

Client Case Insight: Strategy development for a mining industry public entity

This case involved engaging with a national public entity established in terms of an enabling act with a mandate from the executive authority. On reviewing the performance against the strategic plan for the two prior years, it appeared that a number of strategic targets had not been met due to delays from the tripartite governing body (representing government, labour and industry) in approving frameworks, reports and recommendations.

A strategic assessment of the entity revealed that many of the strategic initiatives took an unacceptably long time to execute. Very few strategic projects were completed on time and within budget. This emerged as an all-round challenge with regards to approvals by the governing body to ensure research projects were undertaken and completed timeously. In order to help address and resolve these issues StratNovation was appointed:

- To develop the corporate strategy elements of vision, mission, values and to in turn develop the organisations goals and strategic objectives, (often referred to as strategic-outcome-orientated goals) and aligned the scorecards to ensure that the mandate, accountabilities; responsibilities for each executive and senior manager were clearly defined in terms of the the roles that they need to play in implementing the entity strategy;
- To refine the operational unit scorecards in line with the governing body's strategic plan by mapping a manageable (limited in number) set of measurable, strategic objectives with targets and performance tracking indicators, supported by strategic initiatives that clearly define the split of responsibilities between the different units which would assist the units to fulfil their roles more effectively;
- To facilitate the completion of an implementation plan and a full set of strategic initiative templates and measure templates, for comprehensive implementation of the strategy across all levels in the organisation; and finally
- To develop organisational structures for the future growth of the organisation over a period of three years aligned to the strategy;

Early on in the intervention, StratNovation realised that many of the strategic objectives were not measurable and did not align to the mandate of the entity. Further more, few targets were set over the required planning period of 4 years. Many of the projects being undertaken by the organisation were operational rather than strategic.


The StratNovation Team provided the following deliverables:


- A strategic assessment of the organisation, focusing on areas of poor strategic performance and strategy implementation;
- A strategic plan, addressing the next 5 planning years, including macro organisational structures for the next three years, ensuring the the strategy is aligned to the structure and therefore adequately resourced;
- Comprehensive strategy implementation frameworks – strategic initiative and measure templates and developed a strategy implementation budget, referred to as a STRATEX which was aligned the capital expenditure budget (CAPEX);
- A strategic management guiding for effectively implementing the plan and a governance guideline on how performance need to be reported for effective oversight by the governing body;
- a set of strategic recommendations for the head of the organisation and the chairperson of the governing body to consider in getting the organisations to achieve its strategic objective targets ;

The client made significant improvements in performance over a period of four years and reported excellent results in the forth reporting period, including achieving a clean audit report. One of the main reasons for these achievements was that the strategic plan implementation was funded each year, with budget being allocated to the

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various strategic initiatives, and through diligent monitoring their achievement led to the all of the strategic objective targets being met. It is extremely gratifying to see a this client take our advice and budget for the implementation of the strategic plan.

Over and above this, the following was also achieved by the client;

- Enhanced executive performance management agreements;
- Comprehensive performance reporting templates were developed to track and monitor performance; and a
- system to measure the organisation's overall effectiveness was implemented.


Further to this engagement, a number of other projects around board governance were embarked upon. The end-result enabled decisive actions to be taken on clarifying the strategic direction through diligent implementation of strategic plan over the 5-year period.

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