a national level, it thus calls for national development plans and subsequent policy-making to follow suit. However, evidence of the collaboration in planning towards a shared sustainable future is lacking, and even more so in developing countries such as Namibia. This hinders the potential shared value to be derived by all stakeholders and leads to the identification of the need to better understand how organisations can link their strategic planning to a national vision for a sustainable future.

This study thus had the aim to fill the gap identified by firstly systematically examining the literature for evidence of the purposeful inclusion of sustainability in the strategic planning processes of organisations and how this is done. In addition, a focused case study approach was followed to explore the business imperative for a sustainable future in FNB Namibia as well as how FNB Namibia linked their strategic planning to a national vision for a sustainable future.

The literature review, focused on the intersect between corporate sustainability, strategic planning, and national planning, provided the background for selecting the keywords to be used in the systematic literature review as well as in compiling the semi-structured interview guide. FNB Namibia was selected as sampling unit through the means of purposive sampling. Semi-structured interviews were conducted with the executive management combined with content analysis on the annual report of FNB Namibia.

Results of the systematic literature review suggest that the context in which organisations operate are strongly influenced by the political environment. Shared value creation in terms of social, economic and environmental capital is thus created within a specific political sphere.

As a result of the synthesis between primary and secondary research findings, a model is proposed which might be utilised to map the current strategic mode the organisation is operating from and how this in turn informs their strategy. Practitioners can also use the model as integration tool towards a shared vision for a sustainable future.

Future research could focus on expanding the model to include strategic planning implementation best practices.

Keywords: corporate sustainability, corporate social responsibility, stakeholder theory, corporate governance, shared value, strategic planning, national development plan

SAMEVATTING

'n Globale skuif in die rigting van volhoubare praktyke is tans aan die orde van die dag. Veelvoudige Belanghebbers Samewerking het ontstaan as een van die sleutelsuksesfaktore in die bereiking van 'n gedeelde, volhoubare toekoms. Globale inisiatiewe, soos die Verenigde Nasies se Millennium Ontwikkelingsdoelstellings en meer onlangs die Verenigde Nasies se Volhoubare Ontwikkelingsdoelstellings, het ten doel om hierdie samewerkende verhoudinge in te lig. Op 'n nasionale vlak vra dit dus vir nasionale ontwikkelingsplanne en gevolglike beleidsvorming. Bewyse van samewerking vir die beplanning van 'n gedeelde, volhoubare toekoms skiet egter te kort en selfs in 'n meerdere mate in ontwikkelende lande soos Namibië. Dit verhinder die potensiële gedeelde waarde wat deur alle belanghebbers verkry kan word en lei tot die identifisering van die behoefte om beter begrip te verkry van hoe organisasies hulle strategiese beplanning kan aanhaak by 'n nasionale visie vir 'n volhoubare toekoms.

Hierdie studie se doelwit was daarom om die gaping te vul wat eerstens geïdentifiseer is deur middel van die bestudering van literatuur vir bewyse van die doelmatige insluiting van volhoubaarheid in die strategiese beplanningsproses van organisasies en hoe dit uitgevoer word. Boonop is 'n gefokusde gevallestudie metode gevolg om die besigheidsnoodsaak vir 'n volhoubare toekoms in FNB Namibië te ondersoek asook hoe FNB Namibië hul strategiese beplanning aangehaak het by 'n nasionale visie vir 'n volhoubare toekoms.

The literatuuroorsig het gefokus op die kruispunt tussen korporatiewe volhoubaarheid, strategiese beplanning en nasionale beplanning, en as agtergrond vir die seleksie van sleutelwoorde vir gebruik in die sistematiese literatuuroorsig asook in die samestelling van die semi-gestruktureerde onderhoudsgids. FNB Namibië is gekies as toetsingseenheid deur middel van doelgerigte toetsing. Semi-gestruktureerde onderhoude is gedoen met die uitvoerende bestuur, gekombineerd met 'n inhoudsanalise van die jaarverslag van FNB Namibië.

Resultate van die sistematiese literatuurstudie stel voor dat die konteks waarbinne organisasies optree, baie sterk deur die politieke omgewing beïnvloed word. Gedeelde

waardeskepping met betrekking tot sosiale, ekonomiese en omgewingskapitaal, word dus geskep binne 'n bepaalde politieke sfeer.

As 'n gevolg van die resultaat van die kombinasie van primêre en sekondêre navorsingsbevindinge, is 'n model voorgestel wat gebruik kan word om die huidige strategiese metode waarvolgens die organisasie funksioneer te illustreer asook hoe dit andersyds die strategie inlig. Praktisyns kan ook die model gebruik as 'n integrasiemetode met die oog op 'n gedeelde visie vir 'n volhoubare toekoms.

Toekomstige navorsing kan daarop fokus om die model uit te brei om ook strategiese beplanning implementasiepraktyke in te sluit.

Sleutelwoorde: korporatiewe volhoubaarheid, korporatiewe sosiale verantwoordelikheid, belanghebberteorie, korporatiewe beheer, gedeelde waarde, strategiese beplanning, nasionale ontwikkelingsplan.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1   INTRODUCTION

"Climate change is a global problem and requires a global response from all of us, both in the developed and developing world. Africa has been singled out for being the most vulnerable to the adverse impacts of climate change. As one of the driest countries on earth, Namibia, like some other developing countries, faces immense challenges of Drought, Land Degradation and Desertification" (Geingob, 2015b).

This comment was made by His Excellency the President of Namibia, Dr. Hage G. Geingob at the UN Summit for the adoption of the post 2015 development agenda in September 2015. He further continued by saying, "The time to demonstrate the necessary political will and leadership to holistically implement the post 2015 development agenda is now. It is our duty, as leaders, to do the right thing and address the issue of poverty eradication in order to ensure that no one is left behind. This is the best legacy we can collectively bequeath to prosperity" (Geingob, 2015b).

Sustainable development is receiving global focus with the United Nations guiding the way for countries and organisations alike to set the stage for sustainable development, creation of wealth for all and ensuring equal opportunities for development across the world and across population groups. Governments however cannot do this alone; they need to be assisted by civil society, whether this is through individual action or collective action by organisations. The need for an increased focus on sustainable development is evident also in the amount of studies and research done on sustainable development and corporate sustainability over the last few years. The relationship between corporate sustainability and strategic planning in organisations is also receiving more attention as strategic planning is the means through which strategic intent is created and ensured. Governments and organisations are realising the importance of being able to not only plan for the short term, but also for the long term and the possibility of growth and development to come (Bertels, Papania & Papania, 2010).

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Although literature on sustainable development has increased, a gap in the literature with regards to national sustainable development goals and how organisations integrate this into their own business strategy remains. This study aims to grow the knowledge on how organisations can alongside government, work towards a sustainable future. In order for organisations to add value in the long run to a country and their environment, it is inevitable that they also need to be sustainable and therefore it is necessary to understand the importance and relevance of corporate sustainability.

1.1.1   The Importance of Corporate Sustainability

Corporate sustainability, as the strategic intent of an organisation, recognises that although profit is important, the development and preservation of society and the environment is of equal importance (Wilson, 2003; Lozano, 2012), if not more so, as without society and the environment, profit will be irrelevant.

Corporate sustainability is built on the understanding of a combination of different theories and concepts. Various authors (Wilson, 2003; Sharma & Khanna, 2014; Amini & Bienstock, 2014; Linnenluecke & Griffiths, 2010) refer to corporate sustainability in terms of a combination of the following terms: Sustainable development, stakeholder theory or shared value, corporate social responsibility and corporate accountability. These concepts will be elaborated on in chapter two. The United Nations Global Compact (UNGC), as authoritative voice, states that in order for corporate sustainability to be achieved, organisations need to operate responsibly, support and strengthen their society, commit to sustainable practices at a strategic level, report on their practices and they need to take local action and create change in their local sphere (UNCG, 2015).

In order for an organisation to be sustainable, it is thus necessary to connect and grow partnerships in their local community and country, as change can and should be effected locally. Organisations within a community has some of the best chances to impact their society and support and strengthen development initiatives as they are

closest to the source of the issue and possible solutions. To create this change and impact, strategic intent is required and therefore the consideration of sustainable practices and how to operate sustainably need to be incorporated into the strategic planning of an organisation. It is therefore relevant to better understand strategic planning in terms of how organisations can use it to include a focus on sustainable development. With regards to the locality of the impact, it is necessary for organisations to engage and support government, where government sets specific goals towards sustainable development of the country.

1.1.2   Strategic Planning's role in Corporate Sustainability

Strategic planning is a corporate management tool used to define a range of strategies or actions that will guide the organisation to achieve its mission statement. It could thus be defined as "producing fundamental decisions and actions that shape and guide what the organisation is, what it does, and why it does it" (León-Soriano, Muñoz-Torres, & Chalmeta-Rosaleñ, 2009). Strategic planning thus has an important role to play in the creation of corporate sustainability and a sustainably developed nation.

Strategic planning is the enabler of sustainable development goals within an organisation, as it is through the means of strategic planning that leaders in an organisation decide on the focus, targets and the means to reach the targets in the organisation. In understanding strategic planning better, organisations could be assisted in the means as to how they could incorporate sustainability practices and goals into their everyday operations.

1.1.3   A Namibian Perspective

"Discrepancies in income, both across nations and within nations, are on the increase. The rich seem to be getting richer and the poor are getting poorer. Our region is not immune to this trend. However, for our prosperity to be sustainable, it must be shared prosperity" (Geingob, 2015a).

Namibia has come a long way, through various governing bodies and institutions, to being independent. The Republic of Namibia was officially declared independent on 21 March 1990. The result of the country's history and the various governing bodies that ruled the country, has left Namibia in a state where there is dire need for development and development specifically in a sustainable way, to ensure that needs are not only met in the present, but that all Namibians will benefit and have what is needed in the future. With this in mind, Vision 2030 was published in 2004. This document is a living document that set specific targets to ensure development of the country on various levels. Sustainable development is the backbone of this document and of the "dream" for the Namibian people (Republic of Namibia, 2004). In order for Namibia to become a sustainably developed nation, it is necessary to consider other stakeholders, apart from government that will enable and help create the collective dream envisioned by government. For the purpose of this study one of the financial solutions providers in the country will be studied in more detail.

"We must equally work hard to reduce our dependency on traditional sources of revenue and lending. We must diversify our domestic revenue sources, and create well-capitalised local and regional financial institutions to fund our developmental agenda" (Geingob, 2015a).

As stated by the President of Namibia, financial institutions play a pivotal role in the creation of sustainable development through the means of funding, as well as through other solutions that enable the economic growth of organisations.

First National Bank Namibia Limited (FNB Namibia) is a full range financial services provider to individual consumer customers as well as business and corporate clients (About FNB Namibia Ltd, 2014). FNB Namibia is a listed company and one of the biggest contributors to the Namibian Stock Exchange (NSX). The majority shareholder of FNB Namibia is the FirstRand Group. The fact that FNB Namibia is a large corporate and that it operates in the financial services industry, makes the organisation an interesting case as their role in the economic sphere is important. They not only have an important role as revenue generator and therefore direct economic contributor, but also in enabling other businesses to grow through investments and funding as well as enabling individuals to grow their long-term wealth through various services offered.

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This sets the stage for FNB Namibia to enable the vision of the country, but also enable sustainable growth for the country and for them.

1.1.4   Research Focus

The focus of the study was on corporate sustainability and strategic planning in order to better understand what the elements are that should be taken into consideration when organisations consider acting sustainably. This will be linked to the national vision for a sustainable future to better understand how organisations incorporate the national goals of a country to assist in the creation of a sustainable nation.

The next section in this chapter will discuss the research problem, after which the objectives of the study are provided. The importance of the study is discussed here, followed by a brief description of the methodology used in conducting the research. The chapter then concludes with the orientation of the study.

1.2 PROBLEM STATEMENT

There is an ongoing debate concerning sustainable development, the organisation's role and areas that require focus in order to achieve sustainable development. It is important to understand that action needs to be taken and that business as usual will not be able to sustain the world in the future. This does pose a challenge as sustainable development is still a relatively new field of study and thus more research needs to be done with regards to best practices and what is already done in organisations to align to sustainable development goals of a country, as set by government, but also with regards to international goals as set by the United Nations and agreed to by countries around the world.

Corporate sustainability and strategic planning was discussed in brief, to provide background as to why these concepts need to be studied. Namibia is a country with a history that left large social and environmental debts on the eve of its independence. Planning and action must be taken to ensure that Namibia develop in a sustainable way and various stakeholders within the country will have to partner to make the goals

set for sustainable development a reality. FNB Namibia, as a leader in the banking industry, but also as largest single contributor to the Namibian Stock Exchange, can play an important role in helping Namibia become a sustainably developed nation.

This study investigated the field of corporate sustainability and the body of knowledge that already exists with regards to this topic and strategic planning. Namibia and FNB Namibia was used as a case study to add to the body of knowledge of corporate sustainability and strategic planning and to discover what is done within a company to align to the sustainable developmental goals of a country.

1.3   RESEARCH OBJECTIVES

This study had a primary objective as well as secondary objectives.

Primary Objective:
Explore how organisations' strategic planning are linked to a shared sustainable vision of the future.

Secondary Objectives:
- Explore how organisations and government have created effective synergies between the shared vision of the country and the organisations' vision.
- Determine techniques, frameworks and mechanisms used for effectively identifying strategic implications for an organisation from a country's shared vision.
- Explore sustainability as a business imperative.
- Determine and state the sustainability goals of Namibia as explained in the NDP4 and Vision 2030.
- Determine how FNB Namibia has incorporated the Vision 2030 and NDP4 in their medium and long-term strategic planning.

Table 1.1 presents the secondary research objectives and how they were addressed in this study.

TABLE 1.1: Secondary Research Objectives

SECONDARY OBJECTIVES	INTERVIEW QUESTIONS/PROBES	TYPE OF DATA AND ANALYSIS	REPORTING THE RESULTS
1.) Explore how organisations and government have created effective synergies between the shared vision of the country and the organisations' vision.	N/A	Systematic literature review: **Qualitative** Textual data, content analysis.	Explanations and where relevant visual diagrams (figures), tables and descriptions.
2.) Determine techniques, frameworks and mechanisms used for effectively identifying strategic implications for an organisation from a country's shared vision.	N/A	Systematic literature review: **Qualitative** Textual data, content analysis.	Explanations and where relevant visual diagrams (figures), tables and descriptions.
3.) Explore sustainability as a business imperative.	Open-ended questions. (How FNB Namibia derived the strategic implications from the Namibian shared vision.)	Systematic literature review and case study: **Qualitative** Transcribed interview, textual data and content analysis.	Explanations and where relevant visual diagrams (figures), tables and descriptions.
4.) Determine and state the sustainability goals of Namibia as explained in the NDP4 and Vision 2030.	N/A	Textual data – literature review.	Written descriptions and where relevant diagrams (figures) and tables.
5.) Determine how FNB Namibia has incorporated the Vision 2030 and NDP4 in their medium- and long-term strategic planning.	Open-ended questions. (How FNB Namibia's strategy is linked to the NDP4 and the Vision 2030.)	Case study: **Qualitative** Transcribed interview, textual data and content analysis.	Explanations and where relevant visual diagrams (figures), tables and descriptions.

1.4   IMPORTANCE OF THE STUDY

Government is an important partner to organisations in the Namibian economy and equally plays a significant role in the business climate of most (if not all) countries around the world. It is necessary for business to understand how they need to link with government, especially with regards to a national vision for a sustainable future, taking into consideration that these goals are often linked to international sustainable development goals, as determined by the United Nations.

This study therefore had the aim to better understand the relationship between strategic plans of organisations and a shared vision of a country for a sustainable future. Understanding this relationship and also investigating how this connection has already been made in specific scenarios could help identify the best practices for companies seeking ways in which to make this link between their own strategy and the national plan of government.

Using FNB Namibia as a case study could help FNB Namibia as well as other Namibian organisations to see the value of this integration of the organisation's strategic planning and the Vision 2030 in Namibia. FNB Namibia could be used as an example to see how a big organisation aligns, or not, to the shared sustainable vision of a country.

This study also provided a method to investigate how Namibian organisations link their strategic planning to the Vision 2030 and related developmental planning. This study contributes to the body of knowledge on how the Namibian government as well as the organisations within Namibia add to a national vision for a sustainable future.

1.5   METHODOLOGY

This section briefly states the process and method that was followed to conduct the research study. The secondary research methodology as well as the primary research methodology is shown in Table 1.2 and Table 1.3. It is important that the methodology used should ensure the reliability and validity of the study and results obtained. The research design and methodology applied is discussed in more detail in chapter four.

Both secondary as well as primary research was conducted for the purpose of this study. The secondary research was conducted by means of a two-phased approach, a literature review as well as a systematic literature review. The literature review contributed significantly to the outcome of this study through means of informing and growing the collective body of knowledge as well as in the selection of key words for the systematic literature review and the creation of the primary research instrument.

A systematic literature review was conducted to be able to identify all the literature relevant to the research problem in Southern Africa. This also had the purpose to identify whether the research problem has been addressed before within Southern Africa. Green, Johnson and Adams (2006) state that a systematic literature review that is valid and of high quality can assist in the application of the practices and decisions that are based on the study, a researcher are able to provide evidence and support for a specific means of thinking with more confidence based on the outcome of a systematic literature review.

The primary research was conducted through means of single embedded case study. FNB Namibia was selected as the sampling unit, a detailed description of the organisation is provided in chapter five. The researcher is employed by FNB Namibia. Thirteen of the executive committee members, who are responsible for strategic planning in the organisation, were interviewed by means of a semi-structured interview. This was an exploratory study to better understand the research problem identified and therefore this was also a qualitative study, investigating the need for corporate sustainability and how this ties in with a national vision for a sustainable future.

Table 1.2 is the summary of the secondary research design, indicating the two methods used for the secondary research.

TABLE 1.2: Secondary Research Design

METHODOLOGY			
1.	**Research design**	*Literature review*	*Systematic literature review*
2.	**Research strategy**	Exploratory approach	
3.	**Approach**	Qualitative	
4.	**Data sources**	Namibian official documents; FNB Namibia documents; Ebscohost, Sabinet database and other databases, books	Sabinet database
5.	**Data analysis**	Content analysis (manual)	
6.	**Reporting**	Interpretive text, literature review	

Table 1.3 provides the summary of the primary research design of this study.

TABLE 1.3: Primary Research Design Methodology

METHODOLOGY		
1.	**Research design**	Case study
2.	**Type of case study**	Single-embedded interpretive case study
3.	**Research strategy**	Exploratory
4.	**Approach**	Qualitative
5.	**Time dimension**	Cross-sectional
6.	**Sampling**	Non-probability; purposeful
7.	**Data collection**	Semi-structured interviews, organisation related documentation

8.	Data analysis	Content analysis
9.	Reporting	Interpretive text with diagrams and figures

1.6   ORIENTATION OF STUDY

A brief overview of the content and structure of this thesis is provided below.

CHAPTER ONE: Introduction and Background

The purpose of the study and the objectives are discussed in this chapter. It provides a basic introduction to the study, with regards to the terms used and the area of study, the purpose and importance of the study as well as the basic description of the methodology used in the study.

CHAPTER TWO: Corporate Sustainability

This chapter provides a literature background to corporate sustainability. The evolution of corporate sustainability and therefore sustainable development in terms of the triple bottom line, stakeholder theory, corporate social responsibility and corporate accountability is discussed. The background of sustainability in terms of a national vision for a sustainable future is also addressed in this chapter. Corporate sustainability and the national planning for sustainable development is also described in terms of its relevance to this study.

CHAPTER THREE: Strategic Planning

Chapter three describes what strategic planning is, also by means of establishing its contribution within the greater theory of strategic management. The modes, types and tools for strategic planning are discussed. This chapter also provides insight into the relevance of strategic planning to this study.

CHAPTER FOUR: Research Methodology

The chapter starts with the introduction of the purpose of the study and from this the research problem and research objectives for this study are disclosed. The methodology that was followed in the research study is described and explained. The

secondary and primary research designs are discussed as well as the sampling selection, research instrument, data collection and data analysis.

CHAPTER FIVE: Results and Discussion

This chapter starts with the background on Namibia and FNB Namibia. The results are then discussed as per each objective. This chapter discusses the results found in doing the secondary as well as the primary research. The data is analysed in terms of the objectives and the results are presented and discussed. The chapter concludes with a synthesis of the theory and the case study.

CHAPTER SIX: Conclusion, Limitations and Recommendations

This chapter once again affirms the research problem and purpose of the study followed by the objectives of the study. A summary of the research process is provided, followed by a summary and concluding remarks on the findings of the study. The limitations of the study are discussed followed by suggestions for future research and finally the managerial implications derived from the findings and research process.

CHAPTER TWO

CORPORATE SUSTAINABILITY

2.1   INTRODUCTION

Elkington (1997) states that sustainable development is the solution that government and industry leaders are providing for a myriad of challenges facing the national, but also international agenda. Interest around and the importance of sustainability has seen substantial growth in the corporate sector as more than 8735 companies from 162 different countries have signed and are adhering to the United Nations Global Compact (UNGC, 2015) which provides a framework for organisations to attain and lead in corporate sustainability.

"*Sustainability has a variety of meanings depending on the context. In the corporate realm, the term is often used to refer to the "triple bottom line" approach to business through which companies seek to deliver not just profits and solid economic results, but also good performance from an environmental and social perspective. The environmental dimension of sustainability generally refers to the ability of a company to do business in a fashion that minimizes pollution and reflects careful management of natural resources. The social sustainability agenda encompasses a range of issues including labour conditions, diversity, workforce compensation, training, among others*" (Esty & Simmons, 2011).

As can be seen in the quote above and by studying literature on sustainability, various ways exist in which the term sustainability is used and described (Carbo, Langella, Dao & Haase, 2014). This study focuses on corporate sustainability and the strategic intent of organisations, as well as the link between an organisation's strategic intent and the national plan for a sustainable future. This in turn poses the question: "Should a country have a national vision for sustainability and how do organisations practically go about linking to this vision and operate sustainably within a country to also affect longer term change and have a positive impact?"

To understand corporate sustainability it is necessary to understand sustainability as a concept. A brief discussion on sustainability and sustainability in organisations were

provided in Chapter one. Chapter two seeks to elaborate on the concepts mentioned in the first chapter. Over the years, various schools of thought and understanding influenced the definition and use of the term corporate sustainability. This chapter considers the evolution of corporate sustainability in terms of the model provided by Wilson (2003) to also inform the definition of corporate sustainability for this study.

The chapter will conclude with a section on national visions or development plans and its connection to sustainable development goals. The understanding of a national vision for a sustainable future is of importance in this study in order to link the strategic intent of organisations with these national sustainability goals, as per the focus of this study. Chapter two will follow the layout as presented in Figure 2.1.

FIGURE 2.1: Corporate Sustainability
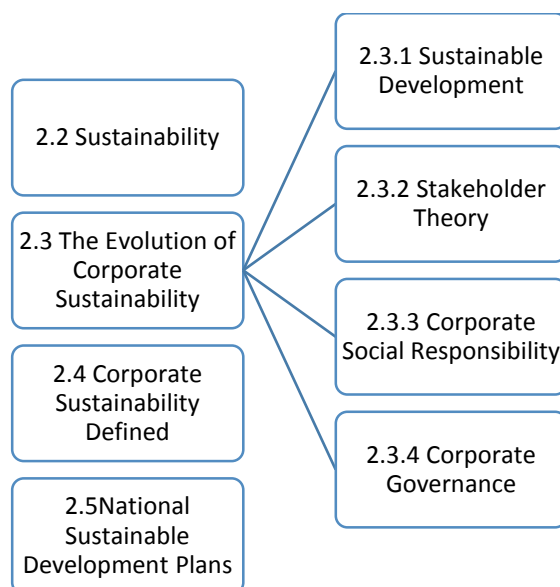
2.2   SUSTAINABILITY

John Elkington (1997) defines sustainability as "the principle of ensuring that our actions today do not limit the range of economic, social, and environmental options open to future generations." Lozano (2012) describes sustainability in terms of five different categories, which are the "conventional economists' perspective", the "non-environmental degradation perspective", the "integrated perspective including the economic, social and environmental aspects", the "perspective across time" and the "holistic perspective, which is the holistic view of the economic, social, environmental

and time dimensions". There are various ways to describe sustainability (Carbo *et al.*, 2014), however at the basis of most of these definitions are the three elements of society, the environment and the economy and the relation of these over time, which will result not in a short-term focus and management, but has a positive impact in the long term. This gives rise to a worldview that is changing a pure capitalist system from only economic gain, to gain for a wider variety of stakeholders now and into the future (Elkington, 1997; Porter & Kramer, 2011).

The exact date for the start of sustainability (with roots in corporate social responsibility) is up for debate. There are those who deem that sustainability already started almost as far back as the French Revolution, when Joseph Rowntree gave education and housing to the poor of the area around his chocolate factories (Frankental, 2001). Other researchers regard the start of sustainability, in terms of corporate social responsibility, to be the period of the Great Depression (Carroll, 1999; Dodd, 1932; Lantos, 2001) due to the references and ideas noted in this vein in literature during this time (Lozano, 2012), the sustainability journey is described by Elkington (1997; 2006) in three waves. The first wave, named as the "Limits" wave started in the 1960s and intensified, peaking between 1969 and 1973. This was the start of the growing awareness around environmentalism and the dangers in the depletion of natural resources. The focus of this era was on product development and the use of resources. Organisations, more so the designers and product developers realised that they need to be responsible in the way they use resources (from natural resources to human resources) as well as what resources they make use of. An awareness of the environmental and social effects of development was created. The sustainability conversation during this period remained at a product design and development level and the call to organisations to act responsibly in this regard (Elkington, 1997; 2006). As product development and the use of resources impacted social health, wealth and longevity, organisations were forced to consider their impact not only in terms of the environment, but also in terms of the effect on the society they operate in and sell to. The articles published during this time and the perspective of these articles was centred on sustainability in terms of the social responsibility of businesses (Montiel, 2008).

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The second wave of sustainability peaked between 1988 and 1991. This was the "Green" wave, with green consumerism becoming a new movement – driven by issues like the depletion of the ozone layer and the destruction of rainforests. The focus was therefore moved from only product and resource utilisation to the consumer and the demand from the consumer for specific sustainable practices. Environmentalism and a focus on legislation preserving the environment gained attention during this wave (Elkington, 1997; 2006).

The "Globalisation" wave started in 1999, marking the third wave of sustainable development. Protests against global governing bodies brought attention to the critical need for public and private organisations to focus on and promote the agenda of sustainable development (Elkington, 1997; 2006). Considering the publication of literature on sustainability, more articles dealing with corporate sustainability in a holistic manner were published within the third wave (Montiel, 2008). Governments recognised the need to govern countries towards sustainability. This was mainly driven by the United Nations (UN) Millennium Development Goals (MDGs) initiated through the UN in 2002 (UN, 2002). The MDGs are shown in Figure 2.2.

FIGURE 2.2: Millennium Development Goals

Source: UN (2015a)

The increased focus by government on the sustainability agenda, through the guidance and drive from the UN, moved the sustainability conversation from product development and "green" initiatives to boardroom level discussions. Organisations felt the pressure and realised the possible impact should they not operate within sustainable business practices. Corporate governance in terms of sustainable practices and reporting started to receive more attention and is still regarded as a priority today. It is expected that corporate governance for the purpose of sustainable development will remain, but that changes in strategic intent, business model change, as well as market disrupters will possibly lead the sustainability conversation into the future (Elkington, 1997; Elkington, Emerson & Beloe, 2006; Klettner, Clarke & Boersma, 2014).

The MDGs had a target date of 2015. In 2013, the President of the UN General Assembly provided feedback on the progress of the MDGs. The UN in collaboration with relevant stakeholders (including government, civil society and other partners) also devised a new set of goals for the coming of 2015 that builds on the development achieved through the MDGs (UN, 2015a). 2015 was the target date for the realisation and conclusion of the MDGs. With the arrival of 2015, the UN communicated the new set of goals for sustainable development. These goals inform global focus and change with regards to sustainability (UN, 2015a; 2015b). The new goals, targeted for 2030, are termed the Sustainable Development Goals (SDGs).

The SDGs are focussed on poverty eradication, protecting the planet and the creation of prosperity for all. These three overarching focusses are given structure within seventeen goals that each have specific targets to be reached by 2030 (UN, 2015b). These goals inform global sustainability practices and target areas. In September 2015, countries around the world accepted and agreed to target development in line with the SDGs (UN, 2015a; 2015b). The seventeen SDGs for 2030 are shown in Figure 2.3.

FIGURE 2.3: Sustainable Development Goals

Source: UN (2015b)

Considering the MDGs, SDGs and global trends, an increase in focus on corporate sustainability is based on concerns raised regarding the continuity of organisations and the earth to exist in the future. Some of the concerns that provide evidence and further encouragement for a sustainability focus are climate and population changes, economic drivers, globalisation, increased focus from international bodies, local government and international regulations and legislation and ethical leadership (Lozano, 2012; Sharma & Khanna, 2014). The UN MDGs (UN, 2002) as well as the UN Global Compact (UNGC, 2015) also played an important role in the rise of concern for corporate sustainability. The MDGs were commissioned in 2002, encouraging a global focus and commitment towards poverty reduction, gender equality, education and environmental sustainability, as countries around the world committed to these goals (UN, 2015a). These development goals were further integrated and driven by the UN Global Compact, which is a corporate sustainability initiative that calls on organisations to align their operations and strategies to global societal development goals and principles concerning human rights, the environment, labour practices and anti-corruption. By 2015, the UN Global Compact was supported by 8 735 companies from 162 countries (UNGC, 2015).

Traditionally, corporate sustainability was centralised in marketing departments, within public relations or sponsorships, with a specific aim to ensure that it is known that the

organisation care about the social and environmental factors in the ecosystems they function in; however it was not integrated into the core business of the organisation (Elkington, 2006). Corporate sustainability is moving, and in many instances has moved already – from the traditional product design or a marketing focus, towards the boardrooms of organisations. Corporate sustainability is no longer limited to only specific departments within the organisation; it is becoming more integrated with business operations, as can be seen when considering the evolution of corporate sustainability (Wilson, 2003).

This section provided a background to sustainability, its history based on the research done mainly by Elkington, as well as the global drive towards sustainability from the United Nations also regarding corporate sustainability. For the purpose of this study, sustainability in terms of organisations will be investigated in more depth. The focus thus shifts from sustainability in a general sense to the more specific corporate sustainability. To clarify what is meant by corporate sustainability and related terms that will be used in this research, the following section explores the evolution of corporate sustainability. This is important in order to understand the business imperative for sustainability and therefore an organisation's strategic intent for corporate sustainability, which will provide insight regarding the third objective of this study.

2.3   THE EVOLUTION OF CORPORATE SUSTAINABILITY

Sustainability as a business imperative has increased in status and more and more organisations are looking to ensure sustainability of their existence. Wilson (2003) argues that corporate sustainability can be regarded as the new paradigm for corporate management. He uses the term "paradigm" because corporate sustainability goes further than the traditional capitalist thinking of organisations. Sustainability within organisations requires more than a profit focus. Corporate sustainability as management paradigm, as strategic intent of an organisation, recognises that although profit is important, the development and preservation of the society and environment is of equal importance (Wilson, 2003; Lozano, 2012). Corporate sustainability is based on the core idea of sustainability and the need for organisations

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and our world to be able to operate today, but also in the future. Organisational leaders are also coming to realise the interdependence of the economic, environmental and social aspects of development (Elkington, 1997; Baumgartner, 2014; Hahn, Pinkse, Preuss & Figge, 2015; Benn, Dunphy & Griffiths, 2014).

Corporate sustainability as ideal and management paradigm is built on the understanding of a combination of different theories and concepts. For the purpose of this study, understanding these different concepts is important as they have an impact and guide the strategic intent and therefore the strategic planning within organisations. A variety of authors (Wilson, 2003; Sharma & Khanna, 2014; Amini & Bienstock, 2014; Linnenluecke & Griffiths, 2010; Montiel, 2008; Strand, Freeman & Hockerts, 2015; Strand, 2014; Klettner *et al*., 2014) mention and discuss the following underlying concepts when referring to or describing corporate sustainability:

- Sustainable development
- Stakeholder theory/Shared value
- Corporate social responsibility
- Corporate accountability theory

Considering the myriad of definitions and views of corporate sustainability, this study will focus on the concepts identified by various researchers as listed above, in terms of the model proposed by Wilson (2003) in Figure 2.3. He argues that in trying to define corporate sustainability, it is evident that the term is used in conjunction with or as synonym to "sustainable development" or "corporate social responsibility". The research conducted on corporate sustainability gives rise to an understanding of four main theories that together add to the understanding of corporate sustainability as a concept. The evolution of corporate sustainability effectively combines the disciplines of economics, ecology and social justice to the moral drive for sustainability as well as the strategic intent and regulatory environment.

FIGURE 2.4: The Evolution of Corporate Sustainability
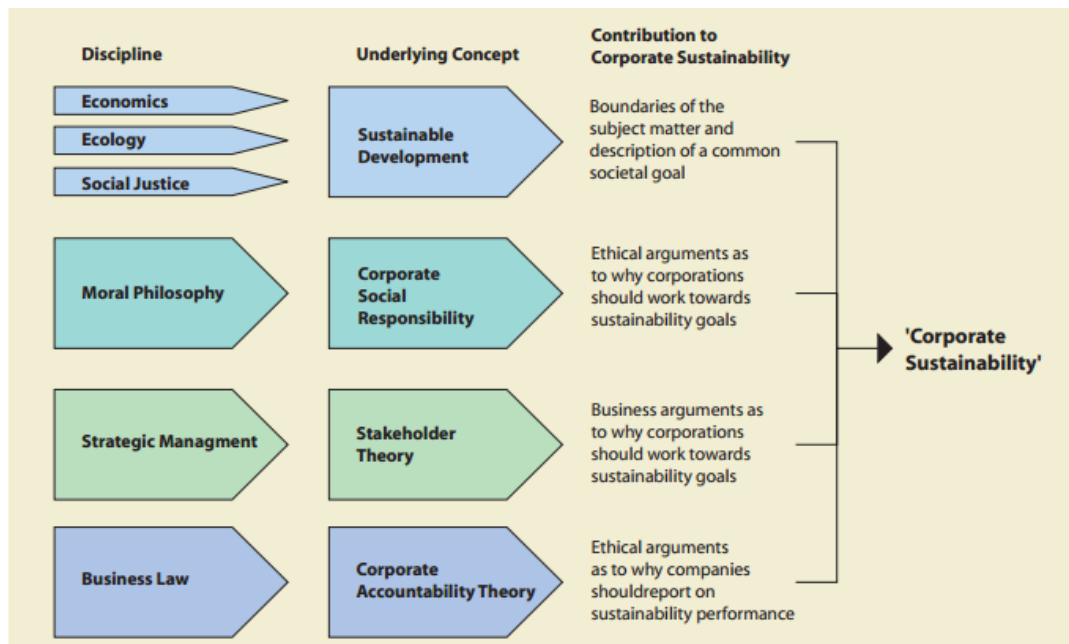
Source: Wilson (2003)

The evolution of the corporate sustainability conceptual model does not necessarily describe a change in focus from one concept to the other as corporate sustainability gained popularity, but instead refers to the integration of these concepts that together create the concept of corporate sustainability.

The sections that follow will provide a more in-depth discussion of each of the concepts identified. Sustainable development will be discussed first and following that, the stakeholder theory and corporate social responsibility after which the corporate accountability theory will follow.

2.3.1 Sustainable Development

Sustainable development is a broad term, used most often to define a collective discipline concerning social, economic and environmental capital for long-term development. In this study it will be defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (United Nations, 1987:37), according to the definition provided by the World Commission on Environment and Development (WCED) (1987) in the report *Our Common Future*. The report of the WCED marked the start of the popularisation of the

concept of sustainable development. Throughout the research, this remains the single most cited definition or description of sustainable development. This is however a broad definition considering the possibilities and fields of interest concerning sustainable development. To better understand the term and definition provided, a further breakdown is provided.

Development is concerned with transformation, progressively, of the economy and society. It is a concerted effort to ensure there is growth and better satisfaction of the basic needs of all living things. This becomes sustainable if it is not only done for the current generation or living beings, but it is done with the future in mind (United Nations, 1987:37). The focus should be on increasing productivity and value creation in such a way that it will not harm future prospects of productivity, growth or meeting the needs that will arise in future (Lampikoski, Westerlund, Rajala & Möller, 2014). The growth targeted to be achieved should be concerned with the natural environment, education, employment practices, human rights, poverty reduction and anti-corruption. In line with this view, the UN devised the MDGs that had to be achieved by 2015 and from 2015 a new set of SDGs were devised, as mentioned in the introduction of this chapter (UN, 2002; 2015a).

The development goals are an extension of the disciplines underpinning sustainable development. These disciplines collectively form the "triple bottom line" (TBL), as coined by John Elkington. Development in terms of the TBL refers to integrated development with regards to the social, economic and environmental spheres in which organisations and individuals operate. These spheres or different types of capital have strong integrated links that must be governed in responsible ways to achieve sustainable development (Elkington, 1997; Dyllick & Hockerts, 2002; Van Marrewijk, 2002; Sharma & Khanna, 2014; Amini & Bienstock, 2014; Sebastiani, Corsaro, Montagnini & Caruana, 2014; Hahn *et al.*, 2015a; Hahn, Preuss, Pinkse & Figge, 2015; Baumgartner & Ebner, 2010; Benn *et al.*, 2014; Strand, 2014; Guerci, Radaelli, Siletti, Cirella & Shani, 2015). The focus on the TBL shifts the thinking of organisations from a pure profit motive to a more holistic view of their impact and role within society, changing the capitalist mind-set of organisations to a more concerned organisation with regards to society and the natural environment (Sebastiani *et al.*, 2014; Lozano *et al.*, 2014; Wilson, 2003).

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In various studies the time dimension is also highlighted as a separate element adding to the triple bottom line, calling for a specific focus on long-term planning and management rather than only on short-term management. It is necessary to understand short-term actions that will have a long-term impact to ensure correct actions are taken in the present to affect change in the future (Lozano, 2012; Dyllick & Hockerts, 2002; Carbo *et al.*, 2014; Amini & Bienstock, 2014; Hahn *et al.*, 2015a; Hahn *et al.*, 2015b; Aras & Crowther, 2008). For the purpose of this study, the time dimension is seen as integral to the TBL approach of sustainable development and therefore it will not be highlighted as a fourth aspect, but rather be treated as contained in all three elements.

Organisations that are sustainable in terms of economic capital, operate with sufficient cash flow at any point in time to ensure liquidity, they also produce consistent and continuous above average return to shareholders (Carbo *et al.*, 2014). Sustainability with regards to natural or environmental capital means that an organisation consumes less resources or at a rate below the reproduction or replacement of the resource. Such an organisation has a neutral or positive effect on the environment, cutting waste and harmful emissions. They are organisations operating sustainably in terms of social capital who add value to the communities in which they operate creating value and wealth in terms of human and societal capital. Human capital is concerned with elements such as motivation, loyalty of selected stakeholders and skills development. Societal capital refers to elements such as the quality of public services, infrastructure, education and entrepreneurship (Dyllick & Hockerts, 2002; Aras & Crowther, 2008). Trust and a sense of mutual trust is also a key element of social capital. Social capital is based on trust in a society and the capability that arises from this trust within a group. People who work together in an organisation and who trust one another as they operate within a specific framework and in understanding of a collective purpose are more likely to operate within a set of common ethical norms and will be better able to innovate collaboratively. This will also reduce the cost of operations. Social relationships contribute to an organisation's ability to create shared value and therefore the ability to function towards and focus on sustainable development outcomes (Fukuyama, 1995; Elkington, 1997). If an organisation believes that it has the responsibility to function in such a way to benefit all stakeholders, it makes

decisions through a TBL framework. Organisations need to create value in terms of the environment, reducing waste and harmful emissions, and societal gains through skills development, fair people practices and improved quality of the lives of employees and clients, while also ensuring profit (Gimenez, Sierra & Rodon, 2012; Dyllick & Hockerts, 2002). The arguments for corporate sustainability in terms of sustainable development are thus a common societal goal based on wealth creation and development in terms of the TBL.

In considering the above concepts and sustainability in terms of the different aspects of the TBL, it is necessary to mention that the TBL drive and focus applies to both profit-making organisations and non-profit organisations. Both these players have an important role in the creation of sustainable development, as seen with the drive and importance of this issue for global organisations like the UN, but also corporates with the ability to affect global change. A single organisation will not be able to affect change and have a sustainable impact by itself. Sustainable development in terms of the TBL will be realised only if stakeholders work together for this common cause (Hahn *et al.*, 2015a). Sustainable development is thus integral to the value created by connected stakeholders. With the popularisation of sustainable development, various "green" organisations and other non-profit groups were formed to drive the environmental and society pillars of the TBL. Organisations saw their contribution to these pillars as add-ons or a specific initiative coined under Corporate Social Responsibility (Montiel, 2008; Van Marrewijk, 2002). However, sustainable development in terms of the TBL did spread to a more integrated approach in organisations and therefore its contribution to the concept of corporate sustainability, as it provides the boundaries or elements on which organisations can focus to ensure sustainability. It also provides the framework for a common goal among industry, government and civil society. However, sustainable development by itself does not provide enough arguments for why organisations should operate sustainably (Wilson, 2003).

Organisations have the responsibility to shareholders to create profit and this remains one of the main aims of business. Considering the TBL and the profit motive from shareholders, it is inevitable that organisations have more than one stakeholder and that the creation of value (in various ways) are of importance if an organisation wants

to remain in business in the long term (Porter & Kramer, 2011). No organisation can function by itself; neither will it be able to operate sustainably without a stakeholder perspective. As such, the stakeholder theory, which forms part of the strategic management school of thought, is discussed in the next section.

2.3.2 Stakeholder Theory

Stakeholder theory is a strategic management perspective of growing an organisation to benefit all parties involved. Strategic management refers to the process that shapes how the organisation organises the delivery of their work, it is the context in which the strategy of an organisation is developed and implemented (Kuratko, Morris & Covin, 2008). The planning and thinking of the future for an organisation, in terms of stakeholder theory, is thus based on the premise that there are stakeholders that should benefit from the how and what of operating an organisation. Stakeholder theory is a concept only popularised by R. Edward Freeman in his book *Strategic Management: A Stakeholder Approach*, published by Pitman Books in 1984 (Freeman, Harrison, Wicks, Parmar & De Colle, 2010). The stakeholder refers to any individual or party that will be affected or affect the organisation and its achievements (Wilson, 2003; Klettner *et al.*, 2014, Freeman *et al.*, 2010).

Stakeholder theory is built on the premise that relationships are important for a business to thrive, whether internal or external, and that good relationships will also result in a positive impact on society, the environment and the economy. It therefore also indicates that organisations have a responsibility to multiple stakeholders in terms of the TBL. The organisation thus does not operate in isolation, but affects change and adds or reduces value created to those stakeholders involved with the business. Strong relationships with stakeholders require trust, collaboration and respect. To ensure collective growth and value adding relationships, it is of utmost importance for an organisation to identify all its stakeholders and from that point of departure steer its business within a specific direction to affect positive impact for all involved (Wilson, 2003; Klettner *et al.*, 2014). In agreement with various authors, the typical stakeholders of an organisation is its employees, owners, shareholders, customers, investors, suppliers, unions, local communities, government, general public, trade bodies; non-

profit organisations and competitors (Lozano, Carpenter & Huisingh, 2014; Sebastiani *et al.*, 2014; Benn *et al.*, 2014; Strand *et al.*, 2015; Aras & Crowther, 2008).

When considering sustainable development and what it means in terms of stakeholder theory, it is clear that organisations affect change and have an impact on society, with regards to job creation, salary provision and services and product provision to customers. Stakeholder theory also impacts the economic sphere, by not only creating wealth through its own product and services offering, but also through the creation of links with suppliers and buyers, therefore further economic growth by providing opportunities for economic collaboration and growth in the market. Organisations furthermore have an impact on the environment, through their operations, their culture and products and services used and offered (Wilson, 2003). Stakeholder theory is thus strongly linked with the triple bottom line of sustainable development and it could be argued that the three spheres of the triple bottom line sets the stage for stakeholder theory and understanding and identifying the stakeholders of an organisation in order to create value and enable longer term gain for stakeholders (Lozano *et al.*, 2014; Aras & Crowther, 2008).

In order for an organisation to deliver value to all stakeholders, to produce sound financial results (as required by shareholders), but also to produce non-financial growth, support and development, it needs to understand its impact on all stakeholders and therefore its operations in terms of the triple bottom line. Financial success alone will not result in long-term sustainability (Elkington *et al.*, 2006; Amini & Bienstock, 2014; Strand *et al.*, 2015). Value creation should be pinned on an integrated delivery of economic, social and environmental value. Interdependence exists between business and its effect on the social, environment and economic dimensions. Value creation is not only an economic gain. Value creation in terms of sustainable development occurs while an organisation works for financial gain, taking into consideration their effect on the environment and social ecosystem they operate in (Porter & Kramer, 2006; 2011; Lozano *et al.*, 2014; Van Marrewijk, 2002; Sharma & Khanna, 2014; Baumgartner, 2014; Linnenluecke & Griffiths, 2010).

Elkington, Emerson and Beloe (2006) proposed a tool for the creation of value for the full spectrum of elements within an organisation and therefore also for the complete

set of stakeholders. They call this Blended Value. The elements they consider to be of importance in creating the perfect blend, is as follows (Elkington *et al.*, 2006; Van Marrewijk, 2002):

- Power, politics and regulation
- High-energy and powerfully competitive – technological innovation, market creation and opportunism
- Community and wider stakeholder engagement, social capital and trust
- Relationship between an organisation and its employees – employee relations, supply chain management and intellectual capital
- Relationship between an organisation and the environment
- Integrity, consulting and assurance, creative design, education and training – the spiritual appeal of an organisation

The perfect blend of these elements could be deemed to ensure sustainable development for an organisation. Organisations should therefore try to maximise their contribution in each of these elements to create the perfect blend (Elkington *et al.*, 2006). Porter and Kramer (2011) also refer to this value blend as "Shared Value". This is when organisations create economic value that also creates value in terms of the society and environment. They define it as "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates". They identify three examples of means to create shared value, these being (a) reviewing and creating products and markets; (b) redefining the value chain and productivity in the value chain; and (c) enabling the development of local clusters.

The creation of markets, reviewing and creating products play an important part in the shared value created for stakeholders. Product development and production should be mindful of the effect the product life cycle have on society and the environment. This is also referred to as product stewardship, where developers incorporate the concern for the triple bottom line and sustainable development in its consideration of the product life cycle, from design, materials through to disposal. Products should be designed to affect zero waste and in such a way contribute to a more sustainable society and environment, as waste often times are the biggest culprit in prohibiting the

creation of a sustainable world (Amini & Bienstock, 2014; Baumgartner, 2014; Kashmanian, Wells & Keenan, 2011).

As Porter and Kramer (2011) mentions, the value chain is deemed to be a powerful influencer of the value created for the stakeholders. It is imperative that organisations need to revisit their value chains with the view of cutting costs (in terms of the TBL) and decreasing the risk that could be associated with production. Waste created within the value chain of an organisation is essentially evidence of inefficiency of some kind and adds to cost of the company. The whole value chain needs to be analysed to ensure a reduction of non-sustainable practices and emissions occur across the value creation process. This is not only for the purpose of corporate sustainability, but it is a strategic imperative (Porter & Reinhardt, 2007; Elkington, 1994; 2006; Porter & van der Linde, 1995). Organisations need to critically analyse their value chain, to be able to identify where changes can be made and enhancements can result in innovative solutions. Traditional markets are no longer a given and industry leaders are creating new markets in previously untapped areas. Due to regulatory pressure as well as the global drive towards sustainable development, organisations can no longer wait on the competitor to do something better that is more sustainable (Elkington, 2006; Elkington, Emerson & Beloe, 2006; Amini & Bienstock, 2014; Sebastiani *et al.*, 2014).

Partnerships play an important role within the shared value creation to all stakeholders. An organisation cannot only change its own processes. It needs to consider all partners operating within its value chain. Partnerships can assist in creating new markets, in performing traditional activities more efficiently while also enabling more than one organisation to collectively achieve TBL goals (Elkington, 1997; Ahern, 2015; Hahn *et al.*, 2015a). Collaboration is an important element of innovation and the sustained practices that should take organisations into the future. Partnerships (internal and external to the organisation) should be leveraged to ensure value addition in all three spheres of the TBL (Porter & Kramer, 2011; Amini & Bienstock, 2014; Sebastiani *et al.*, 2014).

Stakeholder theory provides the business case and arguments for why organisations should operate more sustainably (Wilson, 2003). Organisations essentially offer products and/or services to their customers who are stakeholders. Organisations also

have stakeholders supplying them with solutions, products, raw materials, regulations (considering government) that enable them to operate and serve the services and/or products to their customers. To ensure that organisations will be able to operate sustainably (with regards to their inputs and outputs) it is necessary to take into consideration the TBL and the understanding of sustainable development, to not only gain in the short term, but to gain and affect positive impact in the longer term. Stakeholder theory thus provides the business imperative for corporate sustainability.

Sustainable development added to the evolution of corporate sustainability by creating the backdrop of elements contained within corporate sustainability, thus being the TBL. Sustainable development also provided a common focus for various stakeholders towards a common sustainable goal. This sustainability goal is made imperative for business by considering the stakeholder theory and shared value creation. Stakeholder theory acts as the strategic management paradigm through which corporate sustainability is brought to life in the organisation. Stakeholder theory focusses on the value to be created, including to stakeholders, which include profit, environmental protection and growth as well as social wealth creation. The next section will focus on Corporate Social Responsibility (CSR). CSR adds to sustainable development and stakeholder theory an ethical and moral orientation and in this way contributes to the evolution of corporate sustainability.

2.3.3 Corporate Social Responsibility (CSR)

CSR is a broad term and through the years various authors and industry leaders have used this term in many different ways. The concept of CSR has been in existence longer than that of sustainable development and stakeholder theory and is driven by a moral philosophy. It is based on the premise that business should "embody those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights" (Carroll, 1991). Origins of CSR can be traced back to ancient Greece and is also deemed to be traced back to the French Revolution with the start of governing bodies setting rules and regulations as to how business and business owners or workers in the industry should conduct

themselves. Other authors assert that it dates back to the Great Depression in the late 1920s (Lozano, 2012; Wilson, 2003), however the literature that started the evolution of CSR or the "modern thinking" around CSR can be traced back to the 1950s (Carroll, 1999).

CSR defined broadly, is the role that business play within society. The ethical conduct of an organisation plays an important role in CSR. (Wilson, 2003; Lozano, 2012; Hughen, Lulseged & Upton, 2014; Strand *et al.*, 2015; Carroll, 1999.) Based on this broad definition, there are mainly two different streams of thought with regards to the implication of this definition in business. The one school of thought describes CSR to be a synonym for corporate philanthropy, where ethical business remains a guiding factor for the organisation's contribution to specific initiatives. The other school of thought is based on the idea that there are more stakeholders to gain from the financial growth of an organisation, which is not only in terms of corporate philanthropy, but also how it conducts employee relations, product development, value chain value creation, etc. which touches on the economic and legal aspects of the organisation. The latter school of thought provides the understanding that an organisation needs to act in an ethical manner to be able to create value for all stakeholders. CSR thus identifies the role of organisations and its people to conduct themselves ethically within the environment they operate in. (Lozano, 2012; Porter & Kramer, 2003; Van Marrewijk, 2002; Sebastiani *et al.*, 2014; Baumgartner, 2014; Benn *et al.*, 2014; Carroll & Shabana, 2010).

Carroll (1979; 1991; Carroll & Shabana, 2010) further defines CSR in terms of four different elements, incorporating both schools of thought mentioned above. The elements used to define CSR are economic, legal, ethical and philanthropic activities/responsibilities. CSR can thus be described as "The social responsibility of business encompasses the economic, legal, ethical and discretionary [later referred to as philanthropic] expectations that society has of organisations at a given point in time" (Carroll, 1979; 1991). Figure 2.5 provides a depiction of the model proposed by Carroll (1979), where the size of the areas segmented by the lines depicts the responsibility towards that element.

FIGURE 2.5: Social Responsibilities
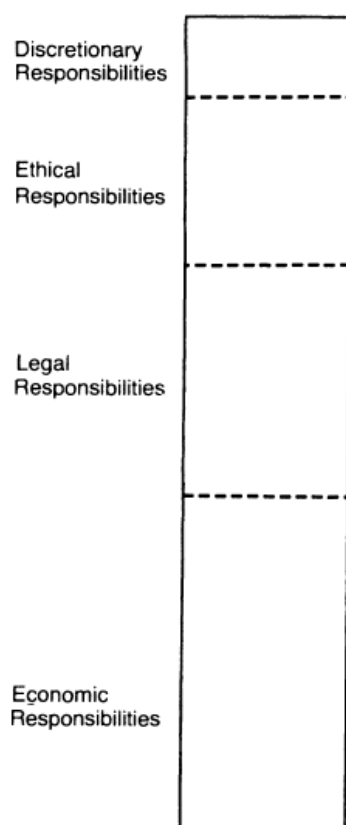
Source: Carroll (1979)

The Social Responsibilities model posed by Carroll states that the first and main responsibility of an organisation is the economic responsibility – that of financial gain. Organisations, however cannot do as they please and need to operate within the legal and regulatory framework, therefore the necessity of the legal responsibilities of the firm. The ethical responsibilities go above and beyond what is already ethical behaviour in complying with the law and financial practices, these responsibilities are the expectations from society and the people in the organisation with specific beliefs and codes of conduct. The discretionary responsibilities are those that the organisation chooses to have, society cannot clearly inform these responsibilities, but organisations usually act upon these responsibilities through philanthropic action (Carroll, 1979). The combination of these responsibilities leads to wealth creation and gain by stakeholders in more than just the economic and profit sense.

Within the description from Carroll as well as the various definitions that can be found for CSR by other authors, the following elements remain consistent (Lozano, 2012;

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Silvestre, Antunes, Amaro & Filho, 2015; Van Marrewijk, 2002; Amini & Bienstock, 2014; Van Marrewijk & Werre, 2003; Carroll & Shabana, 2010):

- It has a voluntary nature.
- It goes above and beyond legal requirements and compliance – investing in human capital, the environment and stakeholder relationships.
- It is concerned with the "how" of managing an organisation.
- It integrates the concerns from society and the environment into business operations.
- It does not act as a substitute to regulations from government or legislation.
- It is concerned with long-term prosperity.
- It is about ethical behaviours.

As stated in the definition, as well as the elements of CSR, ethics and the ethical responsibility of organisations is raised as a pertinent part in the understanding and practice of CSR. There are four philosophical theories that argue in favour of the ethical responsibility of organisations and their leaders. These are, according to Wilson (2003) and supported by other authors (Lozano *et al.*, 2014; Van Marrewijk, 2002; Baumgartner, 2014; Frederick, 1960; Carrol, 1991):

- *Social Contract Theory*: Contracts which are implicit and explicit are held between institutions, organisations and individuals. Exchanges are made between these stakeholders in an environment of trust, to affect positive impact.
- *Social Justice Theory*: The distribution of wealth among society should occur within fair and just means. This theory proposes a society in which the needs of all members of society are taken into consideration and not only those of the wealthy and powerful members.
- *Rights Theory*: This theory is based on the understanding and meaning of all rights (basic human rights, property rights, etc.) and the regulatory requirement for ethical behaviour.
- *Deontological theory*: All people have the moral duty to treat others with dignity and respect, all should be listened to and their needs considered. Stakeholders have a moral duty to operate within the correct social norm and moral understanding.

From the definitions and the ethical basis of concern for CSR, various motivations (which also results in benefits) for organisations to engage in CSR (Lozano, 2012; Silvestre *et al.*, 2015; Carbo *et al.*, 2014; Van Marrewijk, 2002; Amini & Bienstock, 2014; Lampikoski *et al.*, 2014; Van Marrewijk & Werre, 2003; Baumgartner, 2014; Salzmann, Ionescu-Somers & Steger, 2005; Kashmanian *et al.*, 2011; Linnenluecke & Griffiths, 2010; Epstein & Roy, 2001; Klettner *et al.*, 2014; Peloza, Loock, Cerruti & Muyot, 2012). Figure 2.6 provides an outline of the motivations for organisations to engage in CSR.

FIGURE 2.6: Motivations for CSR

Compliance – avoiding fines and penalties	Attract and retain employees	Improving trust (external and internal stakeholders)	Increase productivity
Increase innovation and innovative practices	Ethical compliance – obtaining a social "licence to operate"	Efficiency and waste reduction	Cost saving
New revenue streams	Increased performance quality	Risk management	Increased customer satisfaction
Strengthening relationship with regulators and government	Meeting stakeholder expectations	Brand reputation improvement	

CSR is the contributor to corporate sustainability that has been in existence the longest. There were stages in history where CSR received a specific and departmentalised focus; however, due to the evolution of corporate sustainability, CSR is linked with sustainable development and stakeholder theory to enable a more holistic approach toward sustainability within organisations. Ethical practices have been highlighted as a necessity for CSR, as is the case for corporate sustainability. Ethical management and transparency of management practice within an organisation is important if the organisation aims to develop sustainably. This ties in with the accountability of an organisation to operate ethically and to maintain a required level

of corporate governance towards all stakeholders. It furthermore links into the Corporate Accountability theory referred to by Wilson (2003) in the evolution of corporate sustainability. The next section provides a more in-depth description of Corporate Accountability and Governance.

2.3.4 Corporate Accountability and Governance

Accountability is the ethical or legal responsibility of an organisation to provide records and feedback on the actions for which the organisation is responsible. It differs from responsibility in that accountability refers to the explanation and justification of the responsibility or actions of the organisation (Wilson, 2003; Van Marrewijk, 2002).

Corporate accountability or governance is based on the relationship between the owners of an organisation and the managers of the organisation (Morck, 2006). The popularisation of corporate governance came with the collapse of Enron in 2001, and other organisations such as WorldCom and Tyco – that failed due to their unethical conduct. The lapses in management from these organisations saw to the explosion of discussions and thinking surrounding corporate governance and accountability in the 21st century as part of business law (Morck, 2006; Solomon, 2007).

One of the key accountability relationships in organisations is the relationship between the leadership of an organisation and its shareholders/investors. This relationship can be understood in terms of a contract, where the shareholders entrust capital to the leadership of an organisation, which in turn are responsible for using the capital in such a way that will serve the best interests of the shareholder. The leadership of the organisation is held accountable for their management of the capital (Wilson, 2003; Lozano *et al.*, 2014). This is however not the only contract existing within organisations. There are a variety of contracts organisations enter into daily which guides their actions and on which they should report and act responsibly. In terms of the TBL, organisations have a responsibility towards various stakeholders with regards to economic returns, but also to the society and environment they operate in (this is guided by explicit and implicit contracts between various stakeholders) (Wilson, 2003; Lozano *et al.*, 2014; Hughen *et al.*, 2014; Klettner *et al.*, 2014).

Corporate accountability, which could also be referred to as corporate governance is a management paradigm giving new meaning to transparency and ethical practices, as reporting on actions and management practices of an organisation exposes the organisation and the management of these implicit and explicit contracts to their shareholders and employees, but also to the public (Wilson, 2003; Sharma & Khanna, 2014; Aras & Crowther, 2008). This is necessary in order for corporate sustainability to be realised. Corporate governance and its reporting is a reflection of how organisations address regulatory and legal requirements and therefore also establishes the basis for sustainable development and CSR and thus for corporate sustainability (Sharma & Khanna, 2014; Hughen *et al.*, 2014). Corporate governance is also concerned with the management of risk and the organisation's reputation to ensure operations will continue in the long term (Hughen *et al.*, 2014; Aras & Crowther, 2008).

Accountability and governance are also strongly tied to the regulatory environment an organisation operates in. The regulatory environment imposes certain implicit, but also explicit contracts on an organisation that ensures the collective contribution to ethical business and practices. For a market to function well and contribute to growth and shared value regulations are necessary; this was even more evident in the 2008 financial crisis. Regulations are put in place by government or international governing bodies to ensure organisations operate in such a way that will sustain their industry and market. Regulations that enhance shared value can have a positive effect on organisations. The implementation of parameters set in place by regulations, is an ideal breeding ground for innovative solutions (Porter & Kramer, 2011; Van Marrewijk, 2002; Hughen *et al.*, 2014). Regulations also level the playing field, as it ensures that organisations need to operate within a specific framework, cutting the possibility of unfair advantage due to unruly management practices. Regulations that create shared value have a few characteristics: Clear and measurable social and environmental goals; set performance standards, but not the specifications to realise them; provide periods over which organisations can phase in the new regulations/standards; establish universal measurement and reporting practices and they require efficient and timely reporting of results. Regulation that does not create shared value usually demands compliance to very specific methods and practices – inhibiting innovative

solutions. Regulation is necessary to ensure exploitive behaviour is limited, fair competition is created and trust can be maintained. Regulation and in turn, corporate governance, also result in value creation for stakeholders (Porter & Kramer, 2011; Van Marrewijk, 2002; Hughen *et al.*, 2014).

Reporting plays an important part in assuring corporate governance and the attainment of accountability of firms to grow and operate sustainably. Reporting on sustainability practices also creates further benefits in that it identifies collaboration and further opportunities for collaboration and value creation. It also enables an organisation to better understand where they can operate more efficiently and effectively. Reporting on sustainability is the measuring, disclosing and being responsible for organisational performance while working towards a sustainability goal (Silvestre *et al.*, 2015; Hughen *et al.*, 2014; Klettner *et al.*, 2014; Peloza *et al.*, 2012). The International Integrated Reporting Council (IIRC) provides guidelines for Integrated Reporting (IR) which assists organisations to communicate in a clear and concise manner the story of the business, the process of value creation. IR thus assist organisations to holistically report on their strategy, plans, successes as well as assist in managing the risk of the organisation and providing a clear view to stakeholders on the current and expected situation regarding the organisation (IIRC, 2015).

The four core principles of good corporate governance are (Aras & Crowther, 2008; Solomon, 2007; King Committee on Corporate Governance, 2009):

- Transparency
- Accountability
- Responsibility
- Fairness

Traditionally corporate governance focused on the management of organisations, specifically limited companies, and the nature of accountability of the managers to the owners. At board level there are certain responsibilities to ensure an organisation operates successfully, these being policy formulation, strategic thinking, supervision of management and accountability reporting. For this reason the corporate governance of an organisation will have a determinant impact on corporate

sustainability goals and the realisation of TBL growth (Hough *et al.*, 2011; Solomon, 2007). Elkington (1997) notes that "the best way to ensure that a given company fully addresses the triple bottom line is to build the relevant requirements into its corporate DNA from the very outset and into the parameters of markets it seeks to serve". The sustainable development focus over the last fifty years have moved from the public relations officials and legal advisers to the Board, strategists and investor relations as these parties play a pivotal role in planning for the future and the need to operate sustainably (Elkington, 1997). After the Enron-upset in 2001, many countries realised the need to include regulatory and reporting measures for organisations operating within their border. South Africa was ahead of this movement as the King Reports were already initiated in the early 1990s, with the change of government in South Africa. The King I and King II reports were compiled in order to guide organisations on corporate accountability and therefore complying with corporate governance requirements. In South Africa, a change in the Companies Act No.71 of 2008, gave rise to the compilation of the King III report. The King III report requires organisations in South Africa to apply the necessary measure for corporate governance or explain their reason for not complying (King Committee on Corporate Governance, 2009).

Corporate accountability and governance plays an important role within the evolution of corporate sustainability as it provides the framework within which CSR and related stakeholders are managed and how stakeholders hold the organisations accountable. Corporate accountability is a means to inform and ensure regulatory and ethical adherence. It is also linked to sustainable development in that it aims to provide feedback, progress and practices that will result in the long-term sustainability of an organisation. The four concepts that map out the evolution of Corporate Sustainability and their links have been discussed. The next section will tie these concepts together in order to provide a holistic definition of corporate sustainability.

2.4   CORPORATE SUSTAINABILITY DEFINED

Corporate sustainability can be understood as the term used to define or describe sustainable development as per the TBL (as described above) within organisations in terms of shared value creation for all stakeholders through transparent, ethical and

accountable management. It is therefore the ability of an organisation to meet the needs of an organisation's stakeholders without compromising the ability of the organisation to meet the needs of future stakeholders as well (Linnenluecke & Griffiths, 2013; Lozano, 2012; Lozano *et al.*, 2014; Dyllick & Hockerts, 2002). Corporate sustainability also refers to the longevity of the organisation and the ability of an organisation to grow and operate, adding value to stakeholders in the future. This includes the social, economic and environmental role played by organisations. Economic gain could be regarded as the main aim of private organisations, however in doing so, an organisation employs a myriad of people and also operates within the environment. For an organisation to be sustained into the future, it is inevitable to consider the effect and relationship (directly and indirectly) they have on the social and environmental dimensions of the TBL, as well as the unexpected or indirect economic effect, this should be conducted in a holistic approach, integrating the various aspects and activities to enable corporate sustainability (Gomes, Scherer, De Menezes & Da Luz Neto, 2013; Lozano *et al.*, 2014; Dyllick & Hockerts, 2002; Sebastiani *et al.*, 2014; Hahn *et al.*, 2015; Strand *et al.*, 2015; Van der Byl & Slawinski, 2015).

Corporate sustainability does not imply or force an organisation to abandon economic objectives; instead an organisation should have economic objectives that contribute to a sustainable environment, social practices as well as a sustainable economic return (Gomes *et al.*, 2013; Porter & Kramer, 2006). Corporate sustainability has the aim for an organisation to develop sustainably in such a way that environmental protection is incorporated, social equity and justice is achieved, economic growth is gained and dialogue and the creation of valuable relationships between stakeholders are maintained and held accountable (Sebastiani *et al.*, 2014).

Figure 2.7 provides a visual understanding of corporate sustainability and the shared value it deems to create.

FIGURE 2.7: Corporate Sustainability Defined
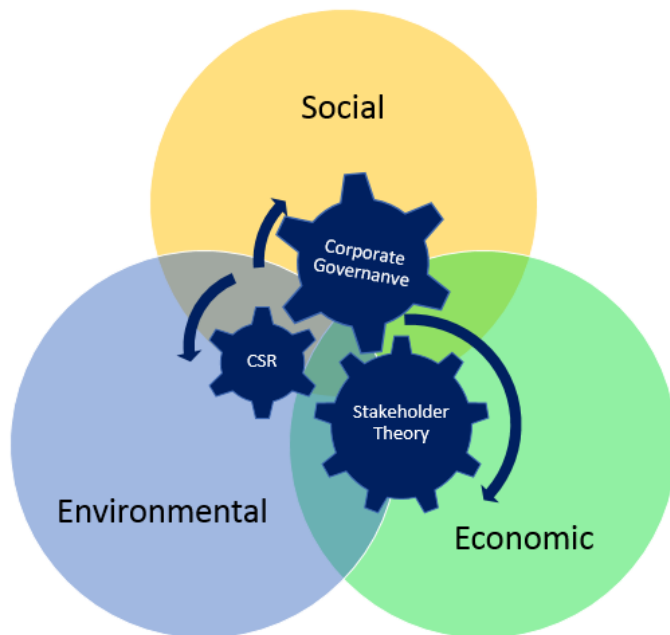
Source: Author's own compilation

Corporate sustainability is of importance and necessary for business – something that more and more organisations are starting to realise. Organisational strategy and corporate sustainability therefore goes hand in hand to ensure the necessary focus in developing the social, environmental and economic elements within the framework of the organisation. Even though corporate sustainability is deemed a necessary element or paradigm of organisational management, there remain various levels of commitment and entrenchment of corporate sustainability practices. Van Marrewijk (2002; Van Marrewijk & Werre, 2003) and other authors (Kashmanian *et al.*, 2011; Benn *et al.*, 2014; Klettner *et al.*, 2014) argue that there are six different ambition levels of corporate sustainability (CS) . These are listed below:

- Pre-CS: No real drive or ambition for CS, however there are some processes or actions in place due to external forces. To further CS, close monitoring and taking initiative will be required.

- Compliance-driven CS: Concerned with the provision of welfare to society, within regulatory limits. Charity and stewardship considerations receive attention at this level. The drive for CS is based on obligation and aligning to the expected and correct behaviour.

- Profit-driven CS: Integrates the economic, social and environmental aspects into management and operational practices, only if profit can be gained from this. The business case for advancing CS is thus a profit motive.

- Caring CS: Balancing the triple bottom line elements, going beyond regulatory compliance and beyond profit considerations. The CS motive is based on human potential, social responsibility and care for the planet.

- Synergistic CS: Search for well-balanced and functional solutions that creates value in the economic, social and environmental aspects of organisational performance; it is a collective approach with stakeholders. The CS motive is based on sustainability and the importance and inevitability thereof.

- Holistic CS: Fully integrated in every aspect of the organisation, it focusses on creating a better world for all entities and people related to the organisation, now and in the future. The CS motive is based on the concept of a shared responsibility by all towards others and the planet to enable future value creation and existence.

Performance and activities that need to be considered in corporate sustainability and the reporting thereof, based on the triple bottom line, are provided in Table 2.1 (Sharma & Khanna, 2014; Van Marrewijk & Werre, 2003; Watson, 2011; Linnenluecke & Griffiths, 2010; Kossek & Berg, 2014; Epstein & Roy, 2001; Guerci *et al.*, 2015; Peloza *et al.*, 2012). The activities and performance outcomes include activities related to operations and production, management, strategy, organisational design and systems, procurement, marketing, assessment, communication, employment practices and relations as well as aspects concerning other stakeholders of the organisations (Lozano, 2012; Lozano *et al.*, 2014; Silvestre *et al.*, 2015; Sharma & Khanna, 2014).

TABLE 2.1: Corporate Sustainability Performance and Associated Activities

Economic performance (Profit)	Environmental performance (Planet)	Social performance (People)
•Direct economic value added •Shareholder value (loyalty, reputational, financial) •Investor relations •Price and procurement •Risks and opportunities •Innovation and technology •Knowledge management •Sustainability reporting •New revenue streams	•Environmental management •Consumption of materials •Energy and water consumption •Description of impact on biodiversity •Emissions •Effluents and waste •Mitigation of environmental impact •Contribution to conservation	•Labour practices/people management •Human capital development •Workplace environment and culture •Workforce diversity •Motivation, incentives and remuneration •Leadership and inclusivity •Approach towards human rights and ethics •Community initiatives •Anti-corruption policies •Customer/employee health and safety •Product and service labelling •Marketing and communication •Customer privacy

Source: Compilation from various authors (Sharma & Khanna, 2014; Van Marrewijk & Werre, 2003; Watson, 2011; Linnenluecke & Griffiths, 2010; Kossek & Berg, 2014; Epstein & Roy, 2001; Guerci *et al.*, 2015; Peloza *et al.*, 2012).

Collaboration between departments within organisations, between different organisations and private and public entities is an important element of the creation of shared value and a sustainable economic, social and environmental organisation and country (Porter & Kramer, 2011). It has been established that corporate sustainability is important for long-term success and existence. Through corporate sustainability, organisations are enabled to have a positive impact on the world they operate in. However, organisations cannot do this alone; they merely assist or enable the creation of corporate and thus national and international sustainable development. A key stakeholder could therefore be the government and other governing bodies.

As the aim of this study is to better understand the link between corporate sustainability and the governing bodies of countries, the sustainable national vision of countries and its impact on organisations in a country can play a pivotal role in sustainable, shared value creation. The next section consequently explores the concept of national sustainable development plans.

2.5   NATIONAL SUSTAINABLE DEVELOPMENT PLANS

Sustainability goals and strategy are often pursued by coincidence rather than through planned and focussed strategic aims (Baumgartner & Ebner, 2010). With the setting of the Millennium Development Goals (MDGs) and more recently the Sustainable Development Goals (SDGs) by the UN, a call to action to governments across the globe was initiated to align and create an environment where these goals could be realised (UN, 2002; 2015). The MDGs set guidelines and elements according to which sustainable development for all could be created, as stated by the Secretary-General of the UN, Ban Ki-moon (UN, 2002):

"Eradicating extreme poverty continues to be one of the main challenges of our time, and is a major concern of the international community. Ending this scourge will require the combined efforts of all, governments, civil society organisations and the private sector, in the context of a stronger and more effective global partnership for development. The Millennium Development Goals set time bound targets, by which progress in reducing income poverty, hunger, disease, lack of adequate shelter and exclusion — while promoting gender equality, health, education and environmental sustainability — can be measured. They also embody basic human rights — the rights of each person on the planet to health, education, shelter and security. The Goals are ambitious but feasible and, together with the comprehensive United Nations development agenda, set the course for the world's efforts to alleviate extreme poverty by 2015. "

Many countries found the MDGs to be guiding principles for setting national sustainable development plans and strategies. Meadowcroft (2007) define a national sustainable development strategy as "a co-ordinated, participatory and iterative process of thought and actions to achieve economic, environmental and social objectives in a balanced and integrated manner". He states that the process involved encompass situation analysis, policy and action plan formulation, implementation, monitoring and regular review of these decisions. It is an interactive process that is cyclical, concerning planning, participation and action in which the focus is on creating sustainable development practices as end product, and not only creating a plan for this purpose.

In this process of setting development plans, whether in an organisation or nationally, an organisation or country set specific targets and objectives for a specific period of time. These objectives of organisations are realised through specific policies and plans to ensure the organisation reach these goals. In considering sustainability and how organisations incorporate sustainable development into their long-term goals, it is important to understand and link these goals with strategic planning as this will be the means or plan by which goals and a specific strategy is realised in an organisation. Baumgartner and Ebner (2010; Baumgartner, 2014) proposed four types of sustainability strategies that can be applied within an organisation or country to guide the way for sustainable practices and results within the organisation or country. These strategies are used by organisations to gain a strategic advantage through the incorporation of sustainability as a focus of the organisation. The first of these strategies is the introverted sustainability strategy. This is a risk mitigation strategy and focusses on the adherence to legal and other regulatory standards in terms of the environment and society. The extroverted sustainability strategy is next and this is a legitimating strategy. This strategy is focussed on relationships with external stakeholders, giving the country or organisation a legitimacy to operate and be noted in international spheres. The conservative strategy is the third strategy and is an efficiency strategy. This strategy focusses on the reduction of waste, enabling cleaner production and eco-efficiencies. The last strategy is that of the visionary strategy, which encapsulates a holistic approach to sustainability. This strategy focusses on all elements with regards to the country or organisation's existence and prosperity, how they operate, how they are differentiated and how they can innovate for sustainability (Baumgartner and Ebner, 2010; Baumgartner, 2014).

It should therefore also be clearly understood, that a strategic plan focussed on sustainable development is not a fixed and final document, but an iterative process. As a country (or organisation) monitors and receives feedback, it learns, and through learning it makes changes, adapts and improves on the strategy targeted at sustainable development, it could also change the strategy initially targeted. The strategy document and its results in actions taken goes through cycles of analysis, decision-making, planning, revising, implementation and review. It is advised that these strategies should grow from already existing operations and strategies, with

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improvements made to align it to sustainable development practices and requirements (Meadowcroft, 2007).

In a bulletin by the United Nations Department of Economic and Social Affairs (UN DESA), they provided key characteristics of a sustainable development strategy, which are "integration of economic, social and environmental objectives; multi-stakeholder participation, effective partnerships, transparency and accountability; country ownership, shared vision with a clear time frame on which stakeholders agree, commitment and continuous improvement; capacity development and an enabling environment, building on existing knowledge and processes; focus on priorities, outcomes and coherent means of implementation; linkage with budget and investment processes; and continuous monitoring and evaluation" (UNDESA, 2004; Lozano *et al.*, 2014). However, feedback, budgeting and strategic co-ordination as well as the co-ordination of local and sub-national action in terms of sustainable development in conjunction with the creation of an integrated approach to policy making, remain the main challenges for the roll-out of national sustainable development strategies (Swanson, Pinter, Bregha, Volkery & Jacob, 2004).

Governments can make use of national strategies to ensure strategic decision-making for a sustainable future. In order to have the relevant impact, it is essential that there is a formal strategy document that provide the required information on what should be understood and the objectives set in place for sustainable development. The communication of this strategy, within government as well as with external bodies and organisations will be of critical importance to ensure that the relevant stakeholders are informed. Objectives of such strategies should also be clear on assessments, how it will be done and the possibility of future learning (Meadowcroft, 2007).

National strategies do not have to be compiled and driven only by government. A participatory approach to national strategy-making can and should involve citizens and organisations to provide a structured review of social practices, also in the light of the sustainability dimensions (economic, environment and social) to enable the creation of an integrated plan. Creating and enabling sustainability and sustainable practices is a collective approach between stakeholders, in which government, industry and the

public plays an important role (Meadowcroft, 2007; Amini & Bienstock, 2014; Baumgartner, 2014).

To have a long-term impact on the thinking and planning of the private and public sector with regards to sustainable management and development, there is still some distance to go. The social and economic elements of sustainable development will have to be addressed in a more integrated way if the required change is also to be seen in the environmental sphere (Elkington, 2006; Benn *et al.*, 2014). It is of critical importance to understand that public as well as private organisations have an important role to play in terms of sustainable development strategy creation and action (Elkington, 1994; Baumgartner, 2014; Benn *et al.*, 2014). How to link sustainable development objectives to strategic aims within organisations remain a challenge and imperative if corporate sustainability are to be achieved.

2.6   CONCLUSION

In order to better understand the research problem and how it could be addressed, it is important to understand corporate sustainability and the different components that combine to establish the concept of corporate sustainability.

The need to understand national sustainable development plans was also identified from the research objectives. Global organisations like the UN play a pivotal role in the creation of these strategies and plans. It is important to realise that government, civil society or corporate organisations cannot create the necessary change with regard to sustainable development by themselves, they need to collaborate.

Organisations should aim to integrate their goals with the sustainable development goals of government. This should not be pursued by coincidence, but a concerted effort is needed to create a sustainable world, to create shared value for all. Strategic intent and focussed action is necessary to drive change and therefore have an impact on national and international sustainable development goals. To better understand how this can be done, an understanding of strategic planning is required, as through strategic planning, organisations drive their focus, vision and actions. The chapter that

follows elaborates on strategic planning to better understand how corporate sustainability could be practically integrated in an organisation.

CHAPTER THREE

STRATEGIC PLANNING

3.1   INTRODUCTION

"*Strategy is about shaping the future. Corporate strategy is about shaping the future for an organisation. You use strategy to figure out how to achieve your purpose and ambitions. You move between where you want to go (ends) and what you need to do to get there (means). Great strategy is the quickest route from means to ends to shape your future*" (Mckeown, 2012:4).

Strategy is created by means of strategic planning. Strategic planning is a corporate management tool used to define a range of strategies or actions that will guide the organisation to achieve its vision and mission. It could thus be defined as "producing fundamental decisions and actions that shape and guide what the organisation is, what it does, and why it does it" (León-Soriano, Muñoz-Torres, & Chalmeta-Rosaleñ, 2009).

The previous chapter provided background to corporate sustainability as well as a brief background on national sustainable development plans. This chapter aims to describe what strategic planning is and how it is conducted within organisations. Strategic planning is the means through which organisations organise and structure themselves in order to achieve specific objectives. It is thus necessary to consider how organisations make use of strategic planning as a means to operate sustainably and link with a national vision for a sustainable future. Background and an understanding of strategic planning are required in order to make the link between corporate sustainability and strategic planning. The first section of this chapter will aim to define strategic planning in terms of strategic management as an overarching paradigm. The different modes from which strategic planning is done is then discussed. The types of strategies utilised in strategic planning is subsequently described, based on the work of Mintzberg and Waters. The last section identifies and briefly explains various tools that can be used in strategic planning that was found to be used within the corporate sustainability framework. The layout of the chapter is provided in Figure 3.1.

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FIGURE 3.1: Strategic Planning
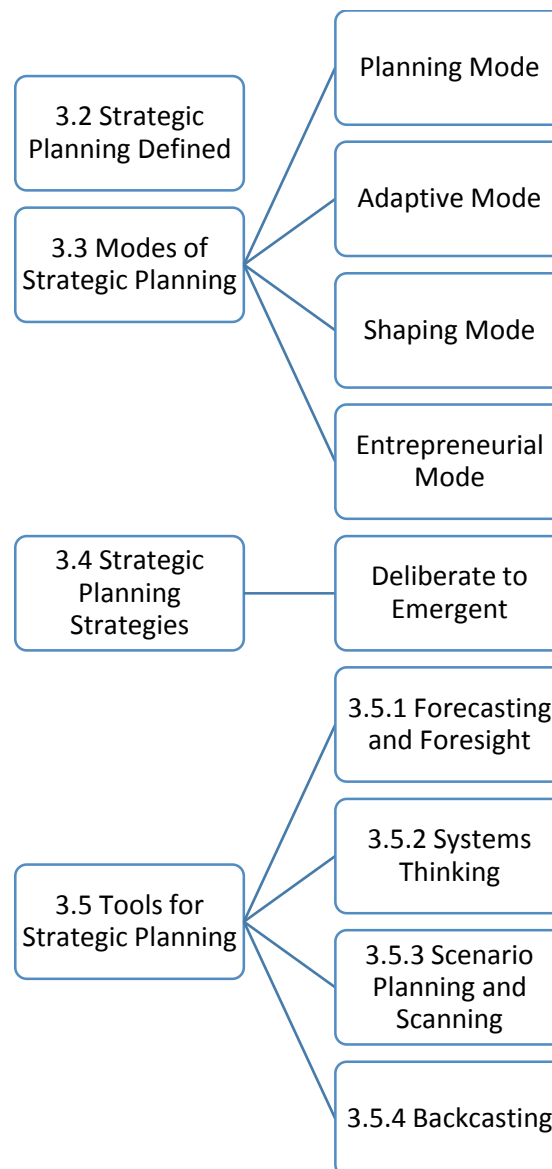
3.2   STRATEGIC PLANNING DEFINED

Strategy originates from the Greek word *strategos*. *Strategos* means someone who has an army to lead. In 508 BC it was first used in Athens for the leaders of the army who served on the war council. This council was responsible for leadership and the achievement of objectives. In Asia, about 200 BC, a similar idea came from Sun Tzu – *The Art of War* is a book based on the writings of this Chinese warrior-philosopher. These writings remain among some of the most popular and influential on the idea of strategy in the world today and it is founded upon the basis of military strategic planning and strategies to win over the enemy. Strategy in the corporate sphere only sparked after World War II, in the 1950s (Mckeown, 2012; Tzu, 1988).

Strategy defines the focus and action plan of an organisation on co-ordinated activities to achieve specific outcomes (Mintzberg, 1987b). The following key elements provide the overarching framework for strategy and the elements created as part of strategic planning (Bodhanya, 2011): A vision of a company is the ideal towards which the company is working, in essence the end-state to be realised. The mission is the current state of the business and its purpose. Objectives, targets and actions should be the reflection of the judgements made of the future outcome and how this should be achieved (Aaker, 1984; Hough *et al.*, 2011:23; Porter, 1996; Weeks, 2007).

Strategy can thus be defined as per Mintzberg's (1988) definition, "a pattern in a stream of significant decisions". These decisions are made at various levels of the organisation. Although the overarching vision, mission and targets can be set at a specific point in time, by a specific group of people, the objectives and actions and how they relate to the targets and how the targets relate to the other elements are continuously redefined and aligned as decisions are made in the running of the business. This is opposed to the game theory view of strategy, as a set of predefined rules that govern decision-making and engages a specifically selected plan to achieve the end goal (Mintzberg, 1972).

Strategy could be viewed as the outcome or action plan devised through the strategic management process. Strategic management is the holistic approach of forming and realising a chosen strategy, the combination of activities that organisations employ in order to align resources, and take action with regards to the mission to achieve the vision. Strategic management is the overarching paradigm that guides the organisation on what to do. Hough *et al.* (2011) explains strategic management in terms of a process called the strategy-making, strategy-executing process, shown in Figure 3.2. Hough *et al.* (2011) as well as Batra, Kaushik and Kalia (2010) focus on systems thinking as a framework to structure this process. Strategic management in terms of this model starts with the identification of the problem, stating the mission, vision and objectives, analysing the vision, mission, objectives and the environment to then formulate the strategy. The strategy is implemented and control is put in place to measure the strategic outcomes and success. Strategic management encompasses all organisational activities, including decision-making, planning, analysis,

implementation and operational management (Hough *et al.*, 2011; Batra *et al.*, 2010; Lumpkin & Dess, 1995; Kuratko *et al.*, 2008; Balanced Scorecard Institute, 2015).

FIGURE 3.2: The strategy-making, strategy-executing process

> **PHASE 1**
> Developing a strategic vision
>
> **PHASE 2**
> Setting objectives
>
> **PHASE 3**
> Crafting a strategy to achieve the objectives and vision
>
> **PHASE 4**
> Implementing and executing strategy
>
> **PHASE 5**
> Monitoring developments, evaluating performance, and making corrective adjustments
>
> *At each phase*: Revise as needed in light of actual performance, changing conditions, new opportunities, and new ideas.
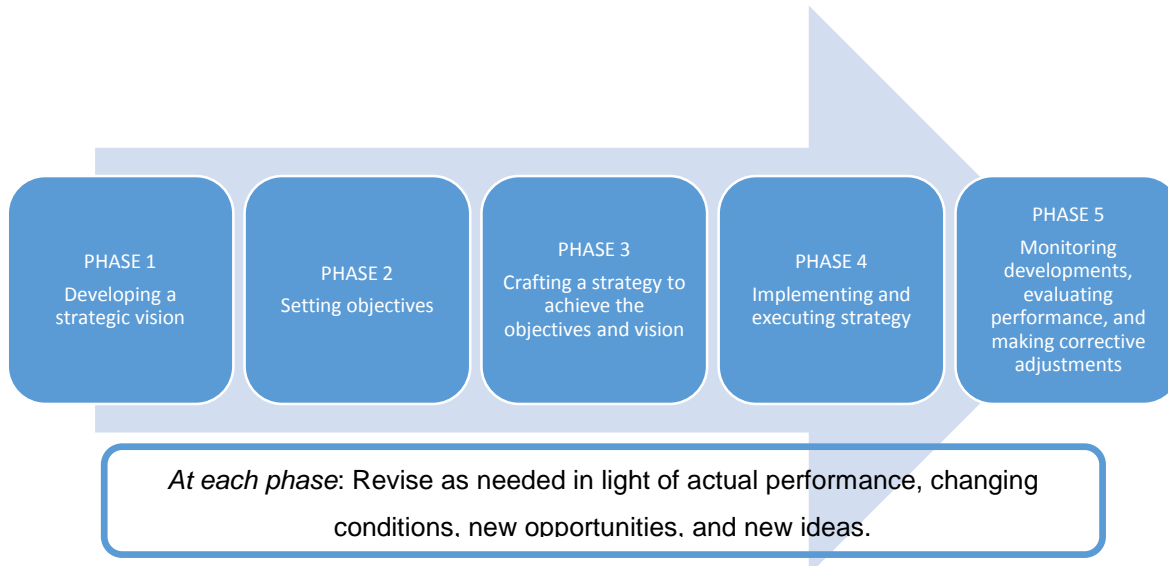
Source: Hough *et al.* (2011)

Taylor, De Lourdes Machado and Peterson (2008) states that "o*ne begins with the circumstances at present, moves into strategic thinking (which can disrupt institutional alignment), focuses on the desired future for the institution (vision) and then merges these factors into a strategic planning process (that ultimately creates institutional alignment*" (Taylor *et al.*, 2008). Taylor *et al.* (2008) provides a model in which strategic management is a function of strategic thinking and strategic planning as shown in Figure 3.3.

FIGURE 3.3: Strategic Management as a Function of Strategic Planning and Strategic Thinking
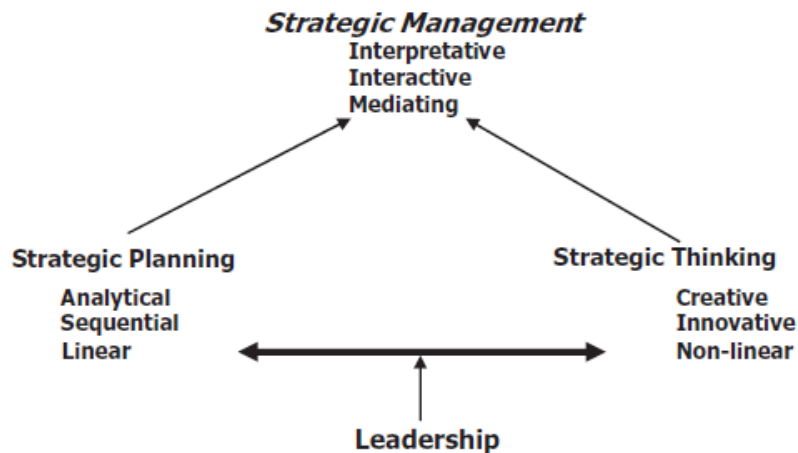
Source: Taylor *et al.* (2008)

It is necessary for leaders of an organisation to engage in strategic thinking, which in essence is to disrupt the current state of the organisation. Strategic planning follows, but sometimes occurs simultaneously with strategic thinking, which involves the planning and setting of the future scene of the organisation in order to be able to implement the strategy and affect change. The leadership of the organisation and the relevant role players should be enabled and responsible for both the innovative thinking required in strategic thinking and the analytical thinking required for strategic planning. Strategic management is then an iterative and interactive process whereby the strategic planning outcomes or the strategic plan is implemented and realised with strategic thinking, constantly ensuring that the organisation is on the correct path and that the organisation remains a competitive force within its industry (Taylor *et al.*, 2008).

Bodhanya (2011) describes strategic planning as a means of engaging in continuous conversation and learning to create the future. Strategic planning and choice are thus once-off activities, as well as a continuous process in which decisions are made for or against specific actions that also inform strategy. This is done at various levels of the organisation – top-down, but also bottom-up; it is not something that only top management is engulfed in, strategic planning happens at various levels of the organisation (Canales, 2015; Mintzberg, 1988; Hamel & Prahalad, 2005; Egels-

Zandén & Rosén, 2015). There is thus a continuous strategic conversation learning loop setting, determining and redefining strategy, as depicted in Figure 3.4.

FIGURE 3.4: Strategic Conversation Learning Loop
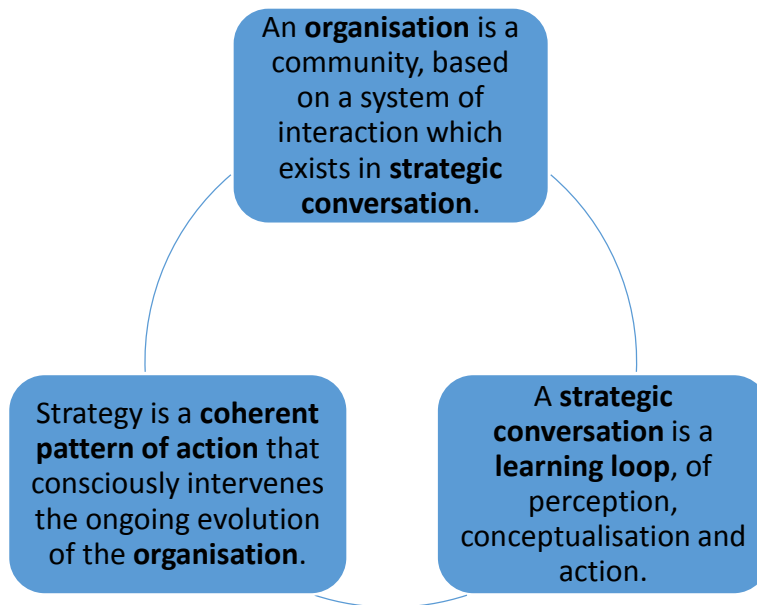
Source: Van Der Heijden (1996)

Van der Heijden (1996) defines the strategic conversation as "…the sum total of all exchanges formal and informal taking place between members of the organisation concerning aspects of the position of the organisation in its external environment, and how this can be changed from the inside out." External stakeholders therefore also have an impact on the strategy-setting and strategy creation process, as decisions are made in relation and in reaction to external and internal stakeholders, which in return informs strategy (Miller, 1987). The strategic conversation learning loop is thus a combination of the factors within strategic management as described by Taylor *et al.* (2008). The strategic conversation learning loop is the process that indicates how strategic planning is realised and constantly reviewed and reformed to ensure the competitiveness of the organisation.

Strategic planning can thus be regarded as an activity through which an organisation endeavours to become a master of itself and its future. It acts as the connector of the current mission to the future vision and the creator of the change required to get to the future vision (Mintzberg, 1993; Taylor *et al*., 2008; Balanced Scorecard Institute,

2015). Strategic planning is defined as the long-term planning of an organisation, an organised process in which decisions are made (Drucker, 1958). In terms of the strategy-making and strategy-executing model of Hough *et al.* (2011) in Figure 3.2, strategic planning is conducted in phases one to three. Strategic planning is the process of mapping the organisation's future direction, required performance and what actions will be taken to get there. Strategic planning has the aim to provide direction to an organisation, giving objectives, targets and actions meaning and purpose through a set of unique activities/strategies (Aaker, 1984; Hough *et al.*, 2011; Porter, 1996; Weeks, 2007 Drucker, 1958; Balanced Scorecard Institute, 2015). Strategic planning is thus the method through which the vision, strategies and actions are set – a dynamic process which is a combination of a once-of decision as well as the decisions made on a daily basis within an organisation. Strategic planning therefore includes visionary action as well as a learning capability. It is a process whereby an organisation adapts, changes, anticipates and responds to the changing and competitive environment they operate in (Leyenaar, 2014; León-Soriano *et al.*, 2009; Mason, Harris, MGloughlin, 1971; Drucker, 1958; Mintzberg, 1993; 1994).

Strategic planning will be the focus of this study, as this study aims to investigate how a national vision for sustainability informs the strategy of an organisation. In considering the definition provided for strategic planning it should be understood that strategic planning is the process through which focus is created and change is orchestrated in an organisation. Corporate sustainability and the alignment of an organisation to a national vision will thus be done through the process or element of strategic management referred to as strategic planning.

Strategic planning is a dynamic process and there are different ways in which strategic planning can be approached. The different approaches to strategic planning are referred to as modes of strategic planning in this study. To better understand strategic planning and how it is done, it is necessary to explore the modes of strategic planning, as this will inform an understanding of how organisations create change in direction due to the planning perspective they employ. The next section aims to explore the various modes of strategic planning.

3.3 MODES OF STRATEGIC PLANNING

Organisations make strategic decisions from one or a combination of the modes of strategic planning. It is necessary to understand these modes and further break down strategic planning in order to understand the process organisations go through when planning their strategies as this will guide the insights as to how organisations can link their strategy with a national vision for a sustainable future.

Three modes of strategic planning are identified by various authors. The modes identified are the Planning, Adaptive and Entrepreneurial modes (Segev, 1987; Mintzberg, 1973; Mintzberg, 1988; Egels-Zandén & Rosén, 2015). The planning mode uses formal analysis as a means to ensure that a specific plan can be compiled for the long term by integrating strategies and providing focus for the way forward. The planning mode is usually applied in larger organisations where management as a unit determines the view of the way forward. The adaptive mode is shorter term decisions and changes made to adapt to the changing environment. These are disjointed decisions made at various levels and stages within the organisation. The entrepreneurial mode of strategic planning is centralised with the entrepreneur having the authority to take proactive decisions in order to plan for the longer term future (Mintzberg, 1973; Segev, 1987).

The Planning mode: Analysis plays an important role in this approach, as decisions are made, whether proactively or reactively, based on in-depth analysis of the current state and possible future states. Analysis is done systematically to identify the cost and benefits of various options. The analysis enables integrated decision-making and strategies. The planning mode is best used within a stable environment where results are predictable and there is a cause and effect relationship (Mintzberg, 1973; Mintzberg, 1988).

The Adaptive mode: This mode functions within a complex environment, where power is distributed among a variety of stakeholders. Decisions are made mostly reactively and in incremental steps. Clear goals also do not always exist and therefore decision-making is sometimes disjointed. Decisions made result in short-term thinking and gains and are not made as part of a larger whole (Mintzberg, 1973; Mintzberg, 1988).

The Entrepreneurial mode: This is a proactive approach to seeking opportunities. Strategic planning is centralised at the leader of the organisation and it often results in movement into the unknown, into an uncertain future. The dominant goal of the organisation is growth (Mintzberg, 1973; Mintzberg, 1988). Table 3.1 is an adaptation of the work of Segev (1987) and the model presented by Mintzberg (1973) describing the basic characteristics of each mode of strategic planning.

TABLE 3.1: Characteristics of Strategic Planning Modes

Characteristics	Planning Mode	Adaptive Mode	Entrepreneurial Mode
Decision-making	Proactive and reactive	Reactive	Proactive
Power	Management	Shared power	Centralised (Entrepreneur)
Goals of organisation	Efficiency and growth	Indeterminate	Growth
Performance	Higher than Adaptive	Low	High
Evaluation of plans	Analytical	Judgmental	Judgmental
Decision timeline	Long Term	Short Term	Long Term
Ideal Environment	Risk	Certainty	Uncertainty
Decision links	Integrated	Disjointed	Loosely coupled
Flexibility	Constrained	Adaptive	Flexible
Organisational Environment	Predictable, Stable	Complex, Dynamic	Yielding
Organisation Status	Large	Established	Young, Small or Strong Leadership

Source: Combination of the work of Segev (1987) and Mintzberg (1973).

Reeves, Love and Tillmanns (2012), however describe four modes from which strategic planning are done, these being Classical, Adaptive, Shaping and Visionary.

The *Classical* mode operates within a stable environment, with fairly predictable outcomes, which will be challenging to change by an organisation. The typical strategic planning tools (five forces, Blue Ocean, growth-share matrix) are all used in the classical context. Analysis plays an important role in this mode (Reeves *et al.*, 2012). This is similar to the Planning mode that Mintzberg (1973) and Segev (1987) refer to.

The *Adaptive* mode operates well within the ever-changing global business environment organisations operate in. With the business environment becoming less predictable, organisations need to be able to adapt quickly and learn at an increased speed to ensure they stay ahead of the market (Reeves *et al.*, 2012). This is a reactive environment and relates to the Adaptive mode explained by Mintzberg (1973) and Segev (1987).

The *Shaping* mode is for high-growth industries characterised by innovation and unpredictable market activities and demand. The Shaping mode embraces, like the Adaptive mode, short-term planning cycles, as the environment changes rapidly. However, unlike the Adaptive mode, and more like the Entrepreneurial mode, organisations operating in the Shaping mode look further than their own organisation or industry and see solutions to shape and create markets. They have a strong learning link with their partnerships with clients, suppliers and industry leaders (Reeves *et al.*, 2012).

The *Visionary* mode is similar to the Entrepreneurial mode described by Mintzberg (1973) and Segev (1987). Bold strategies are required and an opportunity exists for an organisation to set the stage for the future, creating new markets or engaging in a complete new way and direction. The environment is regarded as malleable and can be moulded by decisions made within the organisation. It is also linked with the Classical mode in the sense that the goal is clear and strategists take deliberate steps to realise the goal (Reeves *et al.*, 2012).

Table 3.2 integrate the theories of Mintzberg (1973), Segev (1987) and Reeves *et al.* (2012).

TABLE 3.2: Modes of Strategic Planning

	Classical / Planning	Adaptive	Shaping	Entrepreneurial / Visionary
Market environment	Predictable	Unpredictable	Unpredictable	Unpredictable
Flexibility	Constrained	Adaptive	Flexible	Flexible
Evaluation of Plans	Analytical	Judgemental	Judgemental	Judgemental
Decision-making	Reactive / Proactive	Reactive	Proactive	Proactive
Market role	Market taker	Market taker	Market maker	Market maker
View of goals	Clear	Indeterminate	Indeterminate	Clear

Source: Integration of the work of Mintzberg (1973), Segev (1987) and Reeves *et al.* (2012).

Figure 3.5 provides a visual representation created by the researcher to collate the models proposed by Mintzberg (1973), Segev (1987) and Reeves *et al.* (2012). An organisation can be guided on the strategic planning approach they should employ by considering their characteristics in terms of their decision-making, their role in the market and the clarity of their goals.

FIGURE 3.5: Modes and Characteristics of Strategic Planning Matrix

Adaptive
- Reactive Decision-making
- Market Taker
- Indeterminate Goals

Shaping
- Proactive Decision-making
- Market Maker
- Indeterminate Goals

Planning / Classical
- Reactive Decision-making
- Market Taker
- Clear Goals

Entrepreneurial / Visionary
- Proactive Decision-making
- Market Maker
- Clear Goals
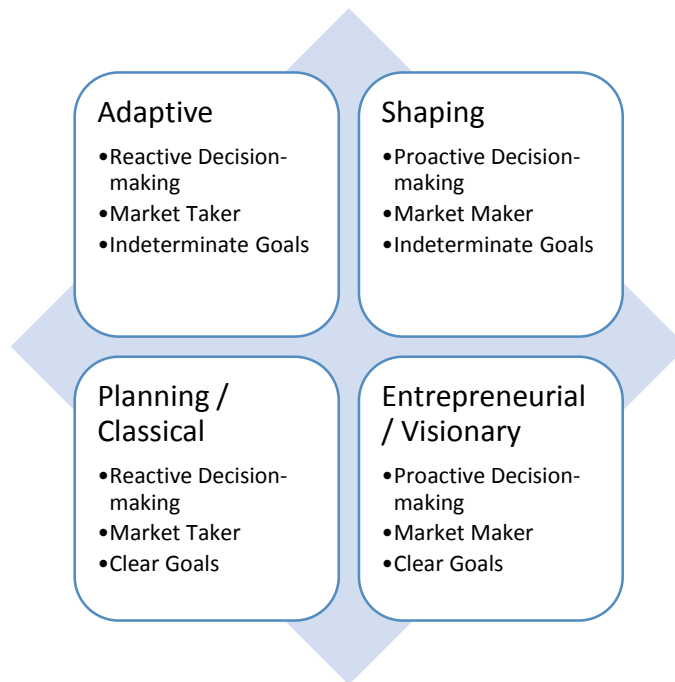
Source: Author's compilation

It is clear that different approaches are used by different organisations to determine the vision, mission, objectives and strategies, which constitute the strategic planning process. Not only can the planning process be influenced by different approaches, but there are also various types of strategies that inform and are informed by the strategic planning process and mode that was employed. This means that based on the strategic planning process, specific types of strategies arise. To be able to determine how organisations go about strategic planning and how a national vision for a sustainable future could inform an organisation's strategy, it is relevant to understand the types of strategies used for strategic planning. The types of strategies refer to the means of how a competitive strategy is created within strategic planning. These are described in the next section.

3.4   STRATEGIC PLANNING STRATEGIES

Strategic planning can be influenced by various internal and external factors. It can also be influenced by the perspectives of leaders in doing strategic planning. The effect of these factors on strategic planning gives rise to a myriad of strategies that informs the strategic planning process.

The types of strategies employed in the process of strategic planning range between deliberate strategies and emergent strategies (Mintzberg & Waters, 1985; Mintzberg, 1988; 1994). Deliberate strategies are based on intentional decisions to move in a specific direction, it does not foster a learning environment. Emergent strategy is deemed to flow from a sequence of actions over a period of time, without the deliberate decision to move in that specific way or direction, it fosters a learning environment (Martin, 2014; Mintzberg, 1988; 1994; 1987a). With emergent strategies, the strategy emerged, came to fruition, from a collective set of decisions, as these decisions were made (Weeks, 2007). Emergent strategies are not based on chaos, but are based on the idea that learning takes place and this occurs within unintentional order. Being able to differentiate between deliberate and emergent strategies enables managers and decision-makers to be more aware of their current state and the changing environment. Through the ability to differentiate it emphasises the need for constant awareness by decision-makers of the environment they operate in, the effect it has on the organisation as well as the effect the organisation can and should have on the environment (Martin, 2014; Mintzberg, 1987a). Innovation, flexibility and the ability to adapt and learn are important elements to create and enable emergent strategy. Strategy as a continuous conversation, as an emergent realisation, embraces the uncertainty, unpredictability, complexity, dynamics and non-linear actions and outcomes that emerge as decisions are made and strategy is created.

For a deliberate strategy (actions forming a pattern) to realise, there are at least three conditions that need to be fulfilled. The first condition would be that the end goal and actions to achieve this goal would have to be very precise. There should be no uncertainty as to the course of action and what needs to be done. The second condition would be that there should exist a common understanding by all stakeholders of what is to be expected and how it is to be handled. The third condition is that the intended plan and actions should occur as was predicted, exactly as it was intended to be realised, with no forces from the external or internal environment changing to such an extent that would change the action to be taken. Deliberate strategy is relevant only in a perfectly predictable and stable environment, where the organisation is able to fully control the external and internal environment. These

conditions are not easily met and therefore it is difficult to find any perfectly realised deliberate strategy (Mintzberg & Waters, 1985).

Figure 3.6 represents how strategy is created, and furthermore indicates how the pattern in the decision streams (strategic planning), pan out within organisations.

FIGURE 3.6: Types of Strategies and patterns followed
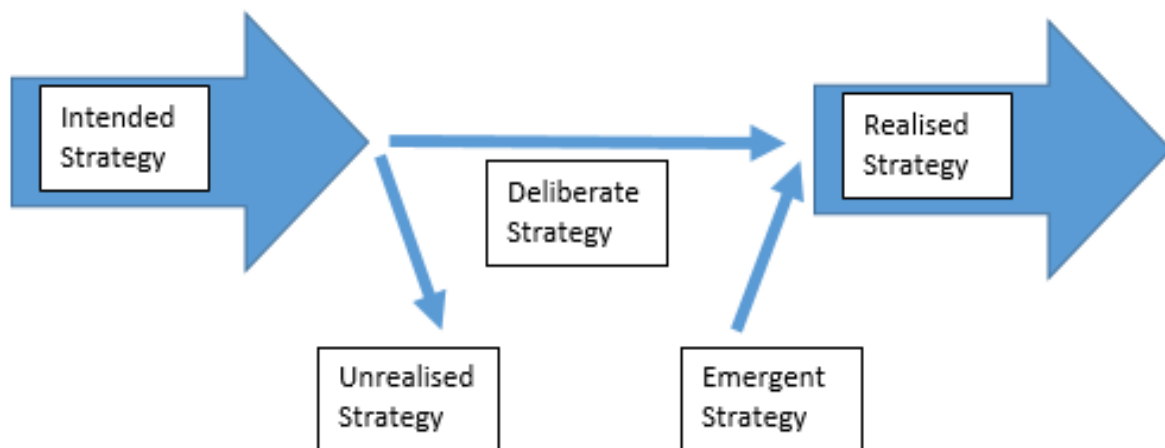
Source: Mintzberg & Waters (1985)

Within strategic planning as presented in Figure 3.6, there are various types of strategies that are employed in the process of strategic planning (Mintzberg & Waters, 1985). A description of each of these strategies, indicating the means of strategic planning employed to inform objectives and strategy follows.

Planned Strategy

This type of strategy originates from a formal plan. Specific and clear intentions are identified. It is usually formulated by central leadership/management. There are specific and formal controls in place to ensure implementation will be predictable, with no surprises along the way. This strategy entails a detailed plan of actions and intentions to ensure movement is linear and predictable. This is a deliberate strategy (Mintzberg & Waters, 1985).

Entrepreneurial Strategy

A central vision is where this type of strategy originates. The vision of this strategy indicates a general direction; however this can change as the leader changes their intentions. The intentions of the strategy are that of a single leader/entrepreneur and are not clearly articulated. It is adaptable to emerging opportunities. Control is maintained personally by the leader, it therefore also appears more flexible than the planned strategy as the articulation of the plan is mainly held within the mind of one person. This is a deliberate strategy to a certain extent, but can also emerge due to new opportunities in the market and changing environment (Mintzberg & Waters, 1985).

Ideological Strategy

This strategy originates in shared beliefs. There is a mutual intention for a collective vision among stakeholders. It is usually an inspirational goal, controlled through indoctrination and socialising the plan among role-players. The inspirational goal is usually grounded upon past success, behaviours and experiences. The purpose of the ideology is to change the environment and therefore it is not expected for the environment to impose a change on the organisation. These strategies are proactive and very deliberate (Mintzberg & Waters, 1985).

Umbrella Strategy

This strategy is based on general guidelines within which the strategy is set and realised; it originates from constraints within which to act. Leadership practices less control for specific sets of actions. An umbrella of the end-state or goals is created under which role-players can act and make decisions. Leadership could even change their direction and vision based on the emerging behaviour of role-players within the strategic guidelines. This also enables learning bottom-up, ensuring that the organisation can stay ahead or in line with change in the environment. This is a deliberate strategy, but also an emergent strategy, it is also deliberately emergent (Mintzberg & Waters, 1985).

Process Strategy

The strategy originates in a process. The environment within which this strategy operates is unpredictable and complex and it is hard to control. Leadership for this

reason do not set specific parameters, but influence and exercise control directly. They will control the process of strategic planning; however leave the content of the strategy to the relevant actors. This is a strategy specifically used in organisations with a variety of divisions. This is both an emergent and deliberate strategy and a deliberately emergent strategy (Mintzberg & Waters, 1985).

Unconnected Strategies

This strategy originates from various role-players in sub-units, within their own areas. Actors create their own strategies based on their behaviour and decisions. This could be in the absence of or in direct contradiction to one central vision or strategy. This could be an emergent or deliberate strategy for the specific role-player; however it is an emergent strategy for the organisation at large (Mintzberg & Waters, 1985).

Consensus Strategy

This strategy emerges from consensus between role-players. Mutual learning and adjustment instructs the direction and goals of the organisation. There is no initial common intention, but this emerges as the organisation operates (Mintzberg & Waters, 1985).

Imposed Strategies

These strategies originate in the external environment of an organisation. The environment imposes specific requirements, actions or behaviours on the organisation. It is rare to have pure imposed strategies, as organisations do affect change and strategic direction internally as well, however partial imposed strategies can alter the direction of an organisation. These strategies are emergent, due to the impact of the external environment, however it can be internalised by the organisation and then it can be made deliberate (Mintzberg & Waters, 1985).

These different types of strategies can also be linked and grow into each other as the organisation learns and changes. Strategic planning remains a dynamic process, also in the light of the types of strategies. These different types of strategies blend into each other and collectively add to the strategy formulation process/strategic planning (Mintzberg & Waters, 1985). The teaching of individuals and leadership and a learning organisation is key to the creation of relevant strategies. These strategies and their

relationship towards each other also affirm the need for continuous conversation within an organisation, in order to learn and to create the future (Bodhanya, 2011). Deliberate and emergent strategies are not mutually exclusive, but co-exist in various forms within organisations. Learning and control are combined to ensure the best outcomes (Mintzberg & Waters, 1985; Mintzberg, 1988).

There is a link between the modes of strategic planning and the probable types of strategies that will be selected in each mode. Figure 3.7 maps the types of strategies on the Modes of Strategic Planning Matrix provided in Figure 3.5. This model is a synthesis of the work of Mintzberg (1973), Segev (1987) and Reeves *et al.* (2012) and Mintzberg and Waters (1985). By utilising the proposed model, organisations should be able to gain greater visibility of the process of strategic planning they employ.

FIGURE 3.7: Types of Strategies and Modes of Strategic Planning
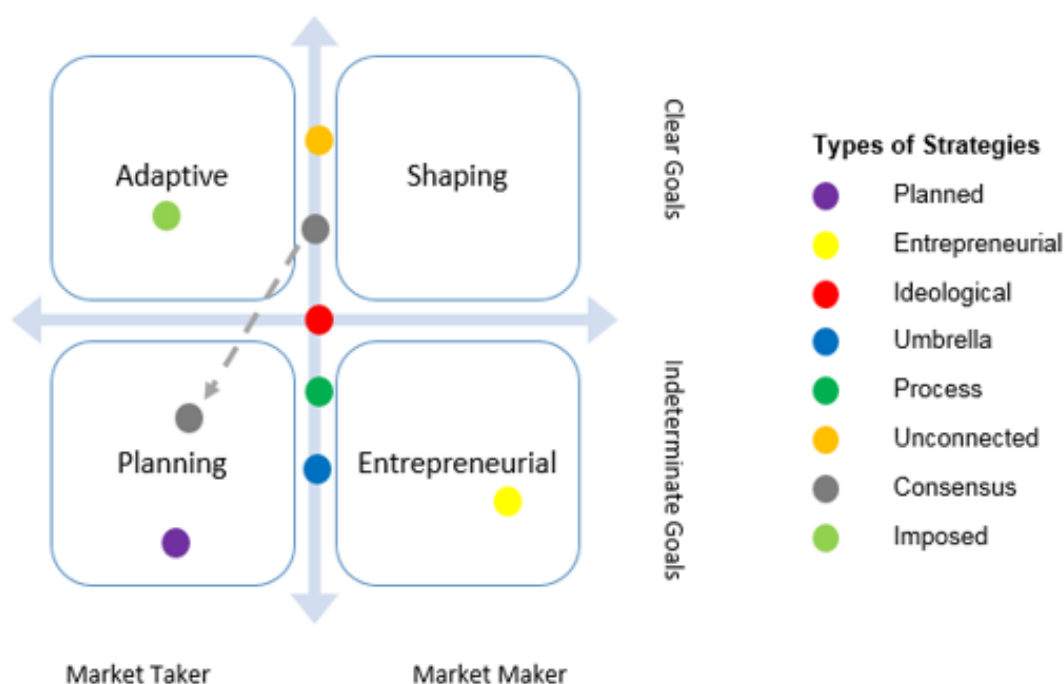
Source: Author's compilation based on different sources (Mintzberg, 1973; Segev, 1987; Reeves *et al.,* 2012; & Mintzberg & Waters, 1985).

Strategic planning could thus also be understood, in view of the emergent strategies, as recognising the patterns already created by the vision, mission and objectives, and to work out the implications thereof in a formal manner. The strategist plays the role

more of a learner, enabling others to understand the patterns within which they function and should function. It must be realised, considering the types of strategies or process of strategic planning, that an organisation is a living, breathing organism. People at all levels need to actively engage in learning and finding the patterns created by their behaviours and the external environment, to best be able to position itself strategically in the industry. In this scenario, the various deliberate and emerging strategies deliberately emerge to create the future. Strategy therefore not only solves problems, but it allows for the emergence of solutions to arising problems (Mintzberg, 1988; 1994; 1987a; 1987b).

Strategies that organisations select could either be specific, as is the case with deliberate strategies, or it could be vague, finding the path as it is taken, as is the case with emergent strategies, or it could be a combination of these strategies. The strategy selected is not always pre-defined and it is sometimes easier to identify these strategies once the organisation is already on the route. However, knowing which type of strategy is prevalent within the company and acting on this or making changes accordingly could assist organisations to have a clearer view with regards to the strategies engaged in linking to a national vision for a sustainable future. Strategic planning tools or frameworks can assist organisations in knowingly selecting the type of strategy to follow as well as the mode in which the organisation is operating. The next section explores some of the tools used in strategic planning.

3.5 TOOLS FOR STRATEGIC PLANNING

A myriad of tools exist that can be used by organisations to assist in strategic planning. These tools are a combination of traditional strategic planning tools as well as tools that are deemed as 'modern'. The traditional tools for strategic planning are regarded to be falling short in the ever changing environment organisations operate in, in the 21st century. It is imperative that organisations find new ways in order to respond to the changing environment, or create markets to ensure a sustainable competitive advantage. Organisations need to have creative and flexible strategies, enabling organisations to change and learn at a quicker pace (Weeks, 2007; Aaker, 1984).

Corporate sustainability and how organisations create synergies between a national vision for sustainability and the strategy of the organisation require the understanding of tools or techniques used in strategic planning to create strategies for organisations. The most common strategic planning tools emerging from the sustainability literature are briefly described below. The majority of the tools that were selected for inclusion in this study, were are also confirmed as prominent by a systematic literature review by Linnenluecke, Verreynne, de Villiers Scheepers, Grönum and Venter (2014).

3.5.1 Forecasting and Foresight

Forecasting or predicting the future is regarded as a traditional method for setting strategy (Weeks, 2007; Baumgartner, 2014). The traditional methodology for strategic planning is based on rationality, that there is a linear order to events and therefore a cause and effect relationship between different elements within the organisation, market and economy. In order to better understand the future, scenario planning is used to make assumptions of what outcomes will arise based on a variety of decisions that can be made. This also enables decision-makers to find solutions to various scenarios to ensure that should one of these scenarios occur; the decision-makers will react according to the predetermined responses (Aaker, 1984; Bodhanya, 2011; Weeks, 2007).

Strategic foresight is similar to forecasting in that it explores a variety of possible future states, this includes the consequences from decisions made and the decisions that will enable more desirable future states (Cook, Inayatullah, Burgman, Sutherlands & Wintle, 2014). Strategic foresight includes the following six steps:

1. Set the scope – identify key issues, establish the limits of the scenario and identify the stakeholders who should be included in the foresight process.
2. Collect inputs – gather information from a wide variety of sources, past current and potential; search for early signs of change.
3. Analyse the signals – integrate sources gathered, explore potential signs, trends, relationships and impacts.
4. Interpret the information – consider alternative future conditions, explore the consequences based on the analysed signals.

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5. Determine actions to be taken – identify which actions will result in success in the future, based on the interpretation of possibilities.

6. Take action – include the relevant stakeholders, implement the plan, monitor to determine strategic success.

Foresight and forecasting is essentially what management and leadership does to be able to plan for the future. Forecasting requires relevant analysis and expectations of the future, also allowing for the possibility of the unexpected to happen. This allows management to better foresee what will happen in the future and provide them with the possibilities of how to react (Cook *et al.*, 2014; Weeks 2007; Makridakis, 1996).

3.5.2 Systems Thinking

As mentioned earlier, systems thinking is a framework to identify and analyse strategic implications for an organisation (Batra *et al.*, 2010). Systems thinking enables the strategy-makers to break down complex problems into manageable, more easily understood parts that together form the whole. This approach has a set of defined activities, which are to "Define the situation; develop patterns of behaviour; evolve the underlying structure; identify the factors contributing to the underlying structure; identify the leverage points; develop an alternate structure (and then) find a solution to the problem" (Batra *et al.*, 2010). Systems thinking can aid in the performance of the organisation. It leads to in-depth analyses of problems, by looking at them individually, but also as part of a complex system. Systems thinking can inform strategic planning, by enabling decision-makers to better understand the environment they operate in as well as their current mode of operations and underlying thinking (Batra *et al.*, 2010).

Christensen (1997) referred to a shortened process of three steps listed here and describes the implementation of the strategy as part of the planning process:

1. Brainstorm ideas for what needs to be done and devise initiatives for each driving force.

2. Plot initiatives on the matrix to understand how they link and fit together.

3. Create maps that explicitly state the role of each person and group in the organisation to contribute to the realisation of the strategy.

Systems thinking requires strategists, management and leadership to break down the current situation of the organisation as well as the direction it wants to go or the targets it needs to meet into smaller parts, smaller options, to be better able to plot the way forward, making the strategic planning process a co-ordinated and step by step process (Batra *et al.*, 2010; Christensen, 1997).

3.5.3 Scenario Planning and Scanning

With scenario planning, leaders of an organisation try to create transparency in bringing assumptions into the open and increasing the diversity of options that can be considered for the future. Scenario planning can have various aims, including making sense of the current and possible future state; anticipating any changes that could arise and the impact that they could have; learning from the current state in order to better understand the future; developing a strategy for the organisation that will guide leadership into the future. This is the generation of possible future states, based on systematic and consistent visions within an organisation (Popper, 2008). Scenario planning could therefore also assist in the ever-changing environment, assuming all possible and improbable scenarios were analysed and given strategic planning consideration. Horizon scanning and scenario planning are tools used more and more by government and organisations to better enable them to understand the future possibilities and how to react now already (Cook *et al.*, 2014).

Scanning is another tool that can be used to identify possible future states and therefore strategic direction to be taken. Scanning is the gathering of information, through observation, examination and/or monitoring to better understand the current environment and possible future state of the organisation and the market the organisation operate in (Hahn *et al.*, 2015b; Popper, 2008).

3.5.4 Back-casting

Back-casting is a tool that involves leaders or strategic planners to work back from an imagined future. This is done in order to create the final view or vision and strategic decisions are made as the path to get the organisation to that end-state is discovered and innovative solutions and practices are used to create this future. Organisational learning occurs and evolves to create the end-state. The planning strategies and actions follow the understanding and the view of the desired future state. Decisions are made and planning is done with the future state constantly held to test and to verify whether these actions will bring the organisation to the envisioned future state (Baumgartner, 2014; Popper, 2008).

3.6   CONCLUSION

This chapter provided background to the understanding of strategic planning, by means of explaining its role within strategic management. Figure 3.8 aims to convey strategic management as a holistic paradigm. The arrows surrounding the three key elements of strategic planning refers to the continuous monitoring and feedback resulting in the strategic learning loop. Within the strategic planning element of strategic management, it should further be understood that the creation of a strategy in this process can be done from various perspectives.

FIGURE 3.8: Strategic Management

Source: Author's compilation from synthesis of literature

The various approaches were described to be able to provide a framework within which organisations do strategic planning. The different types of strategies that are employed in strategic planning, as per the work of mainly Mintzberg and Waters (1985), were also described. Strategic planning tools prevalent in corporate sustainability literature were then described briefly.

In order to be able to analyse and assist organisations in linking their strategy with that of a national sustainable vision, it is necessary to understand strategic planning and how it occurs within the organisation. The frame of mind or perspective used to approach strategic planning has an influence on the type of strategy that will be used in strategic planning and as this is the means to incorporate a national vision into the organisational backbone, it is necessary to know how strategic planning fits and shapes an organisation. Strategic planning and how it is done in the organisation will also impact corporate sustainability. If strategic planning strategies are employed that does not fit the organisation or its approach to strategic planning, the organisation could make the wrong decisions, which could have a detrimental effect on its

sustainability. It is therefore important to understand the strategic planning landscape when considering the possibility of creating synergies between government and organisations operating in a country.

The next chapter will provide the background to the research problem, the objectives that flowed from the research problem as well as the methodology used to conduct the secondary and primary research of this study.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1   INTRODUCTION

The previous two chapters provided a focus on the importance of sustainability within organisations, but also at a national level. For organisations to be sustainable there are a myriad of elements to consider, however it has been established that these considerations should occur at a strategic level. Organisations need to ensure their strategic intent is aligned with sustainability goals, more so when a country have set these goals at a national level. It is clear that national bodies cannot drive sustainability outcomes by themselves; industry needs to assist and possibly even drive sustainability goals in the environment and market they operate in. The key terms, "corporate sustainability" and "strategic planning" was described to provide background and a better understanding of the terms and fields of study investigated in this research.

The FNB Namibia case study aims to either confirm or create new knowledge on the process and strategic intent of aligning an organisation's strategic planning with the national vision of a country for a sustainable future. An exploratory approach was followed in conducting the literature review as well as the case study to explore how organisations can link a national vision for a sustainable future with their strategic intent.

This chapter has the purpose to explain the process and method that was followed to conduct the research. The design and the methods used to conduct the research is of importance as it has an impact on the quality of the study and therefore on the validity and reliability of the results of the study (Zikmund & Babin, 2010). The purpose and objectives of the study will be explained first, as it will summarise the focus of what the study tried to achieve. The research design will then be explained. The first section within the research design will describe the research strategy and approach for both these sections. Thereafter the secondary and primary research will be explained separately with a focus on the sources and data collection, conducting the research as well as the analysis of the content found. For the primary research section the

sampling process is explained. The sampling for any study as well as the research instrument is of importance as the selection of the sample and the tool used for data collection will influence the quality of the study and therefore the validity and reliability of the study (Zikmund & Babin, 2010). The quality of the study is also discussed in this chapter.

4.2   RESEARCH PROBLEM

Corporate sustainability is receiving more and more attention, and not only as a fad, but through organisations realising that it is necessary to be able to grow and develop in such a way that the organisation and its stakeholders will also have wealth in the future. There has been various global movements and discussion around sustainable development, corporate social responsibility, corporate governance and sustainable development in terms of stakeholder value creation. Corporate sustainability is about managing the "triple bottom line" in such a way that value is created for all stakeholders, now and into the future. This means that decision-making is done in such a way to ensure financial, social and environmental risks, obligations and opportunities are taken into account (Bertels *et al.*, 2010).

It is important to understand that action needs to be taken and that business as usual will not be able to sustain the world in the future. This does pose a challenge as corporate sustainability is still a relatively new field of study and thus more research needs to be done with regards to best practices and what is already done in organisations to align to sustainable development goals of a country or as set by the United Nations.

Focussing on a specific country (and also acting as the backdrop for the case study) Namibia has a history that left large social and environmental debt on the eve of its independence. Planning and action must be taken to ensure that Namibia develop in a sustainable way and various stakeholders within the country will have to partner to make the goals set for sustainable development a reality. FNB Namibia, as a leader in the banking industry, but also as a major contributor to the Namibian Stock

Exchange, can play an important role in helping Namibia become a sustainably developed nation.

This study attempted to better understand the field of corporate sustainability and the body of knowledge that already exists with regards to this topic and its link to strategic planning. Namibia and FNB Namibia was used as a case study to add to the body of knowledge of sustainable development and strategic planning and to discover what is done within an organisation to align to sustainable developmental goals of a country. The case study was used to understand the synthesis between the real-world scenario and what is stated in theory.

4.3   OBJECTIVES OF THE RESEARCH

The research problem, as stated above, gives rise to specific objectives to be studied and focus the research efforts on. This study has a primary objective as well as secondary objectives.

4.3.1 Primary Research Objective

The primary objective of this study was to explore how organisations' strategic planning is linked to a shared sustainable vision of the future.

4.3.2 Secondary Research Objectives

The secondary research objectives of this study were:

• Explore how organisations and government have created effective synergies between the shared vision of the country and the organisation's vision.

• Determine techniques, frameworks and mechanisms used to effectively identify strategic implications for an organisation from a country's shared vision.

• Explore sustainability as a business imperative.

• Determine and state the sustainability goals of Namibia as explained in the NDP4 and Vision 2030.

- Determine how FNB Namibia has incorporated the Vision 2030 and NDP4 in their medium- and long-term strategic planning.

Table 4.1 presents the secondary research objectives and how they are addressed in this study.

TABLE 4.1: Research Objectives

SECONDARY OBJECTIVES	INTERVIEW QUESTIONS/PROBES	TYPE OF DATA AND ANALYSIS	REPORTING THE RESULTS
Explore how organisations and government have created effective synergies between the shared vision of the country and the organisations' vision.	N/A	Systematic literature review: **Qualitative** Textual data and content analysis.	Explanations and where relevant visual diagrams (figures), tables and descriptions.
Determine techniques, frameworks and mechanisms used for effectively identifying strategic implications for an organisation from a country's shared vision.	N/A	Systematic literature review: **Qualitative** Textual data and content analysis.	Explanations and where relevant visual diagrams (figures), tables and descriptions.
Explore sustainability as a business imperative.	Open-ended questions (How FNB Namibia derived the strategic implications from the Namibian shared vision.)	Systematic literature review and case study: **Qualitative** Transcribed interview, textual data and content analysis.	Explanations and where relevant visual diagrams (figures), tables and descriptions.
Determine and state the sustainability goals of Namibia	N/A	Textual data – literature review	Written descriptions and where relevant

as explained in the NDP4 and Vision 2030.			diagrams (figures) and tables.
Determine how FNB Namibia has incorporated the Vision 2030 and NDP4 in their medium- and long-term strategic planning.	Open-ended questions (How FNB Namibia's strategy is linked to the NDP4 and the Vision 2030.)	Case study: **Qualitative** Transcribed interview, textual data and content analysis.	Explanations and where relevant visual diagrams (figures), tables and descriptions.

4.4   RESEARCH DESIGN

The research design of a study is the overarching plan that provides the blueprint for the procedures and the methods that will be used to collect and analyse data (Zikmund & Babin, 2010; Blumberg *et al*., 2011). The research design maps the *how* of the research conducted in a study, therefore the research design stipulates the journey that was taken in the study to realise the objectives set. Figure 4.1 shows the basic framework of the research followed in this study. It also serves as the framework for this chapter.

FIGURE 4.1: Research Methodology Framework
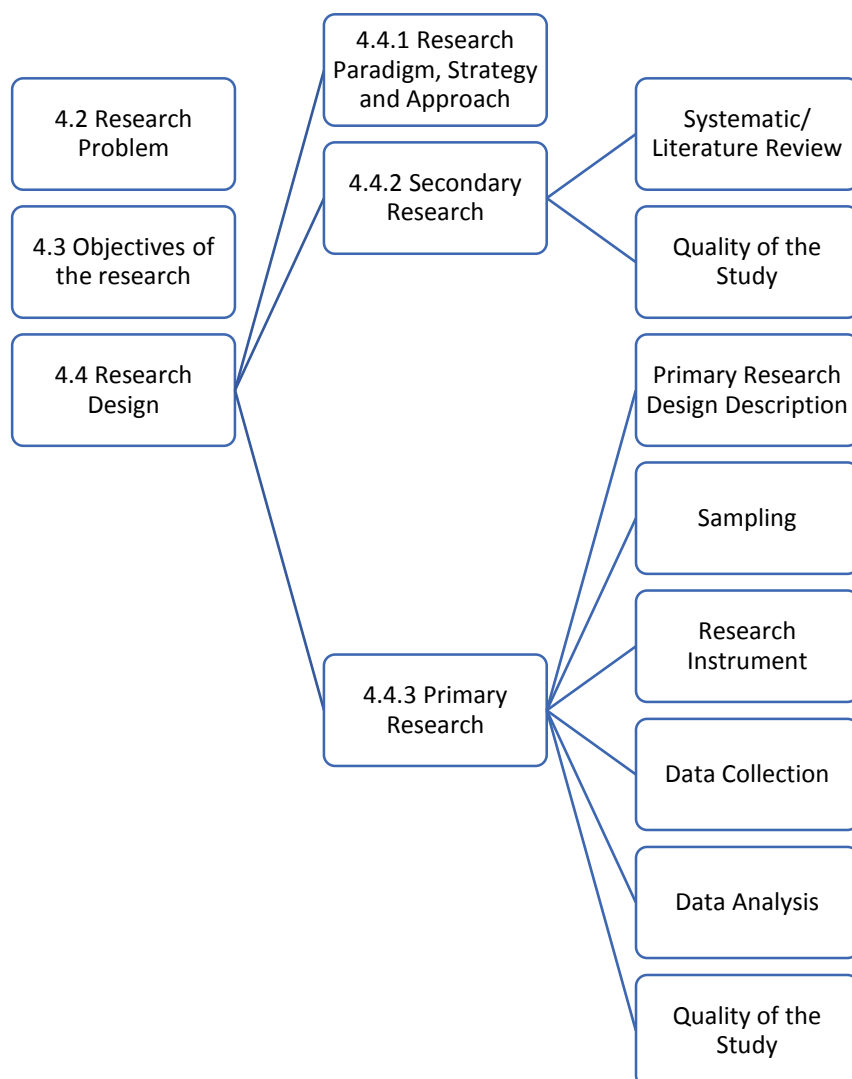
4.4.1   Research Paradigm, Strategy and Approach

The epistemological orientation or research paradigm of this study is interpretive. The ontological orientation is constructionism in comparison to objectivism (Bryman & Bell, 2007). The interpretive approach has three basic principles, being (1) "the social world is constructed and is given meaning subjectively by people, (2) the researcher is part of what is observed, and (3) research is driven by interests" (Blumberg *et al.*, 2011: 17). It is of interest for the organisation and researcher to better understand sustainable development in the case to be studied. Constructionism asserts that social phenomena and its meanings are continually shaped by social actors and thus it is in constant revision, unlike the objective position that everyday occurrences take place independent from the social actors (Bryman & Bell, 2007). This study was done with the understanding that social phenomena and themes which are studied in this

research are not static, but continually changes as various factors influence the items studied.

The research strategy adopted in this study is exploratory. An exploratory study aims to clarify situations or information that is not clear. In business, often times it is used to discover new opportunities (Zikmund & Babin, 2010). Already existing research in the fields of sustainable development, corporate sustainability and strategic planning, and the relationship between these are limited, especially with regards to how organisations align with a national vision for sustainable development. An exploratory study enables the researcher to expand their understanding of a specific research dilemma or question within a specific field of study. Such a study usually do not start with hypotheses, but rather in doing the research certain propositions can be founded upon clarification of the information available (Blumberg *et al.*, 2011: 17). This study aimed to explore the current research and studies that has been done in Southern Africa in terms of the objectives of this study, and this was conducted by means of a systematic literature review. However, as current literature is limited a case study was also done as a second phase to be able to grow the current literature as per the objectives of this study.

The research approach is that of a qualitative study. The information gathered is thus not numerical data or quantifiable data, but rather the investigation and analysis of words, behaviour, terms and scenarios, without the assistance of numbers. The focus is on the qualities within the scenario or research dilemma (Zikmund & Babin, 2010).

Figure 4.2 below summarises the research paradigm, design, strategy and approach for this study, for both the secondary as well as the primary research.

FIGURE 4.2: Research Design Elements
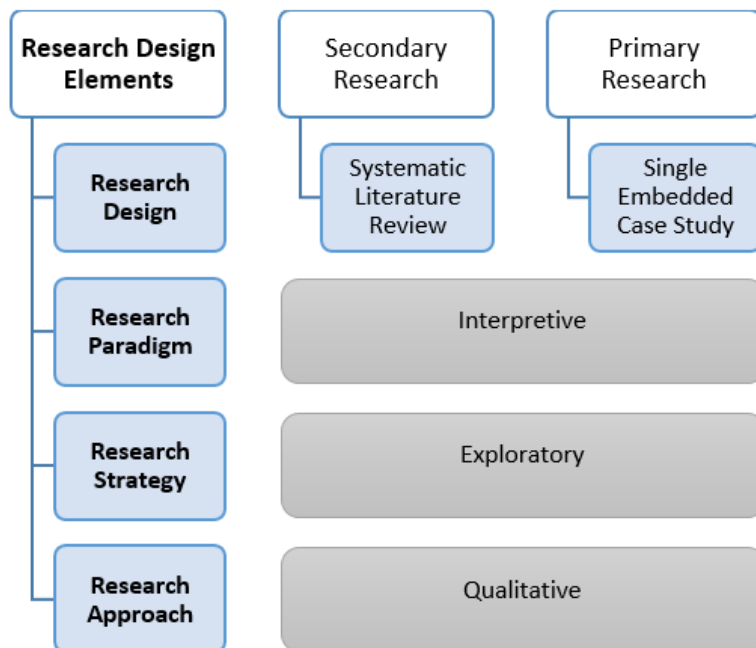
The next section will describe the secondary research process followed, after which the primary research process will be explained.

4.4.2 Secondary Research

Secondary research is research that was conducted prior to this study, which was done by someone else at a different period in time; it is thus information already in existence (Zikmund & Babin, 2010; Boyce, 2002). Secondary research in the form of a literature review is important as mentioned by Blumberg *et al.* (2011), because it establishes the context of the research problem by referencing previous work related to the topic. Secondary research also enables the researcher to better understand the knowledge already gathered in a specific field and provide different research designs and theories relevant to the research problem. Secondary research thus enables the researcher to rationalise the importance of the problem identified and enables the researcher to find a new perspective with regards to the research problem (Blumberg *et al.*, 2011). The secondary research of this study had two parts, the first being that of a normal literature review which provided the information for chapters two and three, the second being a systematic literature review which is discussed as part of the

results in chapter five. The methodology followed for the secondary research is summarised in Table 4.2.

TABLE 4.2: Secondary Research Design

METHODOLOGY			
1.	**Research design**	*Literature review*	*Systematic literature review*
2.	**Research strategy**	Exploratory approach	
3.	**Approach**	Qualitative	
4.	**Data sources**	Sabinet database	
		Namibian official documents; FNB Namibia documents; Ebscohost and other databases, books	
5.	**Keywords**	See list provided below	
6.	**Data analysis**	Content analysis (manual)	
7.	**Reporting**	Interpretive text, literature review	

The literature review was done to provide the background for the study, therefore increasing the researcher's understanding with regards to the key ideas within corporate sustainability and strategic planning (Boyce, 2002). The secondary sources that was used for the literature review includes Sabinet, Ebscohost and other databases and Internet sources as well as Namibian official documents; FNB Namibia documents and published books. The literature review therefore informed chapters two and three and provided the researcher with the understanding and knowledge for the selection of the keywords used in conducting the systematic review.

A systematic literature review was conducted in order to find all existing research and literature that has been done in terms of the research problem, to be able to identify the body of knowledge already existing in terms of the strategic alignment of

organisations to a national vision for a sustainable future and also to provide a clear structure on how the secondary research was conducted. This enables the next researcher to follow the same process to grow the existing body of knowledge on further cases (Briner & Denyer, 2010).

To ensure all relevant data were studied (or as much as possible secondary data sources), the second part of the secondary research of this study followed the design of a systematic literature review based on research in Southern Africa. This served the purpose of understanding what research has been done with regards to sustainability and strategic management and its link with a national shared vision in Southern Africa. Literature specific to the research problem studied were to be investigated. To ensure a clear audit trail and to guarantee that the review of all literature with regards to the research problem was studied, a systematic literature review was conducted. The decision to do a systematic literature review therefore served three main purposes, being 1) to follow a systematic and auditable process to allow researchers to reapply the process followed, 2) to analyse the availability of information specific to the research topic in Southern Africa, and 3) ensure the inclusion of all articles and documents available in Southern Africa and not only articles subjectively selected by the researcher.

A systematic literature review, as defined by Tranfield, Denyer and Smart (2003), is a replicable, scientific and transparent process that has the aim to minimise bias through making sure all literature, published and unpublished data, is searched for information relevant to the study and providing an audit trail of the reviewers' decisions, procedures and conclusions. A systematic literature review is thus a literature review with a defined and clear method of doing the research (Green, Johnson & Adams, 2006).

Briner and Denyer (2010) describe some of the key features of a systematic literature review as follows:

- "Systematic/organised: Systematic literature reviews are conducted according to a system or method which is designed in relation to and specifically to address the question the review is setting out to answer.

- Transparent/explicit: The method used in the review is explicitly stated.

- Replicable/updateable: As with many forms of primary research, the method and the way it is reported should be sufficiently detailed and clear so that other researchers can repeat the review, repeat it with modifications or update it.

- Synthesise/summarise: Systematic literature reviews pull together in a structured and organised way the results of the review in order to summarise the evidence relating to the review question."

Systematic literature reviews thus assist in looking into the complete body of knowledge in a specific field and in doing so; the researcher is able to see what is known and where the gaps are in the current body of knowledge and are able to answer a specific question.

According to Khan, Kunz, Kleijnen and Antes (2003) there are five steps involved in doing a systematic literature review. The first step is to ensure clarity with regards to the specific research question, before the review is conducted. This is to ensure the correct methodology is followed and inputs used to answer the question(s) posed. The next step will be to conduct an extensive search for studies related to the research question. The study selection criteria should be clearly stated, as to the reasons for inclusion as well as the exclusions. Step three is about assessing the quality of the study; this should be done at each step of the review process. Data synthesis and meta-analysis are done in the fourth step. The evidence obtained from the review is tabulated and consolidated for analysis so that these findings can be interpreted and recommendations can be made in terms of the initial question posed (Khan *et al*., 2003; Marshall & Sykes, 2011; Tseng, Dahm, Poolman, Preminger, Canales, & Montaori, 2008).

To conduct the systematic literature review, the steps, as provided by Khan *et al*. (2003) and Marshall and Sykes (2011) was followed, to identify literature and to evaluate and synthesise the literature. This process is explained in the section that follows.

4.4.2.1   Systematic Literature Review Methodology

Step 1: Framing the question

To frame the question of the study, the research problem was identified. The overall research problem was to synthesise research and practice by understanding the current situation with regards to the link between an organisation's strategic plans and a national vision for a sustainable future. This is focussed within the Namibian context. The research problem lead the way to the primary and secondary objectives of this study. The secondary objectives that required the exploration of literature through the systematic literature review are provided below:

- Explore how organisations and government have created effective synergies between the shared vision of the country and the organisation's vision.

- Determine techniques, frameworks and mechanisms used to effectively identify strategic implications for an organisation from a country's shared vision.

- Explore sustainability as a business imperative.

The first three secondary objectives were identified to be answered in making use of the systematic literature review as provided above. From these objectives the following questions or basis for information required was formulated:

TABLE 4.3: Information Required from the Systematic Literature Review

Information Required	Type
Question to be considered/Issue to be investigated	Sources on synergies between organisations and a shared national vision
	Techniques used to identify and link a country's shared vision to that of the company's strategic intent
	Frameworks used to identify and link a country's shared vision to that of the company's strategic intent
	Mechanisms used to identify and link a country's shared vision to that of the company's strategic intent

	Intent of companies towards corporate sustainability
	Intentional planning for sustainable development

The next step was to identify the relevant publications in order for the systematic literature review to be conducted.

Step 2: Identifying relevant publications

The search strategy was based on the need to explore how organisations' strategic planning can be linked to a national vision for a sustainable future in the Namibian regional context, based on the information required in the first step. It was thus of importance to better understand research and information, with regards to the question posed, from all of Southern Africa.

The Sabinet Database was used based on the decision to seek an understanding of the knowledge of the subject within a Southern African perspective. The Sabinet Database provides a platform for all African related studies. The Sabinet Database has been in existence for the past 31 years, providing African information to the world and also providing the world's information to Africa. The roots of the Sabinet Database are based on support services to libraries. They were appointed as the Sub-Saharan OCLC (a global library co-operative) product distributor in 1995 and since then could provide world-class products to sub-Saharan countries. The Sabinet Database hosts more than 300 journals and in addition to this the open access African Journal Archive is also available, which includes more than 320 full text articles and over 25 000 online articles (Sabinet, 2015). The systematic literature review was based on the local region in which Namibia is situated to ensure a wider scope of research, and therefore not only Namibian publications, however limited to the Southern African region to ensure a better understanding of the research done in this field in the regional context.

The Sabinet Database contains documents from an extensive list of resources as indicated below.

- African Digital Repository
- Forestry

- ArchUP
- Cloverdex
- Current and Completed Research
- FirstSearch – ArticleFirst
- FirstSearch – Clase and Periodica
- FirstSearch – Electronic Books
- FirstSearch – Electronic Collections
- FirstSearch – ERIC
- FirstSearch – GPO Monthly Catalog
- FirstSearch – MEDLINE
- FirstSearch – OAIster
- FirstSearch – PapersFirst
- FirstSearch – ProceedingsFirst
- FirstSearch – World Almanacs
- FirstSearch – WorldCat Dissertations and Theses

- ISAP
- Kovsidex
- Mintek
- Navtech
- NDLTD – Networked Digital Library of Theses and Dissertations
- PlanUP
- SA ePublications
- SA Media
- SAGEOLIT
- SANB
- SAPA
- Subsidie
- Tenders
- The Concrete Institute
- UCTD

Keywords were selected to be used for the search on the Sabinet Database. The keywords were identified based on the literature reviewed and reported on in chapter two and three.

The selected keywords for the basis of the systematic literature review, divided in two broad categories being sustainable development and strategic planning, are provided in the table below. These keywords were used to search the Sabinet database. The studies at the intersections of these areas were of particular interest for this research study.

TABLE 4.4: Systematic Literature Review Key Words

Sustainable Development
Sustainability, Sustainable corporation*, Sustainable organisation*, Sustainable firm*, Sustainable enterprise*, Sustainable business*, Sustainable compan*, Sustainability report*, Environmental* sustainab*, Ecological* sustainab*, Social* sustainab*, Sustainability-oriented, Corporate sustain*, Environmental* responsib*, Ecological* responsib*, Social* responsib*, Responsible development, CSR, Environmental* responsive*, Social* responsive*, Ecological* responsive*, Green, Greening;   Stewardship, Triple bottom line, Corporate citizenship, Eco-efficien*, Environmental performance, Social performance, Environmental management, Environmental protection, Environmental report*, Social report*, Natural environment, Global warming, Climate change, Namib*, Institution*, Policy
Strategic Planning
Strategic plan*, Strateg*, Strategy-making (strategy making), Strategic Management, Decision-making (decision making), Long-range (long range) planning, Namib*, Institution*, Policy

The criteria for inclusions and exclusion of studies were determined, making it easier for the researcher to identify relevant studies. Thereafter the keyword search on the identified database, Sabinet, was conducted. The keywords, as indicated above, were inserted into the search fields and the search was conducted.

The systematic literature review was done at a certain point in time and therefore the systematic literature review has a cross-sectional time dimension. The information required from the studies was qualitative, however quantitative data would have been considered if it bore relevance to the study. It had to provide information on the synergies created between a national shared vision and organisations' strategic intent. It had to provide techniques, frameworks and mechanisms organisations use to link to a national vision. It also had to identify the intent of organisations towards corporate

sustainability and related to this the intentional planning (by organisations or government) towards sustainable development.

Studies that related to only one of the key variables (sustainable development or strategic planning) were not included in the systematic literature review findings. The reason being that it would not have been able to answer to the integrated link between these variables which was the main objective being studied. To be included in the study, the articles, documents and research found had to be able to align sustainable development (contained in a national vision) with an organisation's strategic intent. If this was the case then the document was included and further content analysis would be used to answer to the objectives of the study. Before the analysis of the data, the quality of the data had to be assessed.

Step 3: Assessing study quality

The quality of the systematic literature review will only be as good as the primary studies included in the review. The quality of studies thus needs to be assessed to ensure the studies included have valid and reliable study designs. This is important to ensure that the information gathered from the selected studies can be trusted and would provide the correct and true findings within the research question under review (Khan *et al.*, 2003; Marshall & Sykes, 2011; Tseng *et al.*, 2008).

The quality of the study as well as the studies to be included is determined in steps one and two of the systematic literature review process. To avoid subjectivity in assessing the quality of the study, it is preferred to have more than one researcher working independently to ensure that the selection and quality assessment is done in an objective manner. In doing the assessment it is required to determine the heterogeneity as well as the relevance of the selected study to the study at hand. It is also valuable to gather insights from the limitations and proposed future study sections within the selected studies, to better understand the outcomes and possibility of the outcomes of a study and therefore determine the relevance of that particular study to the systematic literature review question (Khan *et al.*, 2003; Marshall & Sykes, 2011).

Step 4: Summarising the evidence

The data collected from the studies are synthesised by means of compiling a table with the characteristics of the study, the quality and the effects and findings of the study as well as description of the statistical methods applied. A data extraction tool can be used to assist in extracting the results and values from the selected studies. The table is used to establish the differences obtained in the study as well as collating all the data or outcomes which are similar. The table with the combined information of all selected studies provides a collective view of the information and knowledge already gathered in a specific field. This table also provides insights into the differences found in the current body of research in the field studied (Khan *et al.*, 2003; Marshall & Sykes, 2011).

Step 5: Interpreting the findings (Results)

Ensuring that all the prior steps are correctly conducted is of importance as it is necessary to attain validity of the study. Therefore action is taken to ensure the removal of biases that may be present in conducting the research, the researcher(s) carry the necessary understanding and knowledge of the research designs and methodology and analysis used. The recommendations and conclusion based on the systematic literature review provides the summarised understanding and knowledge of the researched field. Recommendations include the collective understanding and view of the field of study and all relevant literature, which provides a holistic view and enables the researcher to grasp an understanding of actions to be taken or decisions to be made, based on the literature outcomes (Khan *et al.*, 2003; Marshall & Sykes, 2011).

The process followed in conducting the systematic literature review was explained. Following the steps as described above is necessary to ensure that the quality of the study is ensured. The next section will provide evidence of the quality of the systematic literature review.

4.4.2.2   Quality of the study

The most common way of testing or evaluating research is that of reliability and validity. This is a means used mainly in quantitative research. If the idea of testing is understood as a way of eliciting information and ensuring that a structured process is followed, then the most important test for a qualitative study would be the quality of the study (Golafshani, 2003).

To determine the quality of the study it is necessary to understand the replicability of the study. To obtain replicability, the research design should follow a process that could provide an audit trail to ensure someone else will be able to follow and do the same research. For the purpose of having a clear audit trail in doing the systematic literature review, the PRISMA Flow Diagram (Moher, Liberati, Tetzlaff & Altman, 2009) was used as guidance for doing the systematic literature review and ensuring a quality study is done.

TABLE 4.5: PRISMA Flow Diagram – Systematic Literature Review
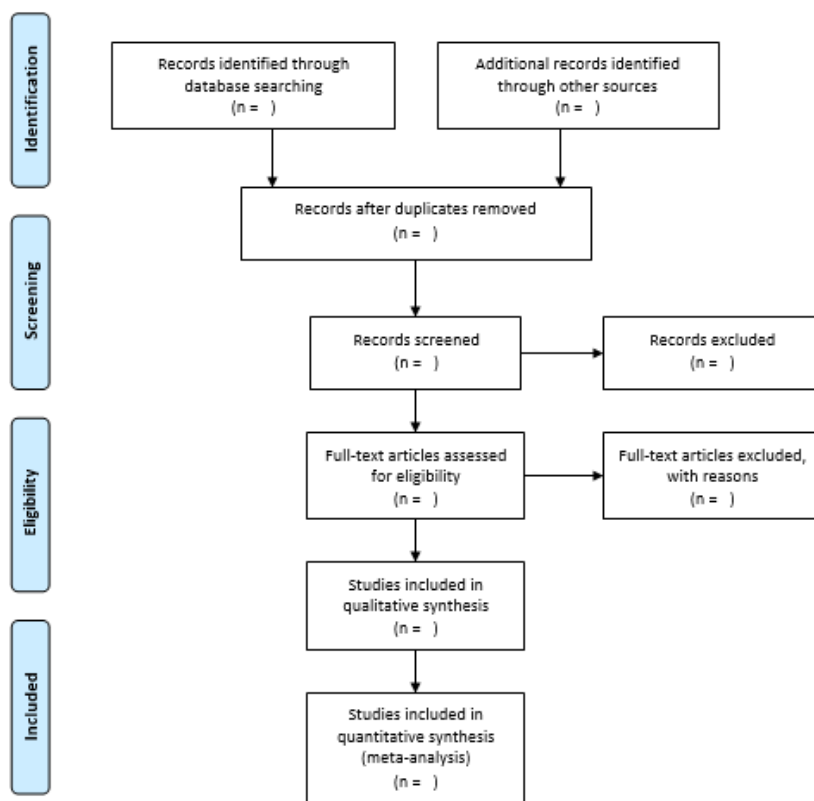
Source: Moher *et al.* (2009)

As the number of articles found as a result of the systematic literature review was not sufficient to better understand the literature and prior research involved, a further search was done on sustainable development, strategic planning, corporate sustainability and national planning to be able to explore and adequately understand these fields. To build on the literature for the purpose of the research questions posed, the work of thought leaders and other researchers in the field of sustainability and strategic planning were consulted. To enable the researcher to answer to the objectives of the study and to further understand and support the theory found in the literature, a case study was also conducted as primary research. The next section explains the methodology of the primary research conducted.

4.4.3 Primary Research

In this section the methodology concerning the primary research conducted will be described as summarised in Table 4.6.

TABLE 4.6: Primary Research Design

METHODOLOGY		
1.	**Research design**	Case study
2.	**Type of case study**	Single-embedded interpretive case study
3.	**Research strategy**	Exploratory
4.	**Approach**	Qualitative
5.	**Time dimension**	Cross-sectional
6.	**Sampling**	Non-probability; Purposeful
7.	**Data collection**	Semi-structured interviews, Organisation related documentation
8.	**Data analysis**	Content analysis

9.	Reporting	Interpretive text with diagrams and figures

4.4.3.1   Primary Data Research Design

The primary research design that was followed is that of a case study. Zikmund and Babin (2010) define case studies as "the documented history of a particular person, group, organisation or event". Case studies are also described as an empirical method that aims to investigate a certain phenomenon within a specific context (Eisenhardt, 1989; Yin, 2009; Runeson & Host, 2009). An advantage of a case study is the fact that an organisation can be investigated in detail. Hence it provides the researcher with the opportunity to concentrate on specifics within the organisation, seeing the links, relationships and results within the area of research (Zikmund & Babin, 2010).

This case study is an analysis of a single organisation, FNB Namibia. Case studies regularly involve more than one method of data collection, for example archives, interviews, questionnaires and observation (Eisenhardt, 1989). To support this, the annual reports of FNB Namibia as well as semi-structured interviews and observations were used to collect a variety of data that are more in-depth. The researcher was involved in the official strategic sessions conducted by the executive committee.

This case study is exploratory, and therefore it aims to clarify a situation which is not clear (Zikmund & Babin, 2010:50; Blumberg *et al.*, 2011:492). Case studies aim to find new ways of doing things or knowledge embedded in company practices. Out of the three types of case studies described by Runeson and Host (2009), which are positivist, critical or interpretive, this study is labelled as an interpretive case study.

This research follows a qualitative data collection approach. Qualitative data has a focus rather on the textual and visual, the words and its meaning, than on quantifiable data, as is the case with the quantitative data (Bryman & Bell, 2007; Zikmund & Babin, 2010:135). Documentation and interviews were the data sources used to better understand this specific case and to see where there are gaps within the knowledge and how this case can add to the knowledge base.

The time dimension for this study is cross-sectional. This study was conducted, once-off, at a certain point in time and was not repeated over an extended time period as is the case with longitudinal studies (Blumberg *et al*., 2011:149).

4.4.3.2   Sampling Process

The section that follows will elaborate on the sampling process followed in this study. The sampling process includes the target population, sampling technique, and selection of the sampling units as well as the sample size. Sampling is the selection of the objects, individuals, group to be studied from a larger population. The accuracy of each of these elements needs to be maintained to ensure the validity and reliability of the study (Blumberg *et al*., 2011; Zikmund & Babin, 2010).

- **Target Population**

The population refers to the collection of items, objects, groups or individuals about which inferences will be made with regards to the study (Blumberg *et al*., 2011). The target population of this study were all businesses operating within Namibia.

- **Sampling Technique**

Non-probability, purposive sampling was used as sampling technique for this study. Non-probability sampling refers to the fact that the selection of the sampling units was a subjective decision; the members within the target population did not have an equal chance of being selected. The advantage of this sampling technique is that less time is required to acquire the sample, it also enables the researcher to select a specific sample that has the required characteristics to be studied (Blumberg *et al*., 2011; Zikmund & Babin, 2010).

- **Selection of Sampling Units**

The unit of analysis in the case study is the specific "case" to be studied and thus this could be an individual, an event, a relationship phenomenon or an organisation (Yin, 2009). Runeson and Host (2009) also elicits to the fact that for the purpose of a case study, the unit of analysis should be an intentionally selected unit.

The sample unit used in this study was FNB Namibia. FNB Namibia is the largest single contributor to the Namibian Stock Exchange and therefore their role in sustainable development and how it is linked to the Namibian vision is important to the case study. As the researcher is employed by FNB Namibia, access to data and potential value to be added by the employee to her employer was also taken into account.

- **Sample Size**

As this is a single case study, with a specific aim for in-depth research within the sample unit, this study uses a single sampling unit (Yin, 2009). Selecting a single organisation enabled the researcher to perform an in-depth analysis (Crouch & McKenzie, 2006). In this instance the quality of the data obtained will add more value than the quantity as the researcher aimed to explore a specific case in more detail. A variety of data sources will be used to ensure high quality of data, rather than high quantity of data. The aim of this study was to explore the objectives within a specific case and therefore a higher quality of data is required within the single sampling unit selected (Blumberg *et al.*, 2011). Thirteen executive committee members were interviewed in this case study to also provide a wider scope of information gathered.

4.4.3.3   Measuring Instrument

This section will provide background to the creation of the measuring instrument used for this study. A semi-structured interview guide was compiled and is attached in Annexure A. This document served as guidance with regards to the necessary questions to be asked to be able to obtain the relevant data as compiled in the objectives of this study. The interview guide assists the researcher to ensure the correct issues are addressed and that all interviews conducted will cover the same information (Blumberg *et al.*, 2011). The questions on the semi-structured interview guide was aimed at gathering data with regards to the individual's understanding of what sustainable development is, whether it is important and how, as well as the role of the organisation in linking with a national shared vision. A semi-structured interview starts with specific questions, but allows for the respondent to grow the conversation

and discussion; this could lead to them deviating from the initial topic. The interviewer then makes use of the questions or probes in the interview guide to ensure the required information can be gathered (Blumberg *et al.*, 2011; Yin, 1994).

The interview guide that was used was divided into three sections. The first section was introductory questions to ensure that the relevant background and understanding was created for the purpose of the interview and study. The second section focussed on the third objective of the study and the third section focussed on the fifth objective of this study. The guiding questions for the interview were compiled based on the literature studied as well as the National Development Plan Four and Vision 2030 of Namibia. The literature review and national planning documents informed the questions to be asked and the required information to be gathered.

4.4.3.4   Pilot Test

Blumberg et al. (2011) explains that a pilot test is conducted to discover the weaknesses in the design and instrument used for a research study. This study makes use of a single sample and thus a formal pilot test was not possible. However, the interview guide was tested with two colleagues of the researcher. This was done to ensure that the questions that are posed are understandable and that the questions make sense and will assist in gathering the necessary data.

4.4.4 Data Collection

The next step in this research study was to collect the data. The aim in a case study is to find multiple sources of data, as case studies are better able to present a strong case and add knowledge if more than one source of data is presented. This is called triangulation, where "different sorts of evidence provide different measurements of the same phenomenon and increase the construct validity" (Blumberg *et al.*, 2011).

Data collection was done by means of semi-structured interviews with relevant stakeholders listed in Table 4.6. The participants represent thirteen of the fourteen executive committee members of FNB Namibia Holdings as in August 2015. These

members constitute the body responsible for strategic planning at FNB Namibia. Written consent was provided by the Chief Executive Officer and Human Resource Executive of FNB Namibia. All respondents were informed of the study and the objectives of the study and consequently the reason behind conducting the interviews. In conducting these interviews, twelve datasets were collected. This method has the advantage that it allows the researcher to get information from various sources, while utilising the same research question. The responses are also relatively easy to interpret and the process is cost-effective as the researcher had access to the executive committee members and was able to conduct interviews in their language of choice which was either Afrikaans or English (Zikmund & Babin, 2010:149). All interviews were conducted face-to-face, in the office of the interviewee and ranged between 12 and 47 minutes and audio recordings were made.

TABLE 4.7: Stakeholders Interviewed

Name	Position	Date	Time
Louis Potgieter	Chief Operating Officer	18/08	15:00
Johan du Plessis	Chief Risk Officer	18/08	15:30
Sarel van Zyl	Chief Executive Officer	18/08	16:00
Andrew Kanime	Executive: Human Resources	19/08	11:30
Thomas Slabbert	Head: Home Loans	19/08	12:30
Dixon Norval	Executive: Marketing and Strategic Communication	20/08	16:10
Oscar Capelao	Chief Financial Officer	21/08	09:00
Johan van der Westhuizen	Executive: FNB Business	21/08	10:00
Michelle van Wyk	Treasurer	21/08	11:00
Steve Coetzee	Executive: Points of Presence	24/08	10:30
Elmarie Cilliers	Executive: Wesbank	24/08	14:00
Steve Galloway	Executive: RMB	24/08	12:00
Martha Murorua	Executive: FNB Consumer	24/08	15:30

In more than one interview, the researcher did not have to probe or ask specific questions as provided in the interview guide as the respondent moved the discussion in the direction of the questions posed in the interview.

The Annual Report of FNB Namibia, for the year ended on 30 June 2015, was also used to ensure data triangulation with the aim of improving reliability and validity of the study and ensuring that a diverse set of data was consulted, especially as the sample size was small (Blumberg *et al.*, 2011; Runeson & Host, 2009). The Annual Report provides the progress of the past financial year in terms of the financial results of FNB Namibia, but also the progress with regards to strategy and the strategic outlook for the future.

The interview data was collected and thereafter it was transferred to text and analysed making use of content analysis. The data analysis is described in the next section.

4.4.5 Data Analysis

Qualitative data analysis was done in this study as text and words were analysed, by means of content analysis. Content analysis is a technique that is based on the manual or automated coding of textual, visual or audio data – it is the segmentation and reassembling of collected data. Advanced content analysis also investigates the context within which a word appears in the text (Blumberg *et al.*, 2011; Yin, 2009; Boeije, 2012). In conducting qualitative data analysis, it is necessary to structure and report on the process followed to ensure there is a reliable and valid means to reach the conclusions as per the study findings. The steps followed in conducting the qualitative data analysis should be clearly stated to also ensure that a follow-up or similar study can be conducted (Runeson & Host, 2009). Qualitative content analyses identify themes that are overarching in the data analysed and this data is then grouped within these themes which are selected based on interpretation (Zhang & Wildemuth, 2009).

The interviews that were conducted were recorded by the researcher. These recordings were listened to again and the audio was transcribed in an Excel document,

to identify the themes as they emerge and to be better able to gather the themes and insights and also link these between the responses from the different interviews. Five of the interviews were conducted in English and eight were conducted in Afrikaans. In the majority of the interviews that were conducted in Afrikaans the respondents and researcher made use of English terminology. The interviews were first transcribed and thereafter the Afrikaans interviews were translated to English. The interviews were first transcribed in the language it was conducted in and only thereafter were the Afrikaans/mixed interviews translated, this was done to ensure that no essential information got lost in the transcribing and translating process (Bryman & Bell, 2007).

Once the interviews were transcribed, the manual content analysis could start. Specific elements were then tabulated in a new Excel sheet and the various answers from the thirteen respondents were added in the columns next to the specific theme. This enabled the researcher to see the holistic answer or combination of remarks and opinions from all thirteen respondents in terms of the specific themes identified. This process of finding themes emerging from the text is referred to as coding of the data, which is the means through which the data and various responses from the respondents are reduced to a set of themes or overarching categories (Zikmund & Babin, 2010).

After the coding of the data and the identification of the themes it was easier to analyse the data in terms of the objectives of the study. Because the interview guide was structured in such a way as to answer to the objectives of the study, the themes that emerged from the responses could also be linked to the objectives of the study. Linking the objectives of the study simplified and aligned the data and coded findings to the purpose of the study, which enabled the researcher to make the relevant conclusions and recommendations on the findings. The findings and discussion thereof is consolidated in chapter five.

Content analysis was conducted on the interviews and documentation analysis was done on the Annual Report of FNB Namibia. This analysis provided the researcher with the opportunity to measure the answers of the executive committee members against a written document, published for public use. The document is thus an official statement by the organisation on the financial results of the last year, as well as on the

progress with regards to the strategic initiatives of the organisation and the future strategic intent decided on by the organisation. Doing the documentation analysis enables the researcher to test the consistency of the strategic intent of the organisation in terms of sustainable development and its link to a national shared vision, as the interviews and documentation should in essence provide evidence of similar intent (Blumberg *et al.*, 2011; Runeson & Host, 2009). Multiple sources were used to increase the validity and reliability of the study, which has an impact on the quality of the study, as discussed in the next section.

4.4.6 Quality of the study

The most prominent criteria used in business research to determine the quality of the study are also reliability, replication and validity. Reliability is "concerned with the question of whether the results of a study are repeatable" (Bryman & Bell, 2007); hence it is asked whether these results can be reproduced when similar methodology is used (Golafshani, 2003). Replication refers to the characteristic that the procedure followed in doing the research should be replicable by another researcher (Bryman & Bell, 2007). Validity is related with the integrity of the research findings produced and thus whether the research managed to measure what it intended to measure (Bryman & Bell, 2007; Golafshani, 2003).

When considering the above it is understood that reliability is difficult to ensure in a qualitative study. This is also true of this case study. The research results are specific to the scenario studied. An in-depth study was done on a specific case and thus the results cannot be regarded to be similar should another study be done on a different organisation. It is important to look at the quality and therefore the trustworthiness of a qualitative research study.

To evaluate the trustworthiness of a study, the researcher should consider the credibility, transferability, dependability and confirmability of the study (Bryman & Bell, 2007; Zhang & Wildemuth, 2009; Suter, 2012). Credibility is concerned with how believable the findings of the study are. Matching the interview results with the organisation documentation will thus be useful to better value the credibility of the

study. Transferability is concerned with the ability of the findings of the research to be applied to other contexts. Dependability is concerned with the coherence of the internal process and the way change is explained in the study and how the findings of the research will apply at another time. Confirmability is concerned with the extent to which other people that study the research results would be able to confirm and agree with the findings (Bryman & Bell, 2007; Zhang & Wildemuth, 2009; Suter 2012).

Yin (2009) provides criteria for evaluating and maintaining the quality of the research design. He established four tests namely construct validity, internal validity, external validity and reliability. Table 4.8 below shows the application of these tests in a case study.

TABLE 4.8: Case Study Tactics for Four Design Tests

TESTS	Case Study Tactic	Phase of research in which tactic occurs
Construct validity	• Use multiple sources of evidence • Establish chain of evidence • Have key informants review draft case study report	Data collection Data collection Composition
Internal validity	• Do pattern matching • Do explanation building • Address rival explanations • Use logic models	Data analysis Data analysis Data analysis Data analysis
External validity	• Use theory in single-case studies • Use replication logic in multiple case studies	Research design Research design
Reliability	• Use case study protocol • Develop case study database	Data collection Data collection

Source: Yin (2009)

The methodology followed in doing both the systematic literature review as well as the case study is replicable, therefore the process followed to acquire information and

results could be deemed credible and transferable. Within the case study, more than one executive member were interviewed as well as the use of the annual report of the organisation, providing the researcher with more dependable information that could be confirmed through the various sources of information. The study accordingly has methodological triangulation, whereby the researcher used more than one source or method of collecting data (Boeije, 2012). The results will not be completely transferable due to the nature of the case study, however the findings and knowledge created from the research could be used in a similar context.

To establish the quality and trustworthiness of a qualitative study it is important to leave an audit trail. The processes and steps followed throughout the study should be clearly indicated. The relevant documents and data used as well as how it was used and how it turned into the recommendations provided by the study, should be clearly noted (Zhang & Wildemuth, 2009; Suter, 2012). This research study followed the structure as provided in the previous sections. The methodology of the study will be reproducible in another study.

4.5   CONCLUSION

This chapter provided an explanation with regards to the research methodology followed in this study, to better understand the link of an organisation's strategic intent and a national vision for a sustainable future. The research problem was stated as well as the objectives derived from the research problem. The methodology followed in conducting the research was discussed as well as the quality of the study and the limitations of the study. The key elements of this chapter were the research problem, secondary and primary research and the quality of the study for both the secondary and primary research.

CHAPTER FIVE

RESULTS AND DISCUSSION

5.1   INTRODUCTION

The study had the aim to explore how organisations' strategic planning is linked to a national vision for a sustainable future and through this link to identify whether corporate sustainability is important for organisations and how organisations incorporate sustainability goals into their own strategic goals. To be able to answer the objectives posed in the study, both secondary and primary research were conducted.

Secondary research was conducted first and the literature discussed in chapters two and three provided the results from the secondary research. In performing the secondary research, the researcher identified that there is limited discourse on the topic of the study in a Southern African and more specifically a Namibian context. The primary research was therefore conducted to better understand the local context of this question, considering a specific case to enable an in-depth understanding of the research problem.

The previous chapter provided the description of the research process followed and how the secondary and primary research was conducted. This chapter explains the results obtained in doing the research as explained in chapter four. The methodology applied in this research is replicable and therefore this study can be applied on another case to better understand the research problem in terms of another organisation or country. In order to recap, Table 5.1 gives an indication of the research method used for each objective; Figure 5.1 also provides the layout that will be followed in this chapter.

TABLE 5.1: Objectives and Research Method

OBJECTIVE	RESEARCH METHOD
Objective 1	Systematic Literature Review
Objective 2	Systematic Literature Review

Objective 3	Systematic Literature Review/Case Study
Objective 4	Literature Review
Objective 5	Case Study

A brief introduction is provided for this chapter, after which the local context in which the study was done will be provided, acting as background specifically to the case study. A brief overview of Namibia's history will be provided as well as the formation of Vision 2030 and National Development Plan Four. The sampling unit, FNB Namibia, will then be described in more detail, after which the objectives will be elaborated on in terms of the results found from the research as well as a discussion of the results, per objective. A discussion will then follow on how literature or research meets practice in this study, ending off with concluding remarks.

FIGURE 5.1: Results and Discussion
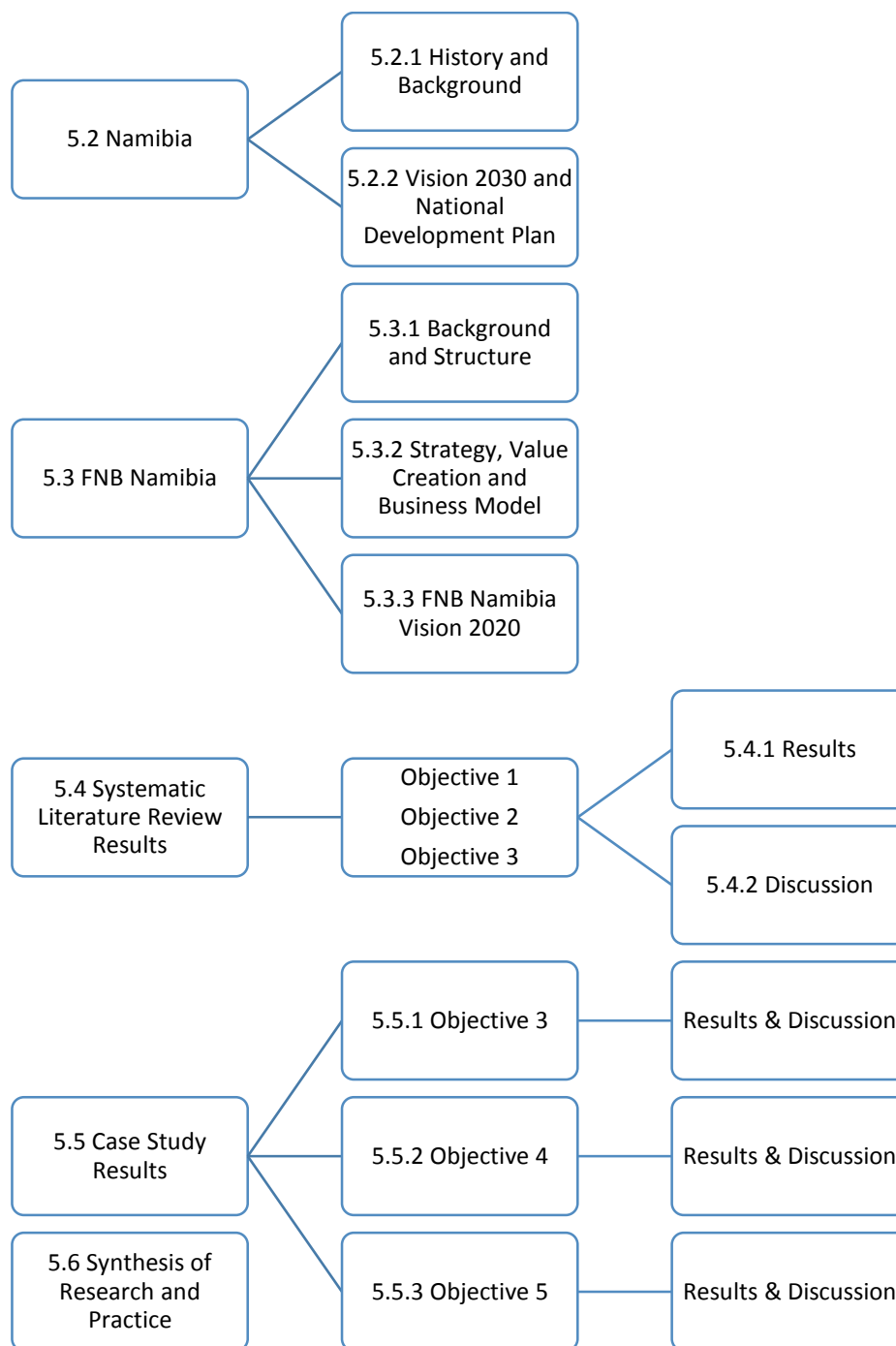
5.2   CASE STUDY CONTEXTUALISATION: NAMIBIA

Namibia is located in South Western Africa, bordering South Africa (to the South), Botswana (to the East), Angola (to the North) and touching Zambia and Zimbabwe (to the north-east), with the Atlantic Ocean on the West. Namibia is divided into thirteen regions. The largest part of the country is arid with generally low and highly variable rainfall. There are three different desert systems found within the boundaries of

Namibia and therefore the country is largely classified as a desert. Around 8% of Namibia receives over 500 mm rain which is the minimum necessary for dryland cropping, this is concentrated in the north-east, mainly in the Caprivi region. The central regions have relatively productive soils and reliable rainfall – although these soils are not sufficient for crop production, it is well vegetated and can thus help support livestock. Likewise, the Kalahari and the Karoo are also used mainly for livestock production. Perennial water sources are scarce and are only found on the borders/boundaries of Namibia (Republic of Namibia, 2004).

5.2.1 History/Background

This section will provide a brief background as to the history of Namibia. This will assist in better understanding where Namibia came from and consequently understand the landscape from which Vision 2030 was adopted.

Early inhabitants of Namibia include the San who already lived in the area when the Nama, Damara and Bantu-speaking groups came to settle in the area. The ancestors of the San were hunter gatherers and creators of rock art, which is found across Namibia. The Bantu-speaking people traditionally lived in the northern parts of Namibia, originating from the west of central Africa. It is thought that this group of people settled in Namibia during the 1500s, 1600s and 1700s. The Ovambo, Kavango, Ovaherero, and Caprivians are part of the Bantu-speaking people who entered and stayed in Namibia. The Khoekhoe (men of men) who lived in the northern part of Botswana hundreds of years ago also moved to the southern and south western parts of Namibia. The Nama (part of the Khoekhoe) moved to Namibia. The Damara people also moved to Namibia from their place of origin in West Africa, before the Bantu-speaking people. It is also believed that the Damara may have originated in parts of Zimbabwe and Zambia; however the movement of the Damara into Namibia remains a mystery. The Oorlam (from orang lama, meaning a man of experience), also part of the Khoekhoe, moved from the Cape Colony into Namibia between 1790 and 1836. The Basters of Namibia moved to Namibia and settled at the deserted mission station of Rehoboth around 1868 (Katzao, Mbumba, Tait, O'Callaghan, van Wietersheim, Goosen, van Staden & Berens, 2007; Katzao, Mbumba, Tait, O'Callaghan, van

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Wietersheim, Goosen, van Staden & Patemann, 2007). The year 1878 saw the construction of the annexure of the harbour of Walvis Bay by the United Kingdom. Five years later, in 1893, a German trader, Adolf Luderitz, claimed the rest of the coastal region for Germany and this lead to the whole of the country being declared a German protectorate in 1884 (Republic of Namibia, 2004; Katzao *et al.*, 2007a; Katzao *et al.*, 2007b).

Namibian colonisation was characterised by violence and estimates suggest that 70% of the Herero people, 50% of the Nama people and 30% of the Damara people were exterminated during the resistance war of 1904 - 1908. After 1908, ethnically divided "native reserves" were established. German rule of Namibia came to an end at the start of World War 1 and thus also the allied occupation of Namibia. The League of Nations granted South Africa the mandate to have full power of administration and legislation over the Namibian territory in 1920. South Africa did not keep to the agreement to promote the material and moral well-being and social progress of the Namibian people, but rather gave the farmland taken by the Germans to the Afrikaner settlers (Republic of Namibia, 2004; Katzao *et al.*, 2007a; Katzao *et al.*, 2007b).

In 1946 the League of Nations was dissolved and the United Nations took over the supervisory authority of the then South West Africa (now Namibia). South Africa however refused to acknowledge this and only in 1966 did the UN revoke the South African mandate and set up a council with authority for the territory, but South Africa continued to ignore this (Republic of Namibia, 2004; Katzao *et al.*, 2007a; Katzao *et al.*, 2007b).

1948 saw the Afrikaner led National Party taking over the reins in South Africa and with it came the "apartheid" regime. This resulted in the relocation of many Namibians to different "homelands" as divided by the Odendaal Commission in 1970. The central block of the most productive land was reserved for "commercial farmland" which could only be owned by white people. Resistance to South Africa's domination began in the 1950s. Many Namibians went into exile and in 1966 the armed struggle began, making use of guerrilla attacks on South African-controlled South West Africa. This struggle intensified and continued for the next 20 years (Republic of Namibia, 2004; Katzao *et al.*, 2007a; Katzao *et al.*, 2007b).

Pressure from the international community for Namibia's independence increased, also the pressure on South Africa to accept the UN resolution 435 to hold a free and fair election in Namibia under the supervision and control of the UN. After an 11 month UN monitored transition period, Namibia had their first election in 1989 and became independent on 21 March 1990. This was after 106 years of colonial rule. The coastal enclave of Walvis Bay and twelve offshore islands were transferred to Namibia by South Africa on 1 March 1994. This marked the date of the final end of the colonial period. Colonisation left a definitive mark on the Namibian landscape within the social, economic as well as environmental spheres (Republic of Namibia, 2004; Katzao *et al*., 2007a; Katzao *et al*., 2007b).

Some of the legacies left by colonial rule were positive, for instance well-developed infrastructure, with harbours, schools, clinics, storage dams, boreholes and water pipelines and a very good road system. Though there were positive effects, the negative effects left by colonial rule were more far reaching. There was financial debt which South Africa made in Namibia's name, social debt as well as environmental debt – this had and still has an effect on the economy of developing the independent Namibia (Republic of Namibia, 2004; Katzao *et al*., 2007a; Katzao *et al*., 2007b).

5.2.2 Vision 2030/National Development Plan

With their independence, Namibia inherited a dual economy with challenges that were interrelated, namely low economic growth, a high rate of poverty, inequitable distribution of wealth and income and high unemployment (Republic of Namibia, 2012). After Independence, the National Development Plan 1 and 2 were devised to lead the development of the newly independent country. Through the planning and interactions with the development of these plans, it was decided to create a long-term vision for Namibia and its development. A national vision is that idea or perception of the future which is still unknown at the current stage, but it reveals and points to something new, beyond that which is already available and accessible (Republic of Namibia, 2004). The Vision 2030 planning process already started in January 1998, when the then President, Dr. Sam Nujoma, wanted Cabinet members to understand

where the country was at that stage, where the country needed to go and by when this development should be achieved (Republic of Namibia, 2004).

The National Planning Commission tasked eight teams to do research that would aid to comprehensively chart the course to be taken for the plan and vision for future development (Republic of Namibia, 2004). The eight thematic reports that fed into this long-term vision are:

1. Inequality and Social Welfare
2. Peace and Political Stability
3. Human Resource Development and Institutional Capacity Building
4. Macroeconomic Issues
5. Population, Health and Development
6. Namibia's Natural Resources Sector
7. Knowledge, Information and Technology
8. Factors of the External Environment

In preparing these reports for the Vision, three questions were asked:

1. What is the national ideal that Namibia is working towards?
2. What is the cornerstone of Namibia's approach and philosophy?
3. How does the national development process fit into the vision?

In essence, the collective dream for the Namibian people is for all Namibians to enjoy prosperity, interpersonal harmony, peace and political stability.

Figure 5.2 maps the process followed and incorporated to develop and help in the realisation of Vision 2030.

FIGURE 5.2: The National Development Process
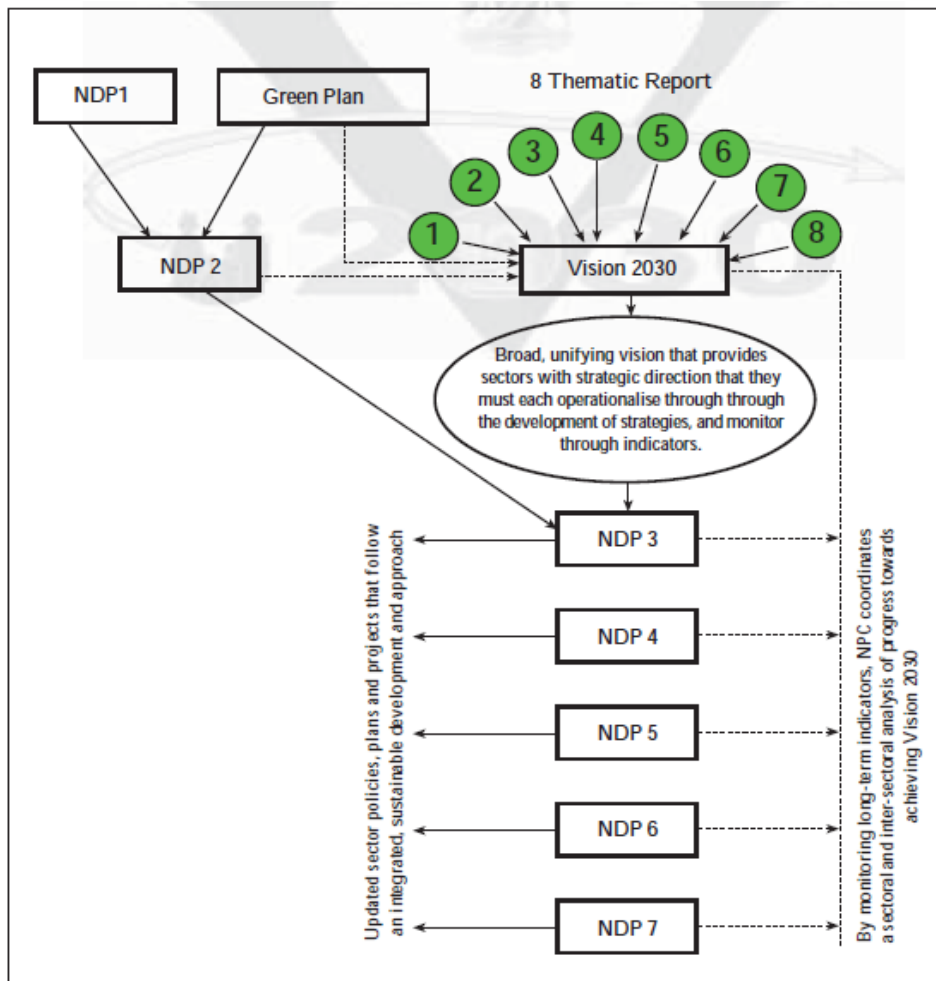
Source: Republic of Namibia (2004)

The goal of the Vision for Namibia is to improve the quality of life of the Namibian people. It is designed (and aided in implementation by the various five-year National Development Plans) to give direction to the government ministries, the private sector, non-government organisations, civil society as well as regional and local government authorities. The aim is thus to effectively link long-term perspectives to short-term planning that is synergised through the various bodies that contribute to the development in the social, economic and environmental spheres in Namibia (Republic of Namibia, 2004). National principles underpinning the Vision 2030 are listed below (Republic of Namibia, 2004):

- Good governance
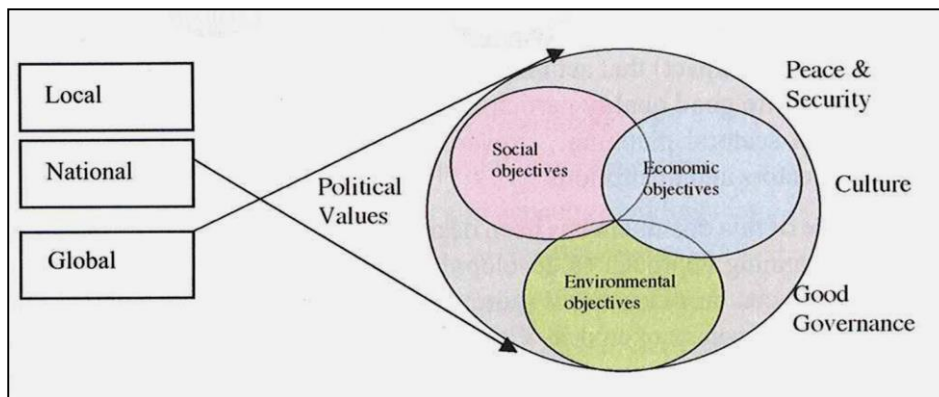- Partnership
- Capacity enhancement

- Comparative advantage

- People-centred economic development

- National sovereignty and human integrity

- Environment

- Sustainable development

- Peace and security.

Sustainable development is the cornerstone on which the strategies for realising the objective of the Vision are based. The driving force among the complex agents of development entails the following (Republic of Namibia, 2004):

- Education, Science, Technology

- Health and Development

- Sustainable Agriculture

- Peace and Social Justice

- Gender Equality

As sustainable development is the cornerstone of the Vision for Namibia, Namibia has subscribed to this approach in its National Constitution and committed to the United Nations Agenda 21 principles.

Sustainable development in the Vision 2030 is defined according to the definition provided by Brundtland in the World Commission on Environment and Development (1987). Sustainable development is thus also only achieved where sustainability is attained in all sectors – social, economic, ecological (Republic of Namibia, 2004). The three fundamental objectives being economic development, social development and environmental development should be adequately addressed in politically and culturally acceptable ways. These three objectives underpin sustainable development and must therefore be considered in detail when looking at the sustainable development of a country as well (see Figure 5.3).

**FIGURE 5.3: The Systems of Sustainable Development**

Source: Republic of Namibia (2004)

To achieve Vision 2030 a paradigm shift from sector development to integrated approaches through strategic partnerships is of importance. There are certain new ways of thinking required to ensure this partnership approach to realising Vision 2030. These are:

- Move from developing and implementing a fixed plan, which gets increasingly out of date toward operating an adaptive, dynamic system or process that can continuously improve. Vision 2030 is thus a process, not a plan.
- Move from a view that it is the state or government alone that is responsible for sustainable development, towards one where this is seen as a responsibility of society as a whole – a full partnership where the state helps to create an enabling environment for sustainable development.
- Move from centralised and controlled decision-making towards sharing results and opportunities, transparent negotiations, cooperation and concerted actions.
- Move from a focus on outputs (e.g. projects and laws) towards a focus on outcomes (e.g. impact) that actually contribute to achieving goals and visions which require good quality participation and process management.
- Move from sectoral planning towards integrated planning within and between sectors and institutions.

Figure 5.4 shows the structure of the Vision 2030 Report. The structure of the report was designed to facilitate the process-based, integrated planning approach to development through partnership, sharing and a clear focus on outcomes (Republic of Namibia, 2004).

FIGURE 5.4: Structure of the main body of the Vision 2030 Report
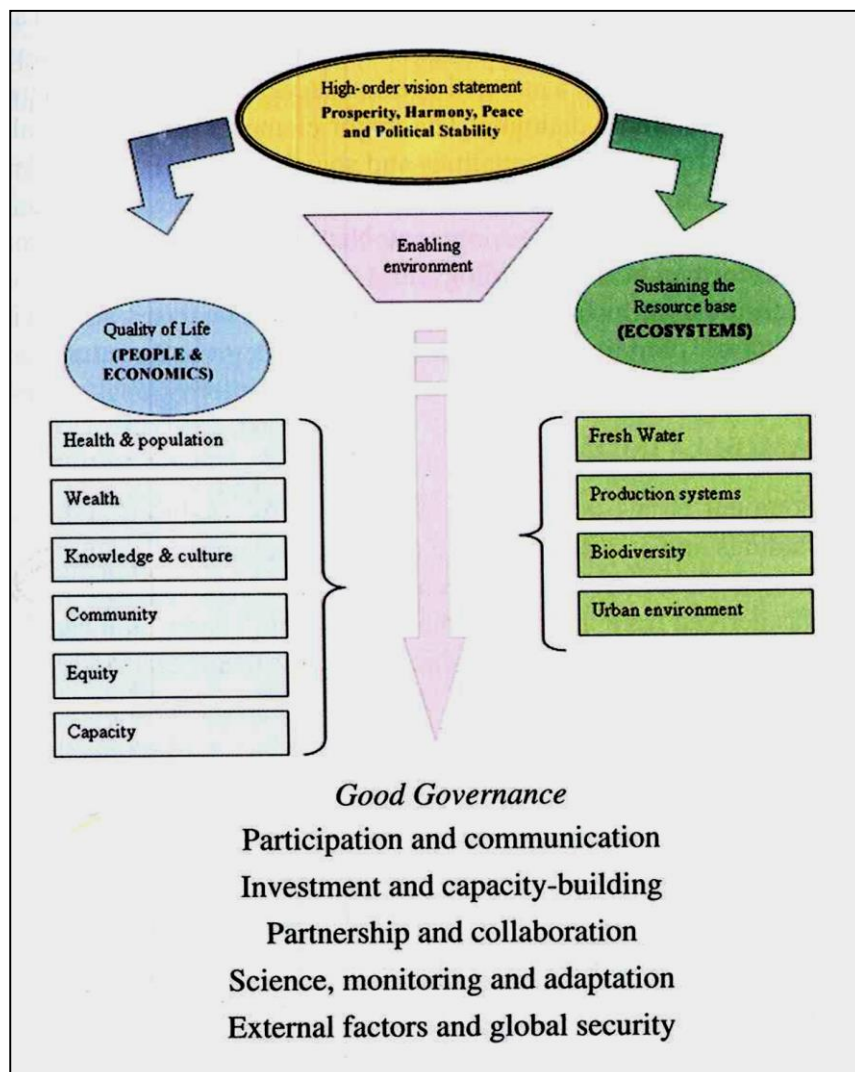
Source: Republic of Namibia (2004).

Namibia Vision 2030 aims for: "A prosperous and industrialised Namibia, developed by her human resources, enjoying peace, harmony and political stability" (Republic of Namibia, 2004). The major objectives of Vision 2030 are to:

a. Ensure that Namibia is a fair, gender responsive, caring and committed nation, in which all citizens are able to realise their full potential, in a safe and decent living environment.

b. Create and consolidate a legitimate, effective and democratic political system (under the Constitution), and an equitable, tolerant and free society, characterised by sustainable and equitable development and effective institutions, which guarantee peace and political stability.

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c. Develop a diversified, competent and highly productive human resourced institution, fully utilising human potential, and achieving efficient and effective delivery of customer-focused services which are competitive not only nationally, but also regionally and internationally.

d. Transform Namibia into an industrialised country of equal opportunities, which is globally competitive, realising its maximum growth potential on a sustainable basis, with improved quality of life for all Namibians.

e. Ensure a healthy, food-secured and breastfeeding nation, in which all preventable, infectious and parasitic diseases are under secure control, and in which people enjoy a high standard of living, with access to quality education, health and other vital services, in an atmosphere of sustainable population growth and development.

f. Ensure the development of Namibia's "natural capital" and its sustainable utilisation, for the benefit of the country's social, economic and ecological well-being.

g. Accomplish the transformation of Namibia into a knowledge-based, highly competitive, industrialised and eco-friendly nation, with sustainable economic growth and a high quality of life.

h. Achieve stability, full regional integration and democratised international relations; the transformation from an aid-recipient country to that of a provider of development assistance.

These goals/objectives are envisioned to be built on the cornerstone of sustainability. To realise the objectives as mentioned above, the following strategic aspects were and should also be considered in the long-term plan for Namibia:

i. Maintaining an economy that is sustainable, efficient, flexible and competitive.

ii. Operating a dynamic and accessible financial sector.

iii. Achieving full and gainful employment.

iv. Providing excellent, affordable health care for all.

v. Mainstreaming HIV/AIDS into development policies, plans and programmes.

vi. Creating access to abundant, hygienic and healthy food, based on a policy of food security.

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vii.   Providing full and appropriate education at all levels.

viii.   Leveraging knowledge and technology for the benefit of the people.

ix.   Promoting interpersonal harmony among all people.

x.   Operating a morally upright and tolerant society that is proud of its diversity.

xi.   Ensuring an atmosphere of peace, security and hope for a better life for all.

xii.   Maintaining stable, productive and diverse ecosystems managed for long-term sustainability.

xiii.   Establishing and sustaining business standards of competence, productivity, ethical behaviour and high trust.

xiv.   Upholding human rights and ensuring justice, equity and equality in the fullest sense for all, regardless of gender, age, religion, ethnicity, ability or political affiliation.

xv.   Maintaining a low-level, responsive bureaucracy.

xvi.   Implementing a land- and natural resources policy that ensures fair access by all to means of production.

xvii.   Establishing and operating a fiscal policy that distributes wealth fairly, and encourages production, employment and development of wealth in a stable and sustainable economic climate.

xviii.   Operating a responsive and democratic government that is truly representative of the people, and able to proactively adhere to transparent, accountable systems of governance.

xix.   Achieving collaboration between public, private and civil society organisations, in policy formulation, programming and implementation.

xx.   Maintaining sound international policies that ensure effective cooperation, favourable trade relations, peace and security.

To better be able to monitor and focus the efforts of the realisation of the Vision, National Development Plans are set with specific targets to ensure that the short-term development realises, in order for the long-term aims to become a reality. Namibia is currently in the stage of the National Development Plan 4, for the period of 2012/2013 to 2016/2017. This is the fourth five-year cycle (Republic of Namibia, 2012).

There are three overarching goals for the NDP4: High and sustained economic growth; employment creation; and increased income equality. The sectors that receive

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increased focus during this five-year period will be Logistics, Tourism, Manufacturing and Agriculture. Some of the foundation issues that also receive attention during this time (Republic of Namibia, 2012) are:

- The maintenance of macroeconomic stability.
- The development and retention of superior skills needed by both the private and public sectors.
- Developing our capacity to do research and development.
- Making Namibia the preferred investment location in Africa.
- The management of our environment.

The NDP4 aims to provide direction with regards to high-level national priorities, desired outcomes and the strategic initiatives. The strong values cherished by the Namibian nation, common to all partners in realising the NDP4, are good governance, partnership and people-centred economic development. There are three priority areas in the NDP4 – basic enablers, economic priorities and execution, monitoring and evaluation and progress reporting (Republic of Namibia, 2012).

Table 5.2 provides a summary of the NDP4's priority and strategic areas as well as the desired outcomes of each and who the champion for the desired outcome is.

TABLE 5.2: NDP4 High-level Action Plan

Priority Area	Strategic Area	Desired Outcome	Champion
Basic Enablers	Institutional Environment	**DO1:** By 2017, Namibia is the most competitive economy in the SADC region, according to the standards set by the World Economic Forum.	Ministry of Trade and Industry
	Education and Skills	**DO2:** Namibia is characterised by high-quality and internationally recognised education system that capacitates the population to meet current and future market demands for skills and innovation.	Ministry of Education
	Health	**DO3:** By 2017, all Namibians have access to a quality health system in terms of prevention, cure and rehabilitation, and the country is characterised by an improvement in the 2011	Ministry of Health and Social Services

		baseline figure of 57 for a healthy adjusted life expectancy (HALE) to 59 by 2017.	
	Extreme Poverty	**DO4:** By 2017, the proportion of severely poor individuals has dropped from 15,8% in 2009/2010 to below 10%.	Ministry of Gender Equality and Child Welfare
	Public infrastructure	**DO5.1:** By 2017, Namibia shall have a well-functioning, high quality transport infrastructure connected to major local and regional markets as well as linked to the Port of Walvis Bay: 70% of railway network to comply with SADC axle load recommendation of 18,5 tons.	Ministry of Works and Transport
		DO5.2: By 2017, Namibia will have in place adequate base-load energy support industry development through construction of energy infrastructure and the production capacity would have expanded from 400 to more than 750 megawatts to meet demand.	Ministry of Mines and Energy
		DO5.3: By 2017, increased access to water for human consumption from 85,5% to 100% of the population as well as sufficient water reserves for industrialisation.	Ministry of Agriculture, Water and Forestry
		DO5.4: By 2017, Namibia will have a robust and effective housing delivery programme where affordability is the key feature of the programme; and that 60% (from 41% in 2009/2010) of households will be living in modern houses.	Ministry of Regional & Local Government, Housing & Rural Development
		DO5.5: By 2017, adequate ICT infrastructure will be in place to facilitate economic development: Availability of latest technologies score improves to 6,0 from 5,5.	Ministry of Information and Communication Technology

Economic priorities	Logistics	**DO6:** By 2017, the volume in cargo handling and rail-transported cargo is double that of 2012 and the Port of Walvis Bay has become the preferred African west coast port and logistics corridor for southern and central African logistics operations.	Ministry of Works and Transport
	Tourism	**DO7:** In line with the National Tourism Growth and Development Strategy, Namibia is the most competitive tourist destination in Africa by 2017, as measured by the World Economic Forum Travel and Tourism Competitiveness Index. Namibia's ranking has increased from being third in sub-Saharan Africa with an overall ranking of 3,84 out of 7 (2011/2012) to being first, with a ranking of at least 4,40 out of 7,0.	Ministry of Environment and Tourism
	Manufacturing	**DO8:** By 2017, the contribution of general manufacturing in constant Namibian dollar terms has increased by 50% over the baseline figure of the 2010 National Accounts, and significant strides have been made in identifying and developing upstream and downstream economic activities in the mineral sector.	Ministry of Trade and Industry
	Agriculture	**DO9:** Agriculture experiences average real growth of 4% per annum over the NDP4 period.	Ministry of Agriculture, Water and Forestry
Execution, Monitoring & Evaluation and Progress Reporting	Devising and implementing the strategy	**DO10:** Driven by improved M&E mechanisms as well as improved accountability, supported by appropriate reward/sanction schemes and an entrenched culture of performance management in the public sector, the execution rate of the NDP4 – both in terms of the timelines and quality – has improved significantly.	National Planning Commission

Source: Republic of Namibia (2012)

The background of Namibia, its history and the developmental goals set for Namibia have been discussed. This has been done to better understand the local context in which the primary research was conducted. It also served to identify the sustainable development goals as mapped out in Vision 2030 and NDP4 as per the fourth objective

of this study. The next section provides background to the sampling unit, FNB Namibia, used in the case study.

5.3   SAMPLING UNIT BACKGROUND: FNB NAMIBIA

First National Bank Namibia Holdings Limited (FNB Namibia) is a full range financial service provider to individual customers as well as business and corporate clients (About FNB Namibia Ltd, 2014).

5.3.1   Background and Structure

FNB Namibia started out in 1907 as the Deutsche Afrika Bank (DAB). It saw various changes in ownership until today where it is owned by the public. It is a publically listed company on the Namibian Stock Exchange (NSX) since 1997. FNB Namibia Holdings is the largest single entity listed on the NSX, with 35% market capitalisation versus the 65% market capitalisation owned by other companies listed on the NSX (FNB Namibia Holdings, 2015). The majority owner of FNB Namibia is the FirstRand Group. The FirstRand Group structure as well as the FNB Namibia Limited Group structure are inserted in Figure 5.5 and 5.6 (Structure of the Namibia Group, 2014).

FIGURE 5.5: FirstRand Group Structure
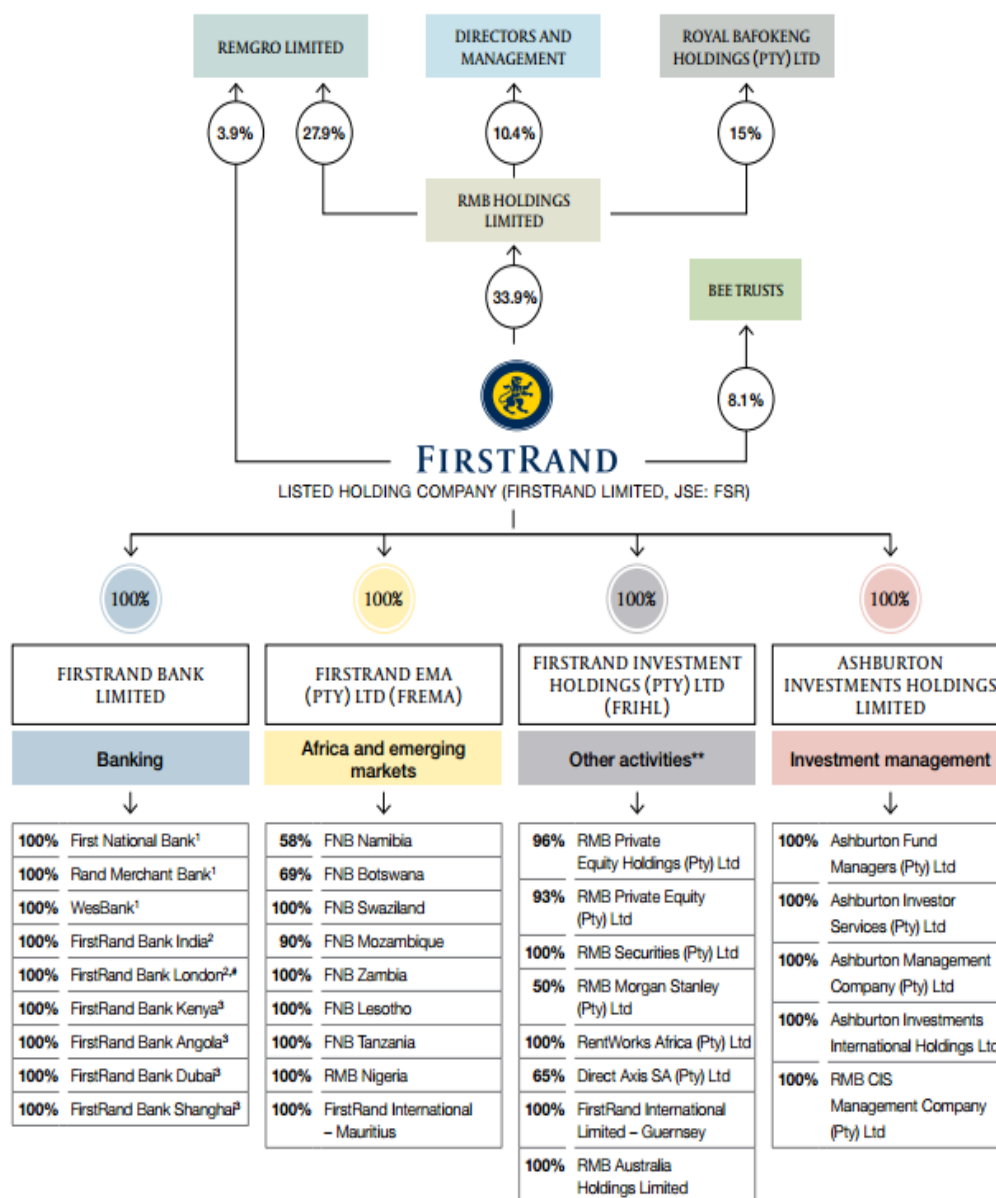
Source: FirstRand (2014)

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FIGURE 5.6: FNB Namibia Holdings Structure
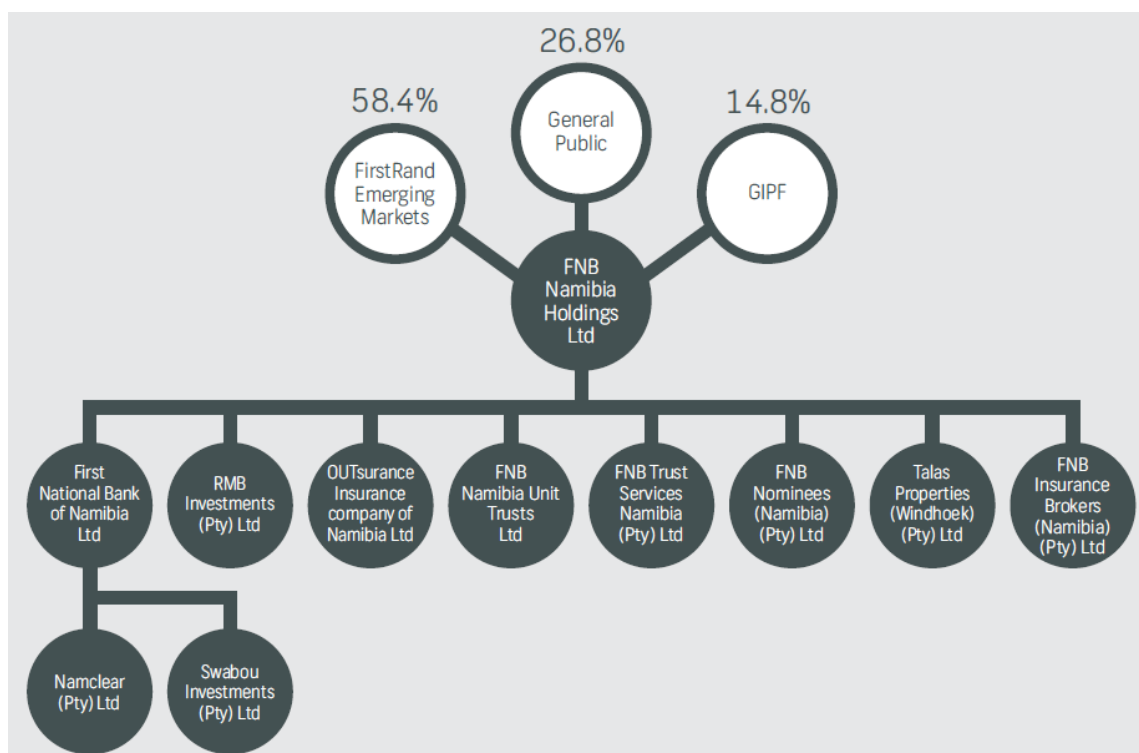
Source: FNB Namibia Holdings (2015)

Figure 5.7 describes the governance structure of FNB Namibia Holdings.

FIGURE 5.7: Governance Structure

Source: FNB Namibia Holdings (2014)

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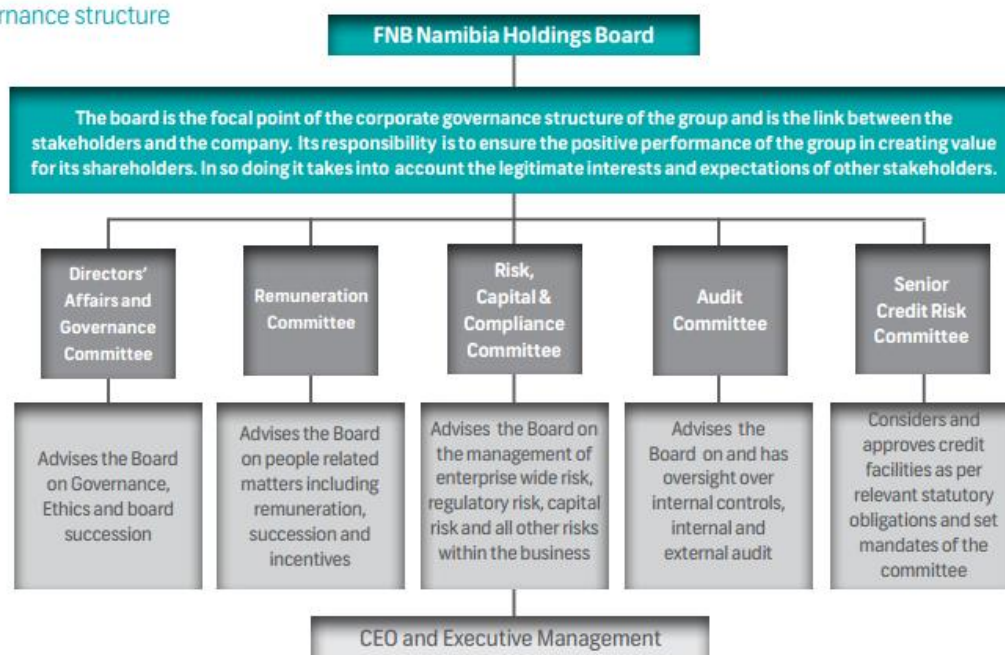
FNB Namibia Holdings consists of four main brands (FNB Namibia Holdings, 2015). These brands are:

- FNB
- RMB
- Wesbank
- Ashburton Investments

5.3.2 Strategy, Value Creation and the Business Model

The vision of FNB Namibia, for the past four years, was to be the local world class financial solutions provider of first choice and therefore FNB Namibia wants to move from the preferred to the valued partner. This vision and strategic focus is built on the values of the organisation, as foundation. The values of FNB Namibia are depicted in Figure 5.8.

FIGURE 5.8: FNB Namibia Values
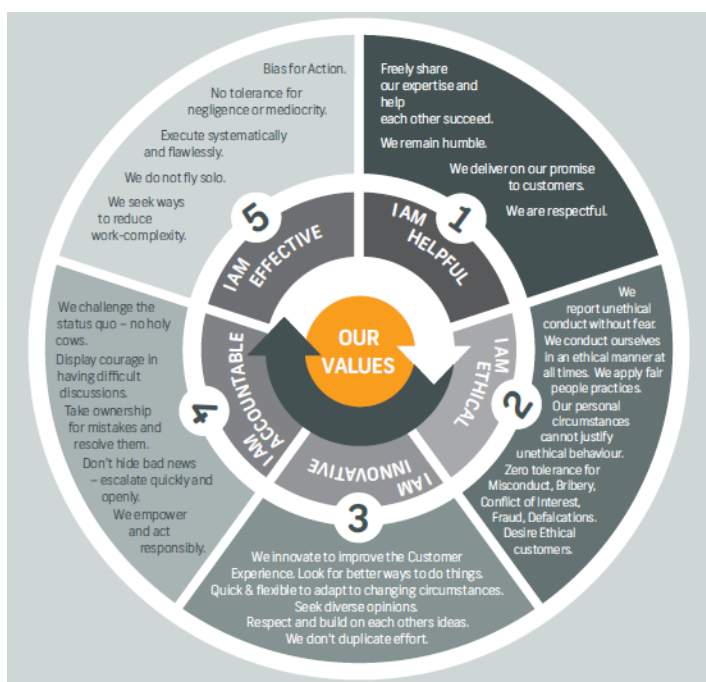
Source: FNB Namibia Holdings (2015)

To become the valued partner to stakeholders, six specific strategic focus areas were created to underpin the strategy and vision of the organisation (FNB Namibia Holdings, 2014). Figure 5.9 provides these strategic focus areas and Figure 5.10 indicates the effect of these strategies in terms of numbers and value creation.

FIGURE 5.9: Strategies for becoming the Valued Partner
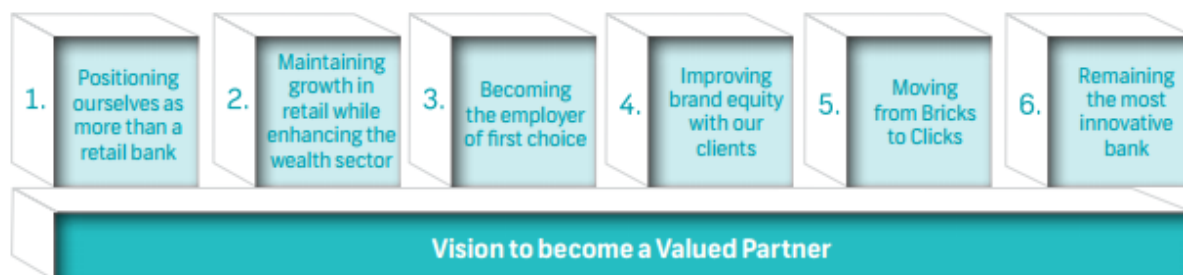
Source: FNB Namibia Holdings (2014)

FIGURE 5.10: Value Creation Results
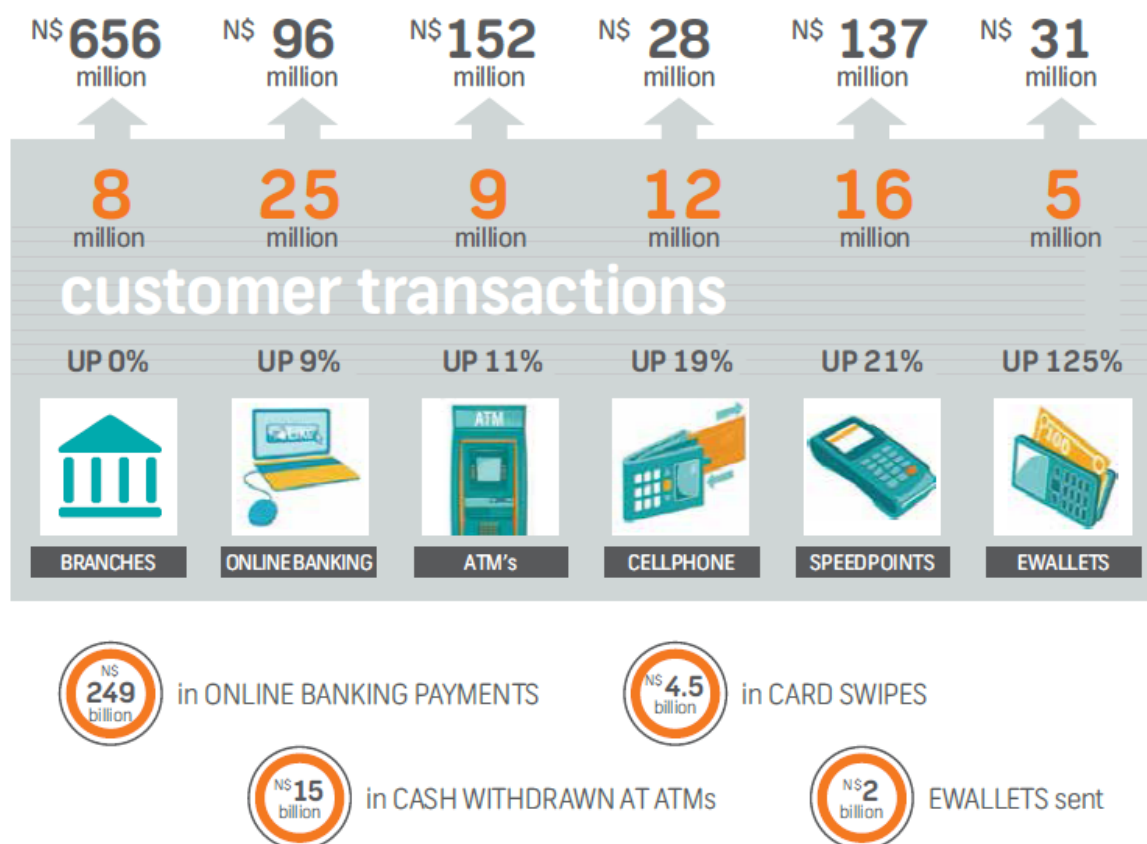
Source: FNB Namibia Holdings (2015)

The value that is created is done by means of the business model presented in Figure 5.11. Customers are serviced through branches (bricks), ATMs (clicks), Online Banking (clicks), Cell phone Banking (clicks) and the FNB App (clicks).

FIGURE 5.11: FNB Namibia Business Model
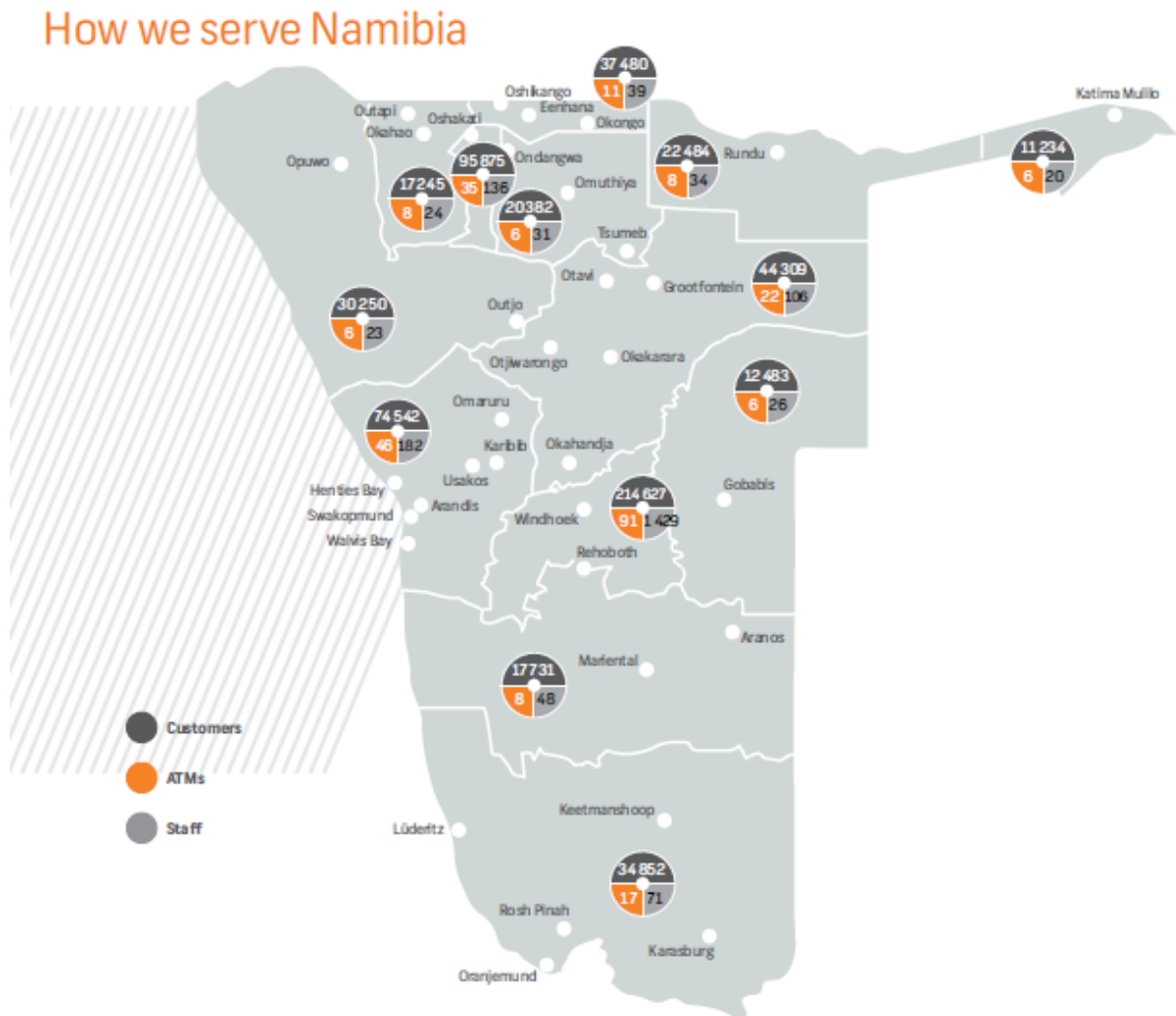
Source: FNB Namibia Holdings (2015)

5.3.3 FNB Namibia Vision 2020

During 2015 a new strategic focus was created. The values and business model remains the same, as this is integral to the value creation for clients. The shift or alignment in strategic focus was done to ensure a customer centric focus is achieved and that value will be created to all stakeholders in a sustainable manner.

The vision of FNB Namibia for the next five years will be, "A great Namibian business, creating a better world!" (FNB Namibia, 2015). The mission of the organisation is to "be the best employer in Namibia to the best people, who are passionate about stakeholder relations, innovating value propositions delivered through e-fficient channels and processes in a sorted out and sustainable manner" (FNB Namibia, 2015). The vision and mission are then supported by the culture of the organisation given meaning through a high performance and owner-manager culture that are driven by the values of the organisation. This is then supported, but also converted into trust within the organisation, but also trusted in the eyes and experience of external stakeholders. The FNB Namibia Vision 2020 and the strategic intent of the organisation are depicted in Figure 5.12.

FIGURE 5.12: FNB Namibia Vision 2020
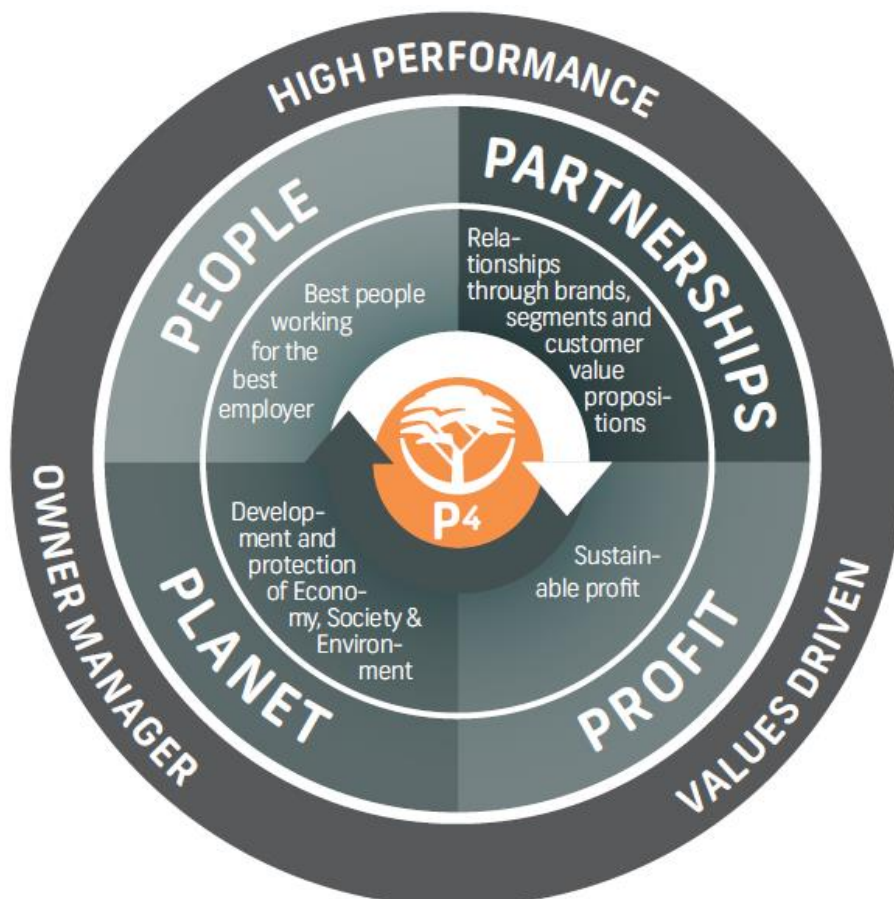
Source: FNB Namibia Holdings (2015)

The vision will be achieved by means of the "P to the Power of 4" strategy. This strategy is based on four specific elements: People, partnerships, planet and sustainable profit. The *people* strategy revolves around a culture where employees take ownership and responsibility of the role they play and the value they create within the organisation. This also refers to people practices which enable FNB Namibia to be the employer of choice. People within FNB Namibia live according to guiding values and install a sense of trust with those who engage with the organisation. It is also understood that the Group operates within a complex and dynamic environment with a myriad of stakeholders. Stakeholders are regarded as key *partners* in the creation of sustainable wealth; innovation is a means through which the Group will add value to the various needs of different partners, be it clients, shareholders, government or other institutions or individuals. With the *planet* strategy there is a renewed focus on the environment and how FNB Namibia impacts the social, economic and also environmental sphere within Namibia. Internal practices and policies as well as contributions through the FNB Foundation (which is the body through which 1% of the profit of the organisation is distributed to develop, grow and care for our environment and social surroundings) enable a focus on the elements of sustainable development which are not already administered and managed through the normal business activities. Sustainable *profit* remains a core strategy that will be driven through organic growth, but also the simplification and cutting of inefficiencies to ensure better service delivery and profit growth (FNB Namibia, 2015).

FNB Namibia also states in the Annual Report of 2015 that one of the important roles they need to play in the Namibian sphere is to enable and align with government in achieving Vision 2030 and the development goals. This will be done by means of partnerships and support of specific projects focussed on development within Namibia (FNB Namibia, 2015). FNB Namibia realises its pivotal and enabling role in ensuring the realisation of Vision 2030 and therefore sustainable development within Namibia.

The first part of the chapter provided background to Namibia and FNB Namibia to better understand and gain insight into the sample unit used in the case study as well as to understand the environment and backdrop, against which the organisation studied, operates. The results of the systematic literature review and then the case study will be discussed next.

5.4   SYSTEMATIC LITERATURE REVIEW RESULTS

Objectives one and two were explored by means of a systematic literature review. Objective 3's research was based on a systematic literature review and the case study and is thus included in both the systematic literature review results as well as the case study results. The systematic literature review was conducted by means of five steps, as provided by Khan *et al.* (2003) and Marshall and Sykes (2011) and explained in chapter four. Due to the results obtained, objectives 1, 2 and 3 will be discussed collectively. The results and discussion are provided by means of the five steps followed in doing the systematic literature review.

In the next section the results of the systematic literature review is described by making use of the five steps that are employed in conducting the systematic literature review. The results are followed by a discussion based on the outcome of the systematic literature review.

5.4.1   Results

Step 1: Framing the question
The research problem was identified and from the research problem five objectives were identified. A systematic literature review was used as the means to answer to objectives 1 to 3, as set out below.

Objective 1
Explore how organisations and government have created effective synergies between the shared vision of the country and the organisations' visions.

Objective 2
Determine techniques, frameworks and mechanisms used for effectively identifying strategic implications for an organisation from a country's shared vision.

Objective 3

Explore sustainability as a business imperative.

To better identify the elements contained in the objectives from the literature, further issues were identified from the objectives. The literature that was found in the systematic review was then scrutinised by means of referring to these issues to be investigated.

TABLE 5.3: Information Required from the Systematic Literature Review

Information Required	Type
Issues to be investigated	Synergies between organisations and a shared national vision.
	Techniques used to identify and link a country's shared vision to that of the company's strategic intent.
	Frameworks used to identify and link a country's shared vision to that of the company's strategic intent.
	Mechanisms used to identify and link a country's shared vision to that of the company's strategic intent.
	Intent of companies towards corporate sustainability.
	Intentional planning for sustainable development.

During the next step the relevant publications were identified in order for the systematic literature review to be conducted.

Step 2: Identifying relevant publications

The Sabinet Database was used based on the decision to seek an understanding of the knowledge of the subject within a Southern African perspective. The Sabinet Database contains documents from an extensive list of resources and could therefore provide a thorough base for African and specifically Southern African studies.

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Keywords, identified in the literature review, were selected to be used for the search on the Sabinet Database. Once the keywords were searched in the Sabinet Database, the researcher was able to identify the publications to be used in the systematic literature review.

The criteria used for the inclusion of the study was based on the questions provided in step one. Each publication that was found in the keyword search was scrutinised based on the publication's ability to provide insight into one or more of the issues linked to the objectives of the study. Studies were also included if the studies had an overlap of the variables searched (strategic planning and sustainable development) and together with these variables, a link to national planning.

Publications were excluded if it was found that the studies could not link to the issues identified in step one. A publication was also not included if it only spoke to one set of the variables, thus either sustainable development or strategic planning. If the publication that was identified through the keyword search was scrutinised and it was found that only one of the variables were present, it was tested whether it had a connection with national plans or development plans. If the publication did not have a connection with national plans, and then the study was excluded.

Twenty two articles were found to include the keywords selected. The researcher did a follow-up of three searches with the same keywords, changing some of the search fields and punctuation to ensure that the search provided consistent results. The researcher then scanned the documents by reading through all the articles and scrutinising their content to further aid in deciding if these articles should be included in the study or not. By scanning the articles, the researcher found that none of the articles answer to the objectives posed. It was found that these studies were not relevant or did not support the research question of this study.

The publications that were identified were unable to link to the issues as identified in step one and no overlapping connection was made between strategic planning of organisations and sustainable development, also concerning national development plans. No further analysis was done on these articles. It was therefore decided not to make use of any of the articles for the purpose of the systematic literature review as

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the studies could not be included based on the criteria identified. Though it seems that no results were found in doing the systematic literature review, this in itself provides feedback and insight in terms of the primary objective of the study. Although it does not provide answers to better understand or answer the question posed by the study, it does indicate that there is a gap for further literature and discussions regarding strategic planning of organisations in terms of sustainable development and how this links to the national vision of a country.

Step 3: Assessing study quality

No further assessment was conducted, since based on the scanning, no studies were selected. Assessing the study quality was therefore not possible.

Step 4: Summarising the evidence (Analysis)

No further analysis was conducted, as based on the content analysis, no studies were selected. Further data analysis was therefore not possible.

Step 5: Interpreting the findings (Results)

The systematic literature review did not deliver specific findings that relate to the objectives of the study; however this in itself can provide some background for assumptions with regards to the state of research in this field, within Southern Africa. Therefore objective 1, 2 and 3 could not be answered based on the findings from the systematic literature review. The next section discusses the outcome of the systematic literature view and provides some insight into what was found in scrutinising the publications.

5.4.2 Discussion

Though no publications were included in the systematic literature review and therefore no results were found, a further discussion follows on what could be identified in the

lack of results and also some insight or assumptions based on the twenty two articles that were identified.

What is evident in the twenty two publications found in the systematic literature review is that there is a definite need to create national policy with regards to sustainable development, linked to the MDGs and now to the SDGs. There are also industries that seek to alleviate poverty, and manage sustainability due to the growth in population and the effect of climate change. However, there is a disconnection when it comes to bringing the national policymaking and business practices together. It seems that businesses are implementing strategies with regards to sustainable development and plan in terms thereof regardless of national and international policymaking connected to sustainability. It seems that national policies are created for the sake of governmental or national planning and practices. Therefore companies are engaging in strategies of sustainable development, however not because of national policies, but rather due to their analysis of the gap in the market or based on the industry they operate in. Pressure from the consumer and employee, as well as the effect of climate change and the growing population on the environment and poverty levels in Africa and the rest of the world does have an effect on organisations and whether they will in the future be able to operate as they do today. It also seems that these studies would refer to the MDGs as a means of needs identification and would plan with regards to these, but not because of its inclusion in national planning or with a specific commercial business focus.

Much of what is written on sustainable development is based on the World Commission on Environment and Development (WCED). There seems to be a focus on climate change in Africa in the literature found, also on security and conflict in Africa and its effect on development of the continent. There is also various requests in papers presented from various countries for proper legislation and regulations to govern the implementation of practices and schools of thought with regards to climate change and how its effect should be managed sustainably within countries and therefore within organisations.

A further exploration was required and conducted by means of case study research. The results from the case study are described below.

5.5   CASE STUDY RESULTS

In order to address the primary objective of this study, which was to explore how organisations' strategic planning can be linked to a national vision for a sustainable future, a case study was conducted to establish and grow the literature available in terms of this topic in the Southern African region and to better understand how this is done in practice. The case study therefore also provided an example of how theory, which was provided by the literature review, is used in practice, synthesising research and practice.

The case study was based on FNB Namibia within Namibia and therefore in terms of Vision 2030 and the National Development Plan Four (NDP4) of Namibia. Background to Namibia and the national planning process as well as Vision 2030 and NDP4 were provided at the start of this chapter. The introduction and background to Namibia was followed by a section on FNB Namibia, with regards to a brief history, its existence and structure as well as the previous strategy and the strategy and vision for 2020. Objective 3 and 5 are based on the FNB Namibia sample, whereas objective 4 is based on the national planning environment and therefore the country in which FNB Namibia operates. Objectives 3 and 5 are answered through the case study research. Objective 4 was answered through a literature review, whereby the national planning documents were studied. Semi-structured interviews were used to gather data on objectives 3 and 5. It has been mentioned that FNB Namibia was the sampling unit. Thirteen executive committee members were interviewed, they have been mentioned in chapter four, but for the purpose of the results, the respondents will not be mentioned by name, should reference be made to them, they will be referred to as a number (1 - 13) and not according to the list provided in chapter four to ensure anonymity in their direct responses. The respondents' interviews were recorded and transcribed. Content analysis was done in order to deduce the results. Objectives 3, 4 and 5 will each be discussed separately. The objective is stated in the box at the start of each section.

5.5.1 Objective 3

This section presents the findings of this study in relation to objective 3.

Objective 3

Explore sustainability as a business imperative.

The following questions and prompts were used to determine the need for business, and in this case FNB Namibia, to operate sustainably, also in terms of the national plan towards sustainable development.

TABLE 5.4: Objective 3 – Interview Questions and Prompts

Question: Do you think it is important for FNB Namibia to be aligned to the Namibia Vision 2030? Why?
Question: Do you think it is important for FNB Namibia to operate sustainably? Why?
Prompt: What do you think the role of business is in creating a sustainable future?
Prompt: What do you think is the key challenges/opportunities for business to create a sustainable future?
Prompts: How do you perceive FNB Namibia's role in terms of the broad strategies for Vision 2030/NDP4, listed below:
a.   Maintaining an economy that is sustainable, efficient, flexible and competitive.
b.   Operating a dynamic and accessible financial sector.
c.   Achieving full and gainful employment.
d.   Providing excellent, affordable health care for all.
e.   Mainstreaming HIV/AIDS into development policies, plans and programmes.
f.   Creating access to abundant, hygienic and healthy food, based on a policy of food security.
g.   Providing full and appropriate education at all levels.
h.   Leveraging knowledge and technology for the benefit of the people.
i.   Promoting interpersonal harmony among people.
j.   Operating a morally upright and tolerant society that is proud of its diversity.
k.   Ensuring an atmosphere of peace, security and hope for a better life for all.
l.   Maintaining stable, productive and diverse ecosystems managed for long-term sustainability.

m. Establishing and sustaining business standards of competence, productivity, ethical behaviour and high trust.

n. Upholding human rights and ensuring justice, equity and equality in the fullest sense for all, regardless of gender, age, religion, ethnicity, ability or political affiliation.

o. Maintaining a low-level, responsive bureaucracy.

p. Implementing a land and natural resource policy that ensures fair access by all to the means of production.

q. Establishing and operating a fiscal policy that distributes wealth fairly, and encourages production, employment and development of wealth in a stable and sustainable economic climate.

r. Operating a responsive and democratic government that is truly representative of the people, and able to adhere to transparent, accountable systems of governance proactively.

s. Achieving collaboration between public, private and civil society organisations, in policy formulation, programming and implementation.

t. Maintaining sound international policies that ensure effective cooperation, favourable trade relations, peace and security.

Exploring sustainability as a business imperative has the aim to understand whether the organisation regards it as important to have the intent to operate sustainably. The importance of operating sustainably was then also related to the national plans and vision of the country in terms of sustainable development and therefore the importance of the organisation to link up with the sustainable development goals of the country.

Some of the respondents are quoted below, with regards to whether it is necessary for FNB Namibia to operate sustainably and in conjunction with that, whether it is important to be aligned to the national vision.

Respondent 1: "Since we know better, we should not wait until society pushes back and gives us the license to operate. Because of primarily being a bank, we need to play the role critically, taking the responsibility to ensure the economy is growing. Sometimes our voice needs to be heard coming again to environmental issues. Yes, we should align, because government is a key player in our economy."

Respondent 2: "It is important to be sustainable and we need to understand the different sectors in the country to be sustainable. It is important to align with government as they are one of our biggest clients, if we do not support their initiative, why would they look in our direction when support is needed."

Respondent 3: "…that we can look at something that is to the benefit of the country, which will have a positive impact and an impact on the lives of the people in the country, which will be sustainable. The four P's of FNB Namibia."

Respondent 4: "We must realise what is good for the country and try to get that right – FNB is a good example of this – for instance with our vision to be the employer of choice. The intent to align to government through Vision 2030 and NDP4 is definitely there."

Respondent 5: "Our recent vision, creating a better world. I don't think there was alignment to Vision 2030 before, but with our recent vision there is a deliberate decision to align."

Respondent 6: "Whatever strategies we are implementing, it should be able to stand the test of time, for many years to come and not only for short-term gain."

Respondent 7: "Absolutely, because we need to look at the environment, individuals, organisations, advancing renewable energy, housing, investing in education, when we build buildings we can go greener, agricultural funds. As a company we do a lot, in addition to the fact that we are employing so many people, providing bread on their tables and thereby indirectly contributing."

Respondent 8: "Off course it is important to align to Vision 2030 as this is aligned to global best practice. We possess so much expertise and we must make this expertise available to government through partnership."

Respondent 9: "FNB Namibia should continue to exist for the next 110 years – this will be beneficial to the organisation and the community it operates in, taking into account

the rules and regulations that enable and call for CSR, to function in such a way that we will remain sustainable. Off course we need to exist in the future and continue to make a profit.”

Respondent 11: “Yes, it is important. The shareholders want a sustainable business, and client relations require us to work and build sustainable relationships.”

Respondent 12: “It is important that the business is not only around in the short term, but to build and develop the organisation to be beneficial in the long term. It is important for us to align, we are a tier one bank, and the central bank requires us in the financial industry – as a good corporate citizen and in terms of CSR we are required.”

Respondent 13: “We, as management today, are responsible for the next five to ten years, in which we need to ensure that we build the platform to make sure that we will exist for the next 110 years.”

All the respondents deem it important for FNB Namibia to operate sustainably. The majority of the respondents (who are knowledgeable on Vision 2030 and NDP4) also confirm that operating sustainably has reference to the sustainable development goals within Vision 2030 and NDP4 and that there is a need for the organisation to align and enable these goals of the country with regards to sustainable development.

The positive response from all respondents in terms of the importance for business to be sustainable and to operate sustainably is confirmed through the analysis of the content in the annual report of FNB Namibia. FNB Namibia (2015) states, “*Our current short and medium strategic planning cycle encompasses the next five years – leading us to achieve our Vision 2020, which is: A great Namibian business, creating a better world! The Mission Statement will direct us in achieving our Vision 2020. It is to be the best employer in Namibia to the best people, who are passionate about stakeholder relations, innovating value propositions delivered through e-fficient channels and processes in a sorted out and sustainable manner*”. The vision and mission is further split into four “P’s” that will enable the drive for sustainable development in terms of People, Partnerships, Planet and Profit, as explained in section 5.3.3.

Sustainability as a business imperative in relation to the sustainable development goals of the country was also highlighted by the respondents. The respondents deem FNB Namibia to be a key partner in the creation of sustainable development practices within Namibia. The respondents see FNB Namibia as an enabler of the sustainable development goals, through support of specific initiatives lead by government and other private entities as well as through the business conducted and supported by FNB Namibia. As FNB Namibia is in the financial industry, they act as an important role-player to grow the local business and industry as well as the key areas of development, through the extension of loans, availability of savings and investment products as well as through the services provided by FNB Namibia that enables payment and receiving of payment to grow businesses in the economy and enable ease of access to individuals. FNB Namibia states in the Annual Report of 2015 that "one of the most important roles our business will play is aligning with government developmental plans in achieving Vision 2030, either through partnerships or support of specific developmental projects". "*We can only create a better world if we subscribe to and support government efforts*" – respondent 6.

FNB Namibia therefore regards the intent of organisations towards corporate sustainability as an important element to do business and to ensure operation in the future. They regard it to be of such importance that their vision and mission supports and confirms the drive for sustainable development and operations. FNB Namibia also regards themselves as an enabler of sustainable development goals of government.

5.5.2 Objective 4

This section presents the findings of this study in relation to objective 4.

Objective 4
Determine and state the sustainability goals of Namibia as explained in the NDP4 and Vision 2030.

To be able to gain insight with regards to objective 4, the Vision 2030 and NDP4 documents of Namibia was consulted. In Vision 2030 it is stated that, "*the concept of sustainable development is the cornerstone on which this work (Vision 2030) was based. Namibia has subscribed to this approach in its National Constitution, and has committed itself internationally, by adopting the United Nations Agenda 21 principles. The philosophy and principles of sustainable development cut across all sectors. Indeed, sustainable development is achieved only where sustainability in all sectors of endeavour is attained – social, economic and ecological*" (Republic of Namibia, 2004).

It is stated in the Vision 2030 document that "the key elements for the Vision for 2030 will depict: The people of Namibia as well-developed, prosperous, healthy and confident in an atmosphere of interpersonal harmony, peace and political stability. As such, Namibia is a developed country to be reckoned with as a high achiever in the comity of nations" (Republic of Namibia, 2004).

Sustainable development in terms of education, science, technology, health and development, sustainable agriculture, peace, social justice and gender equality is the focus of Vision 2030 (Republic of Namibia, 2004). Vision 2030 provides the following goals that will lead to sustainable development within Namibia:

- Ensure that Namibia is a fair, gender responsive, caring and committed nation, in which all citizens are able to realise their full potential, in a safe and decent living environment.
- Create and consolidate a legitimate, effective and democratic political system (under the Constitution), and an equitable, tolerant and free society, characterised by sustainable and equitable development and effective institutions, which guarantee peace and political stability.
- Develop a diversified, competent and highly productive human resourced institution, fully utilising human potential, and achieving efficient and effective delivery of customer-focused services which are competitive not only nationally, but also regionally and internationally.

- Transform Namibia into an industrialised country of equal opportunities, which is globally competitive, realising its maximum growth potential on a sustainable basis, with improved quality of life for all Namibians.

- Ensure a healthy, food-secured and breastfeeding nation, in which all preventable, infectious and parasitic diseases are under secure control, and in which people enjoy a high standard of living, with access to quality education, health and other vital services, in an atmosphere of sustainable population growth and development.

- Ensure the development of Namibia's "natural capital" and its sustainable utilisation, for the benefit of the country's social, economic and ecological well-being.

- Accomplish the transformation of Namibia into a knowledge-based, highly competitive, industrialised and eco-friendly nation, with sustainable economic growth and a high quality of life.

- Achieve stability, full regional integration and democratised international relations; the transformation from an aid-recipient country to that of a provider of development assistance.

These goals are further addressed by the National Development Plans. NDP4 is the development plan currently in action. The overarching themes or goals identified for NDP4 to eventually reach the realisation of Vision 2030 are provided in detail in section 5.2 under 5.2.2. The priority focus areas and the strategic areas within these are provided in the table below.

TABLE 5.6: NDP4 – Priority and Strategic Areas

PRIORITY AREA	STRATEGIC AREA
Basic enablers	Institutional environment
	Education and skills
	Health
	Extreme poverty
	Public infrastructure

Economic priorities	Logistics
	Tourism
	Manufacturing
	Agriculture
Execution, Monitoring & Evaluation and progress reporting	Devising and implementing the strategy

Source: Republic of Namibia (2012)

The priority areas and strategic areas provide the elements within which sustainable development should have focus and become a reality for Namibia, as provided in NDP4.

5.5.3 Objective 5

This section presents the findings of this study in relation to objective 5.

Objective 5

Determine how FNB Namibia has incorporated the Vision 2030 and NDP4 in their medium and long-term strategic planning.

Objective 5 is more focussed on the process and therefore the method of how FNB Namibia established this link, if at all. Although the content, as in the elements within the strategy/vision of FNB Namibia, are also referred to in this section. The following questions and prompts were used in the semi-structured interviews to determine how FNB Namibia has incorporated Vision 2030 and NDP4.

TABLE 5.7: Objective 5 – Interview Questions and Prompts

Question:	What is FNB Namibia's vision for a sustainable future in Namibia?
Question:	How does FNB Namibia ensure alignment or integration of a shared sustainable future for Namibia?
Question:	What does FNB Namibia do to align to the Namibia Vision 2030 and NDP4?

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> *Prompt:* Is FNB Namibia using any particular forecasting techniques regarding a sustainable future in Namibia? What are these?
>
> *Question:* Does FNB Namibia take an active role in shaping policy outcomes? How?

In determining how FNB Namibia has incorporated the Vision 2030 and NDP4 in their medium- and long-term strategic planning, it must first be established whether they did in actual fact incorporate the Vision 2030 and NDP4 in their strategic planning. During the interviews as well as in the document analysis, it is confirmed that FNB Namibia did consider and incorporate Vision 2030 and NDP4 in their strategic intent and vision for the future. The alignment is affirmed by various respondents, as portrayed by the response from respondent 5: "*I don't think there was alignment to Vision 2030 before, but with our recent vision there is a deliberate decision to align*." The current strategic plan is a five year plan. All the respondents also confirmed that it is important and necessary for FNB Namibia to align with the sustainable development goals of the country. "*We, as management today, are responsible for the next five to ten years, in which we need to ensure that we build the platform to ensure that we will exist for the next 110 years*" (Respondent 13).

Various respondents advised as to how the alignment to government was enabled. These responses are quoted below.

Respondent 1: "*Pick sectors that you can really support the government in. Being in Africa, political alignment still matters. We can do it [alignment/forecasting] better. To be a politician or to be a businessman you need to study economics. We've had research done; we've had good papers (research in terms of economics). Aligning with what government is saying.*"

Respondent 5: "It is literally only in the last six months that we've asked, 'what is it that we must do to become more relevant in this country?' We have got to be relevant to government. We have got to be relevant to NDP4 and to Vision 2030. As a big corporate we must play a very demonstrable role in not just servicing the customer, but also in servicing the country."

Respondent 6: "Top priorities on the government agenda are logistics, tourism, agriculture and manufacturing, if these are the top priorities for government, it requires of us to re-examine and evaluate our lending approaches to ensure that they are supportive of government prioritisation. What role can the bank play in order to contribute to the development of knowledge and skills in those specific sectors? The new vision speaks to sustainable development, a great Namibian business creating a better world. We can only create a better world if we subscribe and support government efforts. We are linking; probably by accident…However we do have meetings with government where they share their vision and requirements."

Respondent 7: "The financial services charter was in my view created to enable Vision 2030, how far are we with regards to implementation. The move of government to localise the systems is also part of that process."

Respondent 8: "Having a view into the future, what is good for the individual, but also what is good for the country. We have a responsibility to do it (influence government)."

Respondent 9: "Government cannot implement it by themselves. This is a vision for the country; it includes all sectors and all diversities of life, they are dependent on business to help drive implementation. It is not a one man show. P to the power of four."

Respondent 11: "Financial services charter, there are specific targets given."

Respondent 12: "You work on current data; we know for example that energy is an issue, so we focus on renewable energy."

Respondent 13: "Public private partnerships – our partnership with NCCI and our participation with government initiatives."

Initially various respondents indicated that they see the alignment of FNB Namibia's goals to the government's and the country's sustainable development goals as something that has happened by chance and not in a co-ordinated manner. However, as the interview progressed and prompts were used, respondents were able to provide

means on how FNB Namibia links to the national vision. Conversation with government as well as collaborating and engaging with government was identified as the most important means of how FNB Namibia was able to infuse their own strategy with the sustainable development goals, as set in Vision 2030 and NDP4. Legislation and regulatory bodies are also regarded as having an important role in the realisation and creation of strategies in line with governmental goals. The news and official communication from government in the media are also a means to better understand the vision and goals of government. The strategic planning breakaway session of FNB Namibia was based on a stakeholder analysis. The government was identified as an important stakeholder and partner in the growth of FNB Namibia. Through stakeholder analysis, the sharing of the overview of Vision 2030 and NDP4 at the strategic planning session as well as ongoing discussions between the leadership of FNB Namibia and government, FNB Namibia incorporated the sustainable development goals of Namibia into that of FNB Namibia's strategic intent. During the strategic planning sessions the leadership looked to the future and had to envision what FNB Namibia and inevitably Namibia would look like in 2020. This was consequently also informed by NDP4, as in the journey towards 2020, NDP4 will have to be realised. Envisioning the future thus enabled the creation of a specific vision and strategies that support this vision, which supports sustainable development, considering the social, economic and environmental spheres of the TBL.

It was also highlighted that the Namibian government and regulatory bodies are informing new regulations and regulatory requirement through the means and goals as set in the Vision 2030 and NDP4. This has the resultant effect that organisations employ strategies, as they operate and make decisions on a daily basis in response or proactively with regards to regulations and therefore also in response to NDP4 and Vision 2030. This also affirmed that although there was a specific strategic planning break-away, some strategies flow from decisions made during the course of doing business and in response to the environment and market within which FNB Namibia operates.

The respondents also affirmed that although FNB Namibia is an important enabler of government's sustainable development goals, they also act as an important partner and advisory body to government. The partnership between FNB Namibia and

government is thus mutually beneficial and enables a participative approach and implementation to sustainable development goals.

Table 5.8 provides a brief summary of the findings related to objective 5.

TABLE 5.8: Objective 5 Summarised Findings

Objective 5	Did FNB Namibia incorporate Vision 2030 and NDP4?	How?
Determine how FNB Namibia has incorporated Vision 2030 and NDP4 in their medium and long-term strategic planning.	Yes	Conversation with government Government media releases Compliance Regulatory requirements Strategic planning

In the creation of the new vision of FNB Namibia, Vision 2030 and NDP4 acted as informants and influencers. This was done by means of two different modes of strategic planning. The one mode being that of a set strategic planning session, where a vision, mission and specific linked strategies were devised for the medium to long term. This was done through stakeholder analysis, looking to the future and envisioning the FNB Namibia of 2020 and constructing the required vision and mission. The other mode through which FNB Namibia incorporates Vision 2030 and NDP4 is that of continuous engagement with government and regulatory bodies that installs specific structures, limitations and requirements that should be incorporated by the banking industry and that are aligned with the realisation of NDP4 and Vision 2030.

5.6   SYNTHESIS OF RESEARCH AND PRACTICE

The primary objective of this study was to explore how organisations' strategic planning can be linked to a national vision for a sustainable future. Secondary and primary research was conducted to better understand theory, but also the practice, in order to understand how theory and practice are interlinked. This section will discuss the results of the case study in terms of the theory discussed in chapters two and three.

5.6.1   Synthesis with regards to Corporate Sustainability

Corporate sustainability was discussed in chapter two based on the model of Wilson (2003), which traced the evolution of corporate sustainability. This model and the work of other writers on corporate sustainability gave rise to the model and definition shown in Figure 5.13.

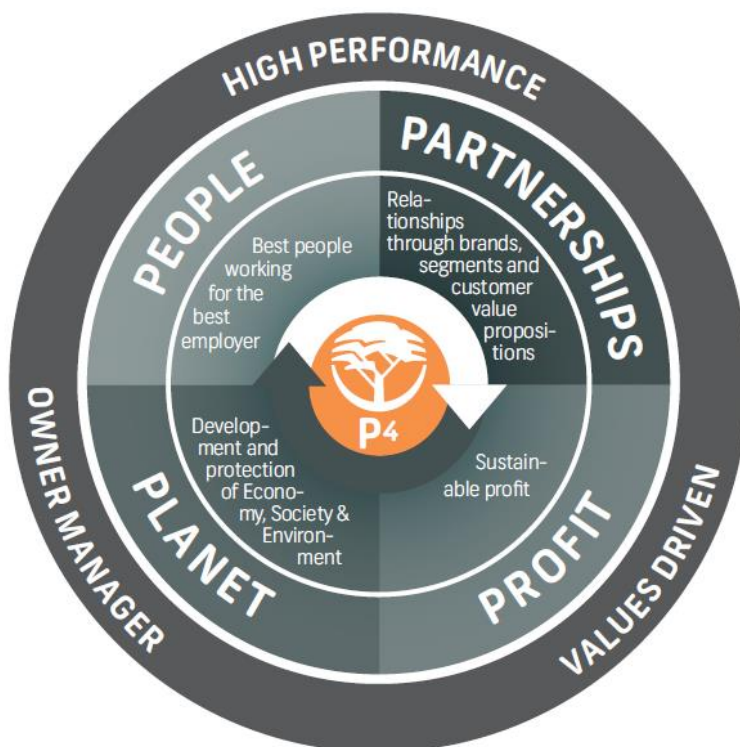**FIGURE 5.13: Corporate Sustainability Defined**
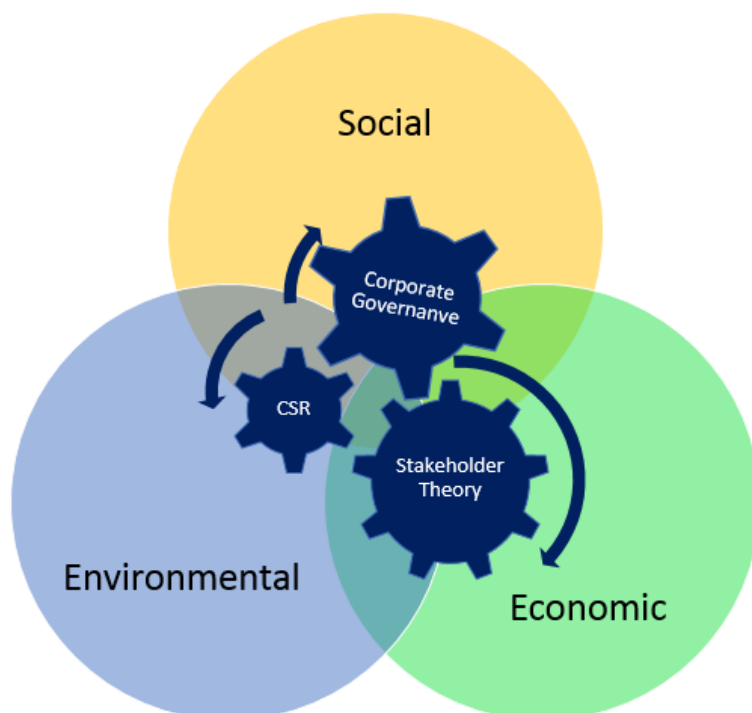
Source: Author's own compilation

Considering this model in relation to the case study of FNB Namibia, corporate sustainability is also given shape by means of the stakeholder theory, CSR, corporate accountability and the TBL in FNB Namibia. FNB Namibia realises that if they want to remain in business in the future they need to have a clear focus on these elements, which they incorporated into the Four P's strategy as discussed in section 5.3.3. FNB Namibia reckons that to operate sustainably, they will affect change in the environment they operate and therefore this change also needs to be positive. The vision of the Group is thus "*a great company, creating a better world*" (FNB Namibia, 2015), which is supported by the four P's (People, Planet, Partnerships and Profit).

FNB Namibia therefore defines corporate sustainability in terms of their strategy for creating a better world, P to the power of four. This definition is provided in Figure 5.14.

**FIGURE 5.14: Corporate Sustainability defined by FNB Namibia**

Source: FNB Namibia Holdings (2015)

This strategy and therefore the definition of corporate sustainability came from the understanding that FNB Namibia serves a variety of stakeholders, with which they need to grow strong partnerships in order to create sustainable value economically,

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socially and environmentally. This is to be done by means of creating a culture of trust which is supported by efficient processes and regulatory compliance to ensure that the organisation is held accountable and can account for the way in which it is governed. CSR also plays an important and ever more integrated role in the organisation, where support of local initiatives with regards to business creation, conservation, education and FNB Namibia's own employment practices are continually revised and strengthened. Corporate sustainability is an important factor for continued growth of FNB Namibia, therefore they changed their strategic intent to ensure the required focus is given to the necessary elements to become and remain sustainable. The strategic intent and the strategy for its realisation can therefore also act as the definition provided by FNB Namibia to operate sustainably.

The Government of Namibia also provides a specific view on sustainable development and what it means in terms of the country in Vision 2030 which is shown in Figure 5.15.

FIGURE 5.15: Sustainable Development in terms of Vision 2030
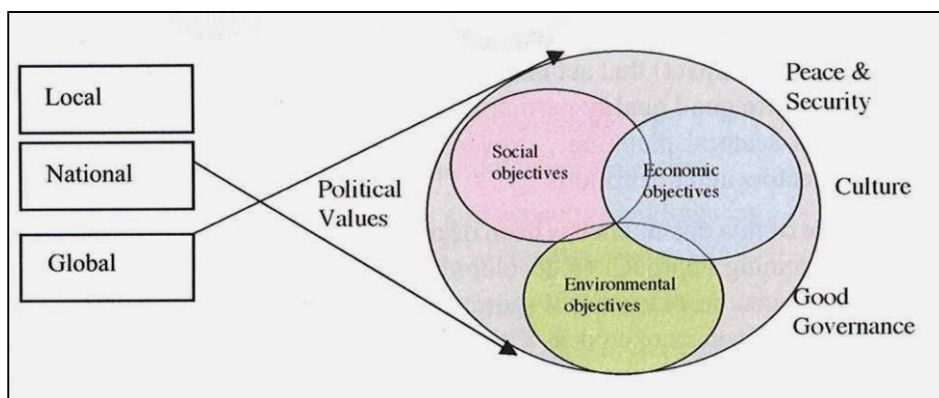
Source: Republic of Namibia (2004)

In considering the case study and various responses gathered, affirmed with a statement by respondent 6, saying "*we can only create a better world if we subscribe and support government efforts*" and respondent 1, saying that "*because we are in Africa, political alignment still matters*", it is evident that the sustainable development of an organisation or country in Africa cannot be removed from the political context. This is further supported by the results (or lack thereof) of the systematic literature review, where no articles were found to support the primary objective, however the

articles found in the keyword search did emphasise the importance of regulatory requirements and documents to drive sustainable development as well as the importance of safety and security to ensure sustainable development. These elements required for sustainable development are created and enabled by the government of a country that ensures a culture and political climate of safety and security as well as the creation of regulation and governance.

Considering the three models for describing sustainable development in a country and corporate sustainability (sourced from literature, FNB Namibia and Namibia's Vision 2030), it is possible to redefine corporate sustainability in the Namibian context. Corporate sustainability is in essence the collective development of the social, environmental and economic landscape within a specific political context. The political context can be informed locally, nationally or globally. Corporate sustainability is then ensured where shared value is created within the required norms, regulations and accountability towards society, the environment and the economy. The interaction of society, the environment and the economy in a political context provides the scope for shared value creation that enables an organisation to operate responsibly and also ensure good governance and transparency in the creation of value to all stakeholders. Corporate sustainability could thus be defined by means of the model presented in Figure 5.16.

FIGURE 5.16: Corporate Sustainability Redefined
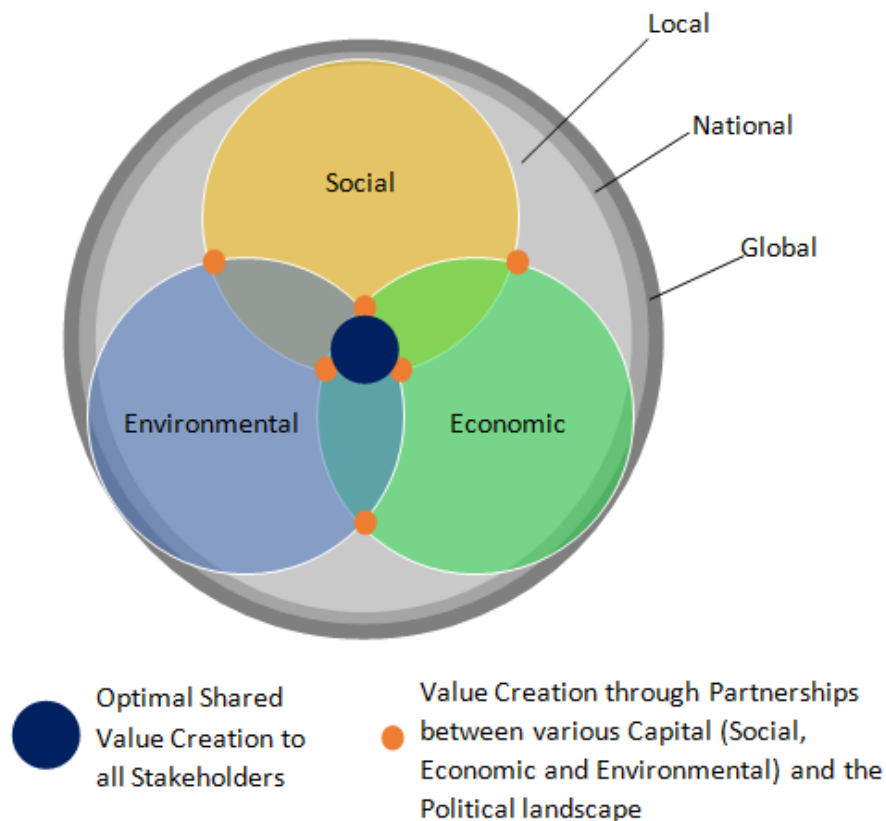
Source: Synthesis of Secondary and Primary Research

Optimal shared value to all stakeholders are created in the centre of the model, where the different types of capital in terms of the TBL (social, economic and environmental) interact with each other in the political context (whether locally, nationally or globally). If the political landscape provides an enabling climate, an organisation is able to optimally create shared value to all stakeholders. Corporate sustainability is thus also based on partnerships between the different capital and the political landscape that results in pockets of value creation, also in terms of CSR, corporate governance and gain and development to all stakeholders.

This model or redefinition of corporate sustainability is a synthesis between the literature studied and the primary research conducted in this study. Consequently it is also relevant to consider the synthesis between research and practice in terms of strategic planning, and this is done in the next section.

5.6.2 Synthesis with regards to Strategic Planning

Figure 5.13 shows the model compiled in this study for the types of strategies and modes of strategic planning.

FIGURE 5.17: Types of Strategies and Modes of Strategic Planning
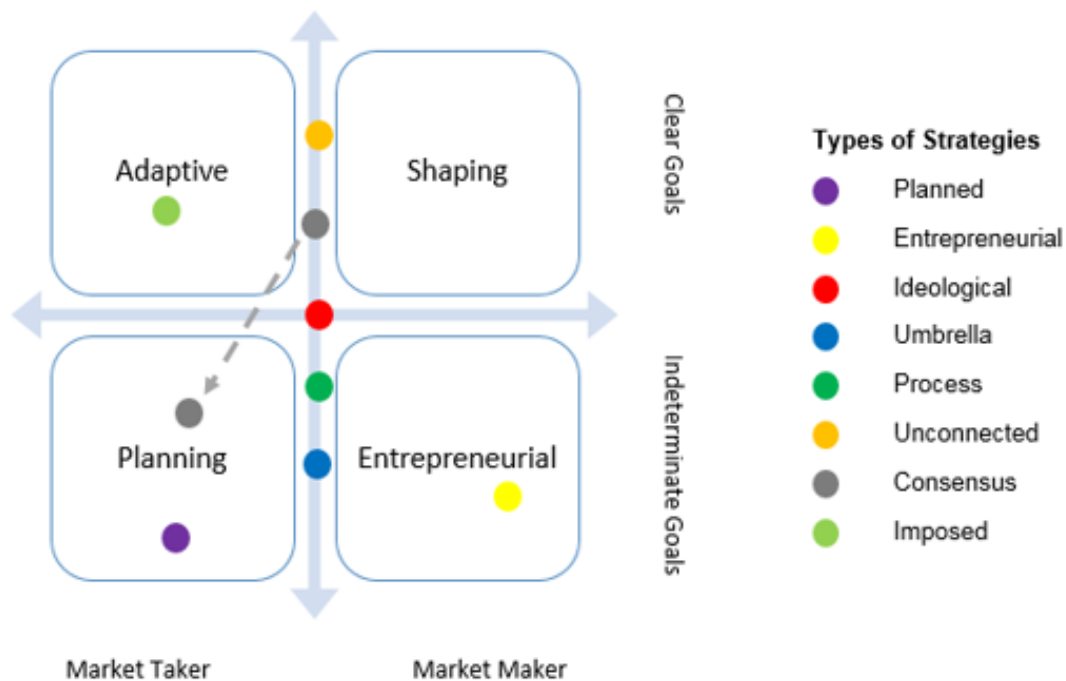
Source: Author's compilation based on different sources (Mintzberg, 1973; Segev, 1987; Reeves *et al.,* 2012; Mintzberg & Waters, 1985)

The overall mode from which FNB Namibia did their strategic planning is that of Planning. It could generally be said that FNB Namibia operates within a relatively predictable environment and as the banking industry is highly regulated, there are various constraints within which FNB Namibia has to operate. Clear goals exist within the organisation and decisions are made proactively as well as reactively. It is also within this framework that the strategic planning session was held. The strategic planning session was conducted by means of a stakeholder analysis, considering the role of FNB Namibia in the lives of their stakeholders as well as the role of all stakeholders to FNB Namibia. Back-casting was used to determine the vision and mission. The stakeholder analysis and back-casting lead the discussion for the creation of the "Four P strategy". The type of strategy employed in the strategic

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planning session was ideological, but also an imposed strategy. A mutual intention for a collective vision of creating a better world exists between the leaders of the organisation, but there are also external factors, by the means of regulation, Vision 2030 and NDP4 that impose specific requirements on FNB Namibia. The imposed strategy could be regarded as the main strategy that will be used by any organisation when considering the incorporation of a national vision, as the implication of the incorporation of the national vision is that there are certain imposed ideals and requirements from the country on the organisation. The sustainable development goals for an organisation can also be imposed by different internal (employees and shareholders) as well as external (national and global requirements and customers) stakeholders. It is therefore imperative that there will be some sort of imposed strategy in any organisation that aligns with a national vision, but also in the creation of a vision that enables corporate sustainability. Though the overall mode of strategic planning was the Planning or Classical approach, both the Adaptive as well as the Shaping modes play an important role within FNB Namibia, as strategic planning occurs in the organisation on an ongoing basis. The overall ideological and imposed strategy is set – this is the intended strategy and it is clear. There are however also emergent strategies that come to life in the organisation, that either shape the business and industry or adapt due to new regulatory or industry requirements.

The study of strategy and the theory of strategic planning are valuable to understand the variety and different means of guiding the strategic planning focus and strategy creation within an organisation. In practice it is clear that it is an interconnected, dynamic process, where intended and emergent strategies interact and where different types of strategies collaborate to form reality. Although strategic planning, as part of strategic management, is a science, practice indicates that it does not have finite lines and clear cut results. Strategic planning is a combination of a structured and unstructured as well as an unstructured-structured process, whereby an organisation reaches its goals and develops. The ideal when considering corporate sustainability in terms of strategic planning is to ensure that the organisation knows what is meant by sustainable development, and in the case of FNB Namibia, creating a better world, to assist and guide the creation of emergent strategies and plans to ensure long-term success and thus corporate sustainability in terms of the definition and model provided in Figure 5.16.

In chapter three, strategic planning tools were also identified from literature with regards to strategic planning in terms of corporate sustainability. These tools were forecasting and foresight, systems thinking, scenario planning and scanning as well as back-casting. Back-casting was the strategy tool used by FNB Namibia in formulating the strategy.

The strategic planning process in terms of chapter three and its integration with the case could be presented as in Figure 5.18. Strategic planning is thus an iterative process that does not only occur within one mode, but it moves between the various modes as is appropriate for the specific goal envisioned. As was stated, when considering corporate sustainability and a national vision for a sustainable future, it is expected that an imposed strategy would always be used, in conjunction with another type of strategy.

FIGURE 5.18: Strategic Planning as Iterative Process
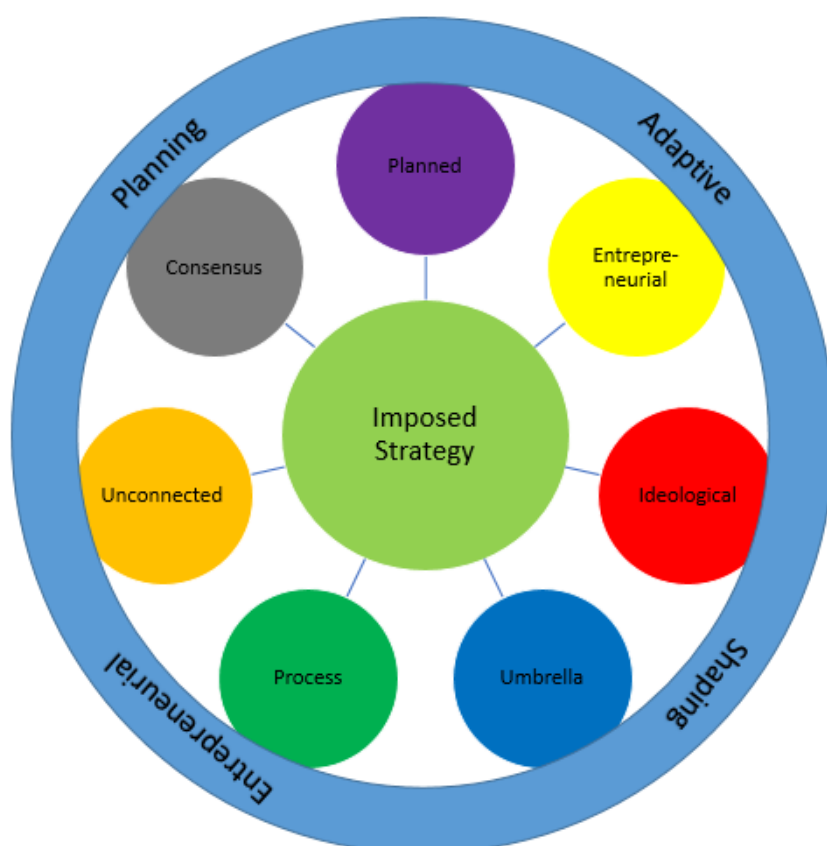
Source: Author's compilation, Synthesis of Research and Practice

To understand corporate sustainability in terms of the strategic landscape, it is necessary to incorporate the understanding of corporate sustainability in terms of the strategic planning process. The next section aims to synthesise research and practice collectively, incorporating both corporate sustainability and strategic planning in a single model.

5.6.3 Synthesis of research and practice: An Integrated Model

The primary objective of this study was to explore how organisations' strategic planning can be linked to a national vision for a sustainable future. Secondary as well as primary research was conducted to provide an understanding and insight with regards to the research objectives. Synthesis between research and practice with regards to corporate sustainability as well as strategic planning was provided in the previous two sections.

This section provides an integrated model deduced from the previous two sections. This model provides the framework that can be used by organisations to link their strategic intent to a vision based on corporate sustainability, which is linked to a national vision for a sustainable future.

Figure 5.19 shows the model that was created through the integration of the synthesis of research and practice.

FIGURE 5.19: Corporate Sustainability through Strategic Planning: An Integrated Model
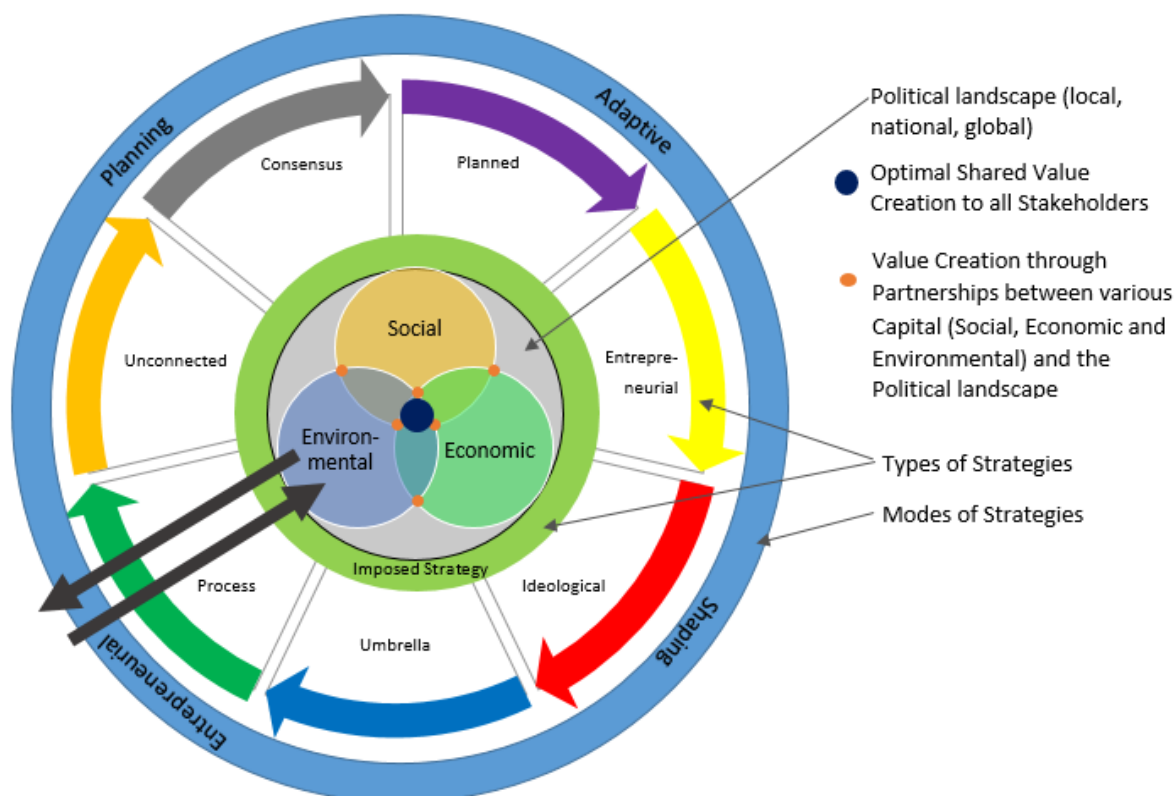
Source: Author's compilation, synthesis of research and practice

The centre of the circular model is the vision or strategic intent to align to a vision for a sustainable future. The social, environmental and economic capital or landscapes interact and partner to create shared value by means of CSR, TBL growth, good corporate governance and wealth creation for all stakeholders. This interaction occurs within a specific political climate and framework, for instance a national vision, regulations, laws, guidelines and governing principles. The interaction of the political landscape with the social, economic and environmental capital occurs through means of meetings, media releases, regulations passed, compliance, interactive forums and conversations between relevant stakeholders. This result in an imposed strategy that influences the strategic planning process, and thus the strategy formulated. An imposed strategy is used in conjunction with the other types of strategies that an organisation uses to inform the strategic planning process. The strategic planning process is approached from the mode in which the organisation operates. This could be the planning adaptive, shaping or entrepreneurial mode. These modes are

sometimes also used in conjunction with each other depending on the market and organisational characteristics.

This model is an interactive tool that can be used in assisting organisations to better understand their strategic context and therefore enable an organisation to better formulate their strategy, based on the sustainability outcomes and the levels and role-players impacting the imposed strategy. This tool can assist organisations in linking their strategic planning to a national vision for a sustainable future.

5.7   CONCLUSION

This chapter provided the overarching findings for this study. The chapter started with an introduction to Namibia and FNB Namibia, which provided scope and an understanding for the case studied as well as the environment in which the organisation operates in. Results and findings from the systematic literature review followed, which was focussed on objectives 1 to 3. The findings from the case study were provided thereafter. The objectives (3, 4 and 5) were stated individually and the necessary results and discussions followed on each objective.

The results from the case study (practice) were stated in terms of the existing research, which was provided in chapters two and three. This enabled the researcher to find synergies between what happens in practice and what is stated in theory and create a new understanding of corporate sustainability and strategic planning within practice.

The chapter concludes with the synthesis of research and practice in terms of an integrated model of corporate sustainability and how this is linked to strategic planning.

In the next chapter, the final conclusion with regards to the study is made. The limitations of the study are highlighted as well as opportunities for future research and the implications of the study to management are presented.

CHAPTER SIX

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

6.1   INTRODUCTION

When citizens realise their power to act and make a sustainable difference, it is then that the most sustainable changes occur within a community. The same can be said of an organisation, where employees take it upon themselves to own up to their responsibility towards their community and its longevity, they do not wait for appointed leadership or structure to create and enable sustainable development, but take it upon themselves (Mintzberg, 2009). Trust, engagement and collaboration are key elements to ensure corporate sustainability. An organisation functioning like a community of shared stakeholders enable an environment where members realise and take up the role they need to play in the creation of a sustainable environment to operate in. To move forward in a sustainable way, requests collective contribution and behaviour towards the common purpose (Mintzberg, 2009).

Corporate sustainability is necessary for an organisation to exist in the long term. The pressure for organisations to consider the economic, social and environmental impact on the world is ever increasing. This pressure comes from various bodies, entities and individuals. Governments, through development plans, vision for the country and regulations, are applying increased pressure on organisations to operate within specific parameters considering more than economic growth, but also incorporating social and environmental development as an aim. Not much research has been done on how organisations ensure that they comply and integrate their strategies and plans with that of a national vision or plan.

This study attempted to better understand the field of corporate sustainability and the body of knowledge that already exists with regards to this topic and its link to strategic planning. Namibia and FNB Namibia was used as a case study to add to the body of knowledge of sustainable development and strategic planning and to discover what is done within organisations to align to sustainable developmental goals of a country. The case study was used to understand the synthesis between the real-world scenario and what is stated in theory.

This chapter revisits the research problem and the objectives of the study. It then provides a brief synopsis of the study, after which conclusive remarks are made on the findings, based on the results in the previous chapter and what was learned from chapters two and three. The limitations of the study are discussed, suggestions for future research are made and managerial implications are highlighted, this is followed by some conclusive remarks.

6.2   OBJECTIVES OF THE STUDY

This study had a primary objective as well as secondary objectives. The primary objective was to explore how organisations' strategic planning is linked to a shared sustainable vision of the future.

The secondary objectives were as follows:

- Explore how organisations and government have created effective synergies between the shared vision of the country and the organisations' vision.
- Determine techniques, frameworks and mechanisms used to effectively identify strategic implications for an organisation from a country's shared vision.
- Explore sustainability as a business imperative.
- Determine the sustainability goals of Namibia as explained in the NDP4 and Vision 2030.
- Determine how FNB Namibia has incorporated the Vision 2030 and NDP4 in their medium- and long-term strategic planning.

These objectives had the aim to answer the research problem.

6.3   SYNOPSIS OF THE STUDY

A review on the literature with regards to corporate sustainability was conducted. This review alluded to the elements that evolved to create the collective concept of corporate sustainability. These elements or theories are sustainable development in terms of the triple bottom line, stakeholder theory, corporate social responsibility and

corporate accountability. A background and understanding of national planning and how countries set strategies for national sustainable development was also provided. Both these literature reviews included a brief mention and description of the United Nations Millennium Goals as well as the United Nations Sustainable Development Goals.

A review on the literature of strategic planning was also conducted. Strategic planning as part of strategic management was explained after which more insight into the modes of strategic planning and different strategies was explained. This was followed by a brief review of some of the strategic planning tools used in sustainable development literature.

The primary objective of the study was to explore how organisations' strategic planning can be linked to a national vision for a sustainable future. The literature review provided the background of the terms and body of knowledge in the specific fields. The literature review also identified the keywords to be used for the purpose of the systematic literature review search as well as and identification and indication of the questions that should be posed for the purpose of the semi-structured interview as part of the case study. Secondary objectives served the purpose of broadening the scope and also providing detail to specific elements entailed in the primary objective.

A systematic review was conducted with a focus on publications in Southern Africa, making use of the Sabinet Database as search engine. Twenty two publications were found in the keyword search; however after scrutinising the publications, none of the publications were included for the study as it did not relate to the objectives of this study. The literature in Southern Africa is therefore limited with regards to the objectives of this study.

To further explore and be able to add to the current body of knowledge with regards to the objectives of this study, a case study was also conducted. FNB Namibia was the single case that was selected to be studied. Semi-structured interviews were conducted with the executive committee members of FNB Namibia, as they are responsible for strategic planning within the organisation. A qualitative exploratory research was conducted and the data collected in the interviews were transcribed and

analysed manually. The case study affirmed the need for organisations to link with government in terms of a national vision for sustainable development. Strategic planning and adherence to regulations were identified as the means through which the organisation incorporates the national vision for a sustainable future. The strategic planning tool as well as the strategy and mode used by FNB Namibia could also be identified.

6.4   CONCLUSIVE FINDINGS

Further to the results and findings presented in chapter five, the following conclusive remarks are provided below.

Corporate sustainability, considering stakeholder theory, CSR, corporate accountability and sustainable development in terms of the TBL are necessary if organisations want to be competitive and operate successfully in the long term. This view is supported and driven from an international perspective through the Sustainable Development Goals, and therefore also from governments who support and confirm the focus and growth towards the United Nations SDGs.

However, considering the results, or lack thereof, of the systematic literature review, there is scope to increase the sustainability focus within government and organisational partnerships in Southern Africa. With the necessary institutional pressure, the social, economic as well as environmental focus could become the as-is process and focus within organisations. Institutional planning needs to be clear on the process of integration, collaboration and communication with regards to sustainability as outcome and practice (Steele, 2011). The systematic literature review results indicates the gap in the research with regards to the relationship between government policy and the strategic focus of a private organisation – the literature does not provide scope for the relationship of public and private policy as determinants for strategy outcomes and implications. However, this study confirms that the Namibian government supports and envisions a sustainably developed Namibia and deems society and private organisations as key role-players in the creation of a sustainably developed Namibia. "The overriding prerequisite for the achievement of

dynamic, efficient and sustainable development in Namibia is partnership. Partnership between government and civil society, between different branches of government, with the private sector, non-governmental organisations, community-based organisations and the international community" (Republic of Namibia, 2004). A truly sustainable organisation plays an active role in the creation of sustainability regulation and proactively complying with existing regulations (Amini & Bienstock, 2014). This view is confirmed by FNB Namibia's commitment and self-acceptance of their role in ensuring the realisation of a sustainable, prosperous nation through the organisation's own vision and strategy.

This study poses strategic planning as the means through which to engage organisations in incorporating sustainability practices and goals within an organisation. FNB Namibia made use of stakeholder analysis and back-casting to envision a sustainable future, whereby FNB Namibia is committed to create a better world, through the means of their Four P Strategy that is focussed on sustainable development, through partnerships to create sustainable profit. FNB Namibia incorporated or aligned to the Vision 2030 and NDP4 through the means of the formal strategic planning process, with the required knowledge of the government's goals in the long term. Insights into government goals was gained through the reading of appropriate government documents as well as continuous engagement with government, who are also a key stakeholder in FNB Namibia's growth.

6.5   CLARIFYING THE CONCEPTUAL LANDSCAPE

In light of the conclusive findings in the previous section, it is necessary to discuss the role of this study in clarifying the conceptual landscape.

This study provides a redefinition of corporate sustainability in terms of the literature studied and the insights gathered from the articles found in the keyword search in the systematic literature review as well as the context and findings of the case study.

Corporate sustainability is the interplay or relationship between the social, economic and environmental capital that result in partnerships that enable shared value creation.

This is done through the means of creating value to all stakeholders (pockets of shared value creation where capital growth/development are partnered by means of TBL development), CSR and good corporate governance. Corporate sustainability is further dependent on the political landscape (locally, nationally and globally). This definition is depicted in Figure 6.1.

FIGURE 6.1: Corporate Sustainability Redefined
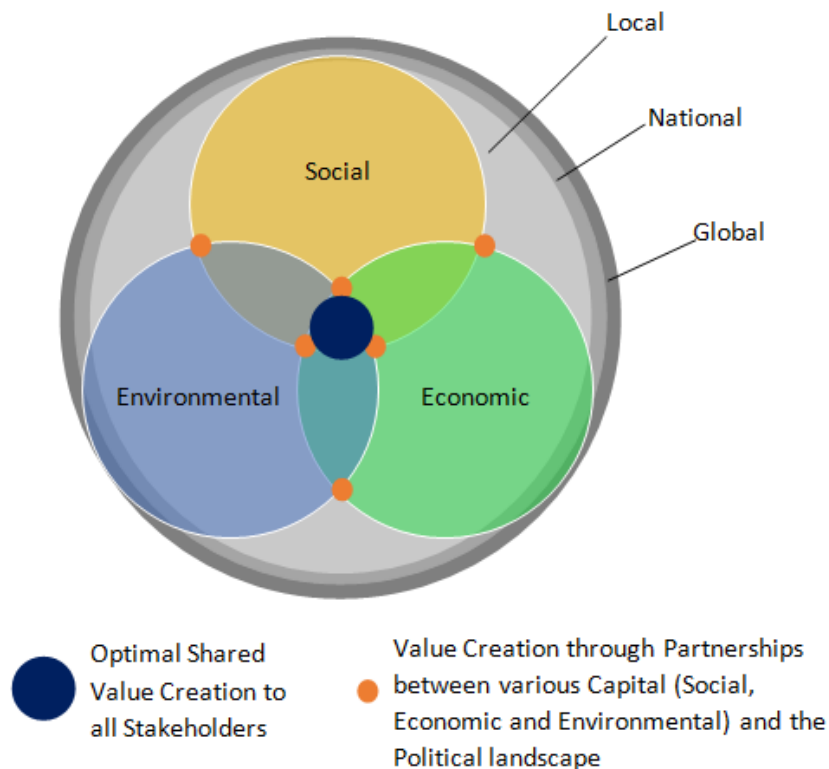
Source: Synthesis of Secondary and Primary Research

At the outset of this study the researcher was questioned with regards to why one would study what seems to be a politically driven agenda, like a national development document, as it was questioned what relevance this would have to the academic and practical understanding and use of strategic planning. Considering the redefinition of corporate sustainability as provided through this study, it is evident that based on the case study conducted and literature found, that the political context and climate plays an important role in the realisation and possibility of corporate sustainability in Southern Africa. Government provides a framework, culture and climate within which organisations enable sustainable development for the country and therefore also their own corporate sustainability.

6.6   LIMITATIONS OF THE STUDY

Although this study had the aim to explore how organisations' strategic planning can be linked to a national vision for a sustainable future, there is still more to be explored with regards to this research problem, as specific tools and the detail of strategies and the reasons for the selection of these could not be further explored in as much detail as planned.

Though there is enough evidence and reason to have selected only one sampling unit, having only one unit in the sample does limit the ability to generalise the result and findings of this study. This could therefore also be considered as a limitation.

6.7   SUGGESTIONS FOR FUTURE RESEARCH

This section provides suggestions for future research based on the methodology of this study and on the findings or insights gained from the study.

This research was twofold in that a systematic literature review was conducted as part of the secondary research as well as a case study for primary research. For the systematic literature review only the Sabinet Database was used, to be able to consider Africa and specifically Southern African publications. This study could thus be replicated, but with a change by means of the inclusion of a wider scope or databases or more sources of publications to include when doing the systematic literature review.

A future study could also focus on more than one case study or on organisations in different countries or industries, this will add to the body of knowledge in terms of corporate sustainability and how organisations have successfully or unsuccessfully linked a national plan for sustainable development into their strategy and operations. This could increase the perspective of how strategic planning in terms of sustainable development, with government as partner, occurs in practice.

The same case can be studied after the year 2020, to measure how FNB Namibia achieved its objectives and its role in the Namibian economy in realising the national

development goals in Namibia. The strategic planning process and how this untangled in the organisation with regards to implementation and emergent strategies could then also be studied.

A further study could investigate the implementation of the strategic plan that is linked to a national vision for a sustainable future. This further study could then discuss the methods used for implementing the strategy for corporate sustainability.

A quantitative study can also be done in terms of the specific strategic levers or elements of the organisation that is linked to the national vision for a sustainable future. The impact of the strategy implementation and roll-out in the organisation can then be calculated to determine the impact of an organisation in realising the national vision.

The role of politics and the creation of a specific political climate within a country can be further investigated, to quantify the impact of the political climate on sustainable development and the enabling of organisations to operate sustainably.

The following specific propositions could be used as initiators for further study:

Proposition 1: A relationship exists between the political climate created by a government and the ability of an organisation to operate sustainability.

Proposition 2: FNB Namibia had a direct contribution to the realisation of NDP4.

Proposition 3: Focussing on corporate sustainability as an end result ensures higher profits than having a profit focus as the end result.

6.8   MANAGERIAL IMPLICATIONS

Strategic thinking and strategic planning are often not regarded as the core competence of managers or executive leaders at the majority of companies (Christensen, 1997). Strategic planning is often regarded as a tedious process that happens every year or every three or five years at specific intervals. By some managers, strategic planning is regarded as an activity of thinking only, a non-tangible

and therefore not really relevant when it comes to the doing of business. This study provides evidence of strategic planning as an iterative process which is dynamic and not only based on a once-off session or decision. It is true that the general direction of where an organisation is going is often decided at such a strategic planning intervention, but strategy and strategic planning occurs every day in the daily decisions that have to be made in the running of the company and the growing of new business. Managers should also be aware that strategic planning is not always only in the hands of the managers and therefore top-down, but that strategic planning also occurs bottom-up as the frontline actors respond within the strategic framework of an organisation.

Strategic planning therefore requires the thinkers and the doers to be involved in their own business, to understand whether they are market takers or market makers and enable the organisation and its people to grow and realise the strategy and to do so collectively.

This study has also lead to the creation of a tool that can be used to assist the organisation in strategic planning for corporate sustainability. This tool assesses and guides an organisation in what is necessary to consider when aligning to a national strategic vision for a sustainable future. It can also assist the organisation to better understand the strategic planning process and what needs to be considered (the mode of strategic planning, the types of strategies, and the role-players impacting an imposed strategy as well as the value creation through the interaction of social, economic and environmental capital). The model is presented in Figure 6.2.

FIGURE 6.2: Corporate Sustainability through Strategic Planning – An Integrated Model
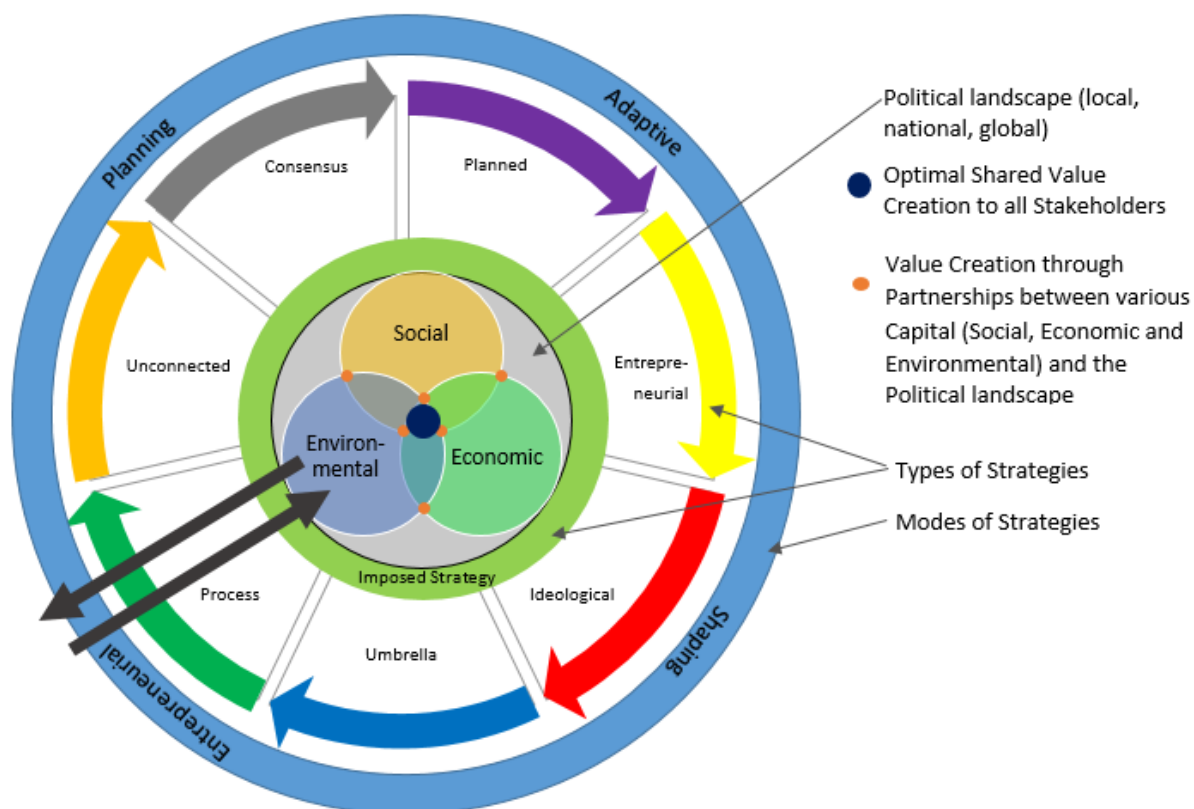
Source: Author's compilation, synthesis of research and practice

This study also re-emphasises to management and the leadership of organisations that running a business in the 21st century and beyond cannot be removed from corporate sustainability and the elements to which corporate sustainability refers. To ensure long-term sustainable profit, organisations will have to consider the ecological environment as well as the social dynamics within and external to the organisation.

The relationship and partnership required between government and society, and therefore organisations, cannot be overemphasised. Organisations and government should be held accountable by each other concerning their agreement to the country to serve a specific purpose. The accountability is also to be translated in a mutual responsibility to create change within the country, industry and lives of those who are governed within the country and organisation. It is of importance for management to stay ahead and informed on activities, regulations and opinions of government as this also affects the business environment.

This study and the Integrated Model can be used as best practice in terms of linking an organisation's strategic planning to a national vision for a sustainable future.

Lastly, together, through the collaboration of government and organisations operating within a country, a focus for a national sustainable future can be created in an organisation and driven as a strategic imperative.

6.9   CONCLUSION

The main contribution of this study is towards the expansion of the data and information available with regards to how organisations' strategic planning can be linked to a national vision for a sustainable future. A model was created in this regard, to assist in the strategic planning process for corporate sustainability. The study also identified the need for organisations to link with a national vision for a sustainable future and in the same vein raise awareness of the need for countries to have national plans for sustainable development. If a future is to be considered, it can only be considered if wealth creation in terms of economic, social and environmental gain and prosperity for all can become the reality. This reality can be achieved if individuals, organisations and government work together to realise the goals of national and international sustainable development.

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ANNEXURE A

Semi-structured Interview Guide

INTERVIEW GUIDE: FNB Namibia

Introductory questions/prompts:

1. What do you understand by 'sustainable development'?
2. What do you understand by corporate sustainability?
3. What do you think is the elements of a sustainable future for business?
4. Do you carry any knowledge of the Namibia Vision 2030 and the NDP4?

Objective 3:

Explore sustainability as a business imperative.

Question: Do you think it is important for FNB Namibia to be aligned to the Namibia Vision 2030? Why?

Question: Do you think it is important for FNB Namibia to operate sustainably? Why?

Prompt: What do you think is the role of business in creating a sustainable future?

Prompt: What do you think is the key challenges/opportunities for business to create a sustainable future?

Prompts: How do you perceive FNB Namibia's role in terms of the following (based on the broad strategies for Vision 2030/NDP4):

a. Maintaining an economy that is sustainable, efficient, flexible and competitive;

b. Operating a dynamic and accessible financial sector;

c. Achieving full and gainful employment;

d. Providing excellent, affordable health care for all;

e. Mainstreaming HIV/AIDS into development policies, plans and programmes;

f. Creating access to abundant, hygienic and healthy food, based on a policy of food security;

g. Providing full and appropriate education at all levels;

h. Leveraging knowledge and technology for the benefit of the people;

i. Promoting interpersonal harmony among people;

j. Operating a morally upright and tolerant society that is proud of its diversity;

k. Ensuring an atmosphere of peace, security and hope for a better life for all;

l. Maintaining stable, productive and diverse ecosystems managed for long-term sustainability;

m. Establishing and sustaining business standards of competence, productivity, ethical behaviour and high trust;

n. Upholding human rights and ensuring justice, equity and equality in the fullest sense for all, regardless of gender, age, religion, ethnicity, ability or political affiliation;

o. Maintaining a low-level, responsive bureaucracy;

p. Implementing a land-and natural resource policy that ensures fair access by all to the means of production;

q. Establishing and operating a fiscal policy that distributes wealth fairly, and encourages production, employment and development of wealth in a stable and sustainable economic climate;

r. Operating a responsive and democratic government that is truly representative of the people, and able to adhere to transparent, accountable systems of governance proactively;

s. Achieving collaboration between public, private and Civil Society organisations, in policy formulation, programming and implementation;

t. Maintaining sound international policies that ensure effective cooperation, favourable trade relations, peace and security.

Objective 5:

Determine how FNB Namibia has incorporated the Vision 2030 and NDP4 in their medium and long term strategic planning.

Question: What is FNB Namibia's vision for a sustainable future in Namibia?

Question: How does FNB Namibia ensure alignment or integration of a shared sustainable future for Namibia?

Question: What does FNB Namibia do to align to the Namibia Vision 2030 and NDP4?

Prompt: Is FNB Namibia using any particular forecasting techniques regarding a sustainable future in Namibia? What are these?

Question: Does FNB Namibia take an active role in shaping policy outcomes? How?

ANNEXURE B

FNB Namibia Holdings EXCO

(as at 30 June 2015)

EXCO Member & Nationality	Qualifications and Position
1. **Sarel Van Zyl** (53) Namibian	BBA Certificate, BBA, MBA *Group Chief Executive Officer*
2. **Oscar Capelao** (36) Namibian	BCom Hons (Accounting), CA *Group Chief Financial Officer*
3. **Andrew Kanime** (40) Namibian	BAdmin, BTech, BAcc, MBA *Group Head of Human Resources*
4. **Louis Potgieter** (52) Namibian	CA (SA) *Group Chief Operating Officer*
5. **Michelle van Wyk** (39) Namibian	BAcc; BAcc Hons; CA *Treasurer*
6. **Steve Galloway** (58) Namibian	BSc Hons(Geology), BCom Hons(Econ) *MD RMB Investments (Pty) Ltd; Head RMB Namibia*
7. **Johan du Plessis** (41) Namibian	BCompt (Hons), CTA, CRA *Group Chief Risk Officer and Ethics officer*
8. **Dixon Norval** (56) Namibian	BA Hons – MA, MBA *Head: Strategic Marketing & Communications*
9. **Thomas Slabbert** (58) Namibian	Estate agent board diploma, SMDP, various certificates in banking and property market *Head: Home Loans*
10. **Elmarie Cilliers** (50) Namibian	Certificate in Banking, MBA (SA), SMDP *Head: WesBank*
11. **Johan van der Westhuizen** (51) Namibian	BCom, HDE, CAIB (SA), Post Graduate Diploma in Financial Planning *Head: Business*
12. **Steve Coetzee** (54) Namibian	MDP, SMDP, various certificates Retail Banking *Acting Head: Retail*
13. **Francois Booysen** (49) South African	BCom, CIA, GIA (SA), CFSA, CCSA, CAIB(SA), SMDP *Head: Credit*

ANNEXURE C

Ethical Clearance

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Approved with Stipulations

New Application

24-Aug-2015

Proposal #: SU-HSD-000682

Title: A systematic review and synthesis of research and practice: Linking organisations' strategic plans with a national vision for a sustainable future.

Dear Miss Nina Louw,

Your **New Application** received on **20-Jul-2015**, was reviewed

Please note the following information about your approved research proposal:

Proposal Approval Period: **17-Aug-2015** -**16-Aug-2016**

The following stipulations are relevant to the approval of your project and must be adhered to:

The researcher is reminded to secure and forward written permission from the FNB branch manager or relevant authorised person to conduct her research. A copy of this email or written permission letter should be sent to the DESC and REC for record-keeping.

Please provide a letter of response to all the points raised IN ADDITION to HIGHLIGHTING or using the TRACK CHANGES function to indicate

ALL the corrections/amendments of ALL DOCUMENTS clearly in order to allow rapid scrutiny and appraisal.

Please take note of the general Investigator Responsibilities attached to this letter. You may commence with your research after complying fully with these guidelines.

Please remember to use your **proposal number** (**SU-HSD-000682**) on any documents or correspondence with the REC concerning your research proposal.

Please note that the REC has the prerogative and authority to ask further questions, seek additional information, require further modifications, or monitor the conduct of your research and the consent process.

Also note that a progress report should be submitted to the Committee before the approval period has expired if a continuation is required. The Committee will then consider the continuation of the project for a further year (if necessary).

This committee abides by the ethical norms and principles for research, established by the Declaration of Helsinki and the Guidelines for Ethical

Research: Principles Structures and Processes 2004 (Department of Health). Annually a number of projects may be selected randomly for an external audit.

National Health Research Ethics Committee (NHREC) registration number REC-050411-032.

We wish you the best as you conduct your research.

If you have any questions or need further help, please contact the REC office at 218089183.

Included Documents:

REC: Humanities New Application

Sincerely,

Clarissa Graham

REC Coordinator

Research Ethics Committee: Human Research (Humanities)

Approval Notice

Stipulated documents/requirements

03-Dec-2015

Proposal #: SU-HSD-000682

Title: A systematic review and synthesis of research and practice: Linking organisations' strategic plans with a national vision for a sustainable future.

Dear Miss Nina Louw,

Your stipulated documents/requirements received on 15-Oct-2015, was reviewed and **accepted.** Please note the following information about your approved research proposal:

Proposal Approval Period: 17-Aug-2015 - 16-Aug-2016

General comments:

Please take note of the general Investigator Responsibilities attached to this letter.

If the research deviates significantly from the undertaking that was made in the original application for research ethics clearance to the REC and/or alters the risk/benefit profile of the study, the researcher must undertake to notify the REC of these changes.

Please remember to use your **proposal number** (**SU-HSD-000682**) on any documents or correspondence with the REC concerning your research proposal.

Please note that the REC has the prerogative and authority to ask further questions, seek additional information, require further modifications, or monitor the conduct of your research and the consent process.

This committee abides by the ethical norms and principles for research, established by the Declaration of Helsinki and the Guidelines for Ethical Research: Principles Structures and Processes 2015 (Department of Health). Annually a number of projects may be selected randomly for an external audit.

National Health Research Ethics Committee (NHREC) registration number REC-050411-032.

We wish you the best as you conduct your research.

If you have any questions or need further help, please contact the REC office at 218089183.

Sincerely,

Clarissa Graham

REC Coordinator

Research Ethics Committee: Human Research (Humanities)

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