Success Factors of a Matrix Structure in a Multinational Financial Institution in Africa

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ABSTRACT

Matrix structures have been one of the most contested organisational designs for the past thirty years. At the same time many companies are also faced with the opportunity and challenge of expanding their operations into emerging markets and trying to structure themselves in the most efficient manner. Creating standards across operations, realising economies of scale and leveraging expertise all have an impact on a company's decision to adopt the matrix structure.

The purpose of the present research is to identify the success factors of a matrix structure in a multinational financial institution in Africa and how such a structure could be improved. Unstructured interviews were conducted at various Standard Bank operations across the African continent and an internal examination of the matrix structure was completed. A comparative analysis was done between the various countries, identifying which success factors were present and whether they were considered to be success factors in the matrix structure.

The findings of the research identified nine success factors that are essential in the matrix structure: support from senior management; clear and consistent corporate vision and strategy; employees that are receptive to the vision, goals and values of the organisation; integration of individual thinking and activities into the corporate agenda; developing the abilities, behaviour and performance of individual managers; clearing up and understanding the decision making process; clarifying the roles and responsibilities; alignment of business unit goals and policies and procedures to support the matrix.

The research should be of value to Standard Bank and any financial institutions that are debating or have implemented a matrix structure and want to understand what makes it work.

DECLARATION

I, Jason Marsden, declare that this research report is my own work. It is submitted in partial fulfilment of the requirements for the degree of Masters of Business Administration at the University of the Witwatersrand, Johannesburg. It has never been submitted for any degree or examination to this or any other university.

This research report is based on inputs received from Standard Bank staff members, but the analyses and interpretations are my own and do not necessarily reflect the views of the company.

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Jason Marsden   Date

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1. INTRODUCTION

1.1. Purpose of the study

The purpose of the study is to identify the success factors of a matrix structure in a multinational financial institution in Africa and how such a structure can be improved.

The study focuses on published literature and examples of companies that have implemented the matrix structure with the intention of being able to manage their complex environments. Due to the nature of the research and the available literature the case study method is used to understand these factors.

The researcher selected Standard Bank as the organisation where an internal examination of the matrix structure across several countries was completed. A comparative analysis was undertaken between the various countries and the head office structure and recommendations will follow.

1.2. Context of the study

The business environment is changing: emerging trends, such as increased global competition; new product and process technologies; increased concern for environmental impact; demands for more efficient and effective business processes; growing demand for quality and convenience; and the diffusion of new information and communication technologies are influencing management strategies and tactics (Morgan 1986; Bartlett and Ghoshal 1990; Goold and Campbell 2002; Atkinson 2003).

Wright (1979) and Bartlett and Ghoshal (1990) have emphasised that many senior executives are losing control of their companies because they are organisationally incapable of carrying out the sophisticated strategies they have developed. After

15 years out of the apartheid–induced economic wilderness, South African companies are finally adapting to the rigours and opportunities of the global market place (Lunche, 2008). The manner in which they go about doing this differs from company to company but there are common traits that provide benchmarks for successful international expansion.

According to Lunche (2008) the most successful companies are those which have made inroads into emerging markets, where they have been able to exploit the experience gained in South Africa. MTN, SABMiller, Standard Bank, Shoprite and many of the mining houses offer just some examples. Bartlett and Ghoshal (1990) underscore the fact that many executives have accepted the need to manage complexity rather than seek to minimise it. However, this realisation has also created another problem, that of increasingly complex organisational structures. Considering the examples above, most of their operations in the various countries will have a managing director who in turn oversees heads of departments. Each of the operations runs income generating business units supported by the traditional functions of HR and IT (Mosala, 2008).

Most of the subsidiaries are more responsive to their customers' needs than head office since they set their own local agenda and enjoy a level of independence. Mosala (2008) draws attention to four concerns with regards to this responsiveness, as it comes at a major cost:

1. Realising economies of scale for the entire organisation is very difficult;
2. Standardisation is absent across the operations, for example reporting, processes and production systems;
3. New product development is slow and costly;
4. Interconnectivity between the various operations becomes near impossible or requires high-priced and complex interfaces.

All of these factors have significantly impacted on the organisations and some have introduced a matrix organisational structure which is intended to limit the autonomy of the subsidiaries and to achieve a level of standardisation (Burns and Wholey 1993; Wellman 2007; Mosala 2008). The key factor is proper implementation of such organisational systems. The identifying feature of a matrix organisation is that some managers report to two bosses rather than the traditional single boss. There is a dual reporting line rather than a single reporting line (Davis and Lawrence 1978; Morgan 1986; Wellman 2007)

Matrix organisations became very popular in the late 70s but there are examples of companies that have extracted value and others where such a structure has created pandemonium. Their continued proliferation as a viable alternative to deal with increasingly complex businesses in a variety of industries, such as aerospace, automotive, banking, chemical, communications, computer, electronics, financial and energy (Johnson and Tingey 1976; Davis and Lawrence 1978; Galbraith 2000), confirms a need for information on the challenges and success factors.

Against the backdrop of some of the successes and many of the failed implementations of matrix structures in a variety of industries, it is valuable to understand why Standard Bank would be any different and what their key success factors would be.

1.3. Problem statement

The purpose of the research is to identify the success factors of a matrix structure in a multinational financial institution in Africa.

1.4. Significance of the study

The lack of empirically based articles on the topic is not surprising in the face of continuing confusion over what the matrix terms actually mean and the lack of development of any solid theoretical framework within which a hypothesis might be formulated and tested. Still, it is disturbing, hence the reason for this study, to renew academic interest in theory building and research activity in the study of matrix structures. While this topic seems to have gone largely ignored by scholars, practitioners continue to use the matrix concept extensively in their organisations (Ford and Randolph, 1992).

This study is significant for Standard Bank as the research may identify problems and recommend solutions that could be adopted by the organisation, therefore improving its current model and the way in which it is managed. The study might also benefit financial institutions' practitioners in general as they are currently grappling with the problem of how to manage their subsidiaries across the continent. The research will furnish valuable information in helping such institutions address this question. In addition it will offer certain insights into the key factors that may impact on the success of their matrix structures. The success of the case site indicates that the learning gained may promote understanding or inform practice for similar situations at other financial institutions (Leedy and Ormrod, 2001).

This study is also important to the academic world as access to a normally restricted case site will be obtained, providing a rare chance to examine a problem that would otherwise be lost to academic research. Access to the selected site and its workforce has been arranged, thereby allowing for the collection of comprehensive, relevant data (Perry, 2001).

1.5. Delimitations and limitations

1.5.1. Delimitations

The study will be carried out from the perspective of a multinational financial institution that has implemented a matrix structure and the views of its management team. The study will not focus on the customers' views or perspectives nor on the potential positive or negative factors that may arise as a result of the matrix structure.

Being a case study, the scope of the study will be limited to the matrix structure applied in Standard Bank, specifically in Southern Africa, excluding South Africa. No attempt will be made to investigate matrix structures at other financial institutions.

The study will focus on a specific division within Corporate and Investment Banking called Global Transactional Products and Services.

1.5.2. Limitations

The researcher has conducted an extensive search for literature on the topic; even though a number of articles have been identified the majority were published before the year 2000, and it seems as though very little has been done thereafter (Sy and D'Annunzio, 2005). This could be due to the matrix structure being recognised as a standard design for organisations; alternatively as a design that could create competitive advantage so that companies do not wish to share their experience.

With the nature of this research process being qualitative, adopting the form of a case study, certain limitations will apply.

Only limited generalisations can be made, as the purpose of case study research is to add to theory-building and to articulate patterns rather than to generalise to a population (Amaratunga and Baldry, 2001). Rowley (2002) argues however that generalisation can be performed if the research design has been informed by theory and is therefore seen to add to theory-building.

Apart from the interview schedule, no additional standardised instruments will be used, since data collection will occur by means of observations and unstructured interviews. Therefore subjectivity may exist as potential bias may slip in from the researcher and/or the interviewees. This might impact on both the construct validity and reliability of the research but will be guarded against where possible.

1.6. Definition of terms

The following definitions are relevant to the study:

Financial Institutions: are institutions that provide financial services to customers. These institutions include all types of banks, long-term insurance firms, wealth management firms and health care firms

Corporate Investment Banking (CIB): is a division within the Standard Bank group that provides a full range of products and services to corporate clients including other financial institutions.

Global Transactional Products and Services (GTPS): is a division within CIB that provides cash management, trade and custody services to corporate clients

Global Transactional Banking (GTB): is a division within the GTPS that focuses on providing corporate clients with cash management solutions to meet their needs.

2. LITERATURE REVIEW

This chapter outlines the literature used to derive the research proposition against which the research will be conducted. It sets out with an introduction to the matrix concept.

What follows is an explanation of all the existing benefits and advantages that have been identified from a selected group of case studies internationally. Thereafter, the challenges faced when implementing a matrix structure and the success factors will be discussed.

The literature review concludes with a summary of the argument thus far. A foundation is therefore set in place for the proposed research which aims to explore the success factors of a matrix structure in a multinational financial institution in Africa.

2.1. Matrix concept

Matrix management was a relatively new concept and grew out of the project management idea that was applied so successfully by the aerospace industry in the fifties and sixties, but now companies in many industries and in different fields are adapting different forms of the matrix (Davis and Lawrence 1978; Wright 1979). Simon (1983) suggests that matrix management differs from its precursor, project management, in two significant ways. Firstly, project management focuses on a single objective, while matrix management addresses multiple objectives. Secondly, although the project organisation has a temporary existence, with the project team disbanding upon completion of the project, the matrix organisation is permanent. This distinction is regularly distorted because terminology has not kept pace with the evolution of the matrix concept: in the aerospace industry, especially, the term project management is often used to describe a true matrix structure.

According to Zomorrodian (1986) matrix organisations have been defined in many ways; his view is that is they are, “An effective organisational form, when a large number of projects compete for limited resources, resulting in demands of the functional units. A matrix organisation represents a web of horizontal, diagonal, and vertical relationships through which all tasks are to be performed.” (Zomorrodian 1986:170). Bartlett and Ghoshal (1990) make a critical point about the matrix structure, in that reconfiguring the formal structure of an organisation is a very blunt and brutal instrument of change. Executives should begin to focus on building an organisation rather than simply installing a new structure. Even though the new structure is meant to create more useful managerial ties these can take months to develop and may alienate or simply overwhelm many managers.

Davis and Lawrence (1978) and Teasley and Ready (1981) underline the fact that a matrix organisation is more than a matrix structure. It must be reinforced by matrix systems such as dual control and evaluation systems, by leaders who operate comfortably with later decision making, and by a culture that can negotiate open conflict and a balance of power.

Simon (1983) indicates that on paper, matrix management is an appealing solution to the manager’s desire to “have it both ways”. Conceptually, a matrix offers a means of realising the benefits of organising along programme lines while, at the same time, enjoying all the benefits of a functional organisation.

A matrix organisation is a response to increasing complexity and uncertainty in the environment. It is a way to institutionalise lateral communications in order to enable an organisation to address many different problems simultaneously (Zomorrodian 1986). The distinguishing features of a matrix organisation are 1) dual lines of command, with shared authority and responsibility for business outcomes and 2) a manager with two bosses (Davis and Lawrence 1978; Simon 1983; Joyce 1986; Morgan 1986).

Every matrix contains three unique and critical roles, according to Davis and Lawrence (1978): the top manager who heads up and balances the dual chains of command; the matrix bosses (functional, product, or area) who share subordinates; and the managers who report to two different matrix bosses. Each of these roles has its special requirements.

2.2. Benefits and advantages of a matrix structure

Numerous articles refer to certain conditions which must exist if the benefits of matrix structures are to be desirable for an organisation (Cleland and King 1974; Davis and Lawrence 1976; Wright 1979; Burns and Wholey 1993; Galbraith 2000; Sy and D'Annunzio 2005; Mosala 2008):

- When an organisation's reputation is at stake, for example, when failure would seriously damage the organisation, impairing its ability to survive.

- As soon as it is absolutely essential that the organisation needs to be highly responsive to environmental demands, such as markets and technology.

- The need to focus employees on multiple business objectives or goals; when there exists a multilateral objective whose attainment requires the participation of several relatively independent organisational subunits.

- While organisations face uncertainties that generate very high information processing requirements or alternatively they must deal with strong constraints on financial and/or human resources.

- When it is crucial to standardise products and services across countries or the organisation's activities are concerned with discrete end products whose demands for resources are large in comparison to the resources available. At the same time it is important to integrate functions and systems or it is imperative to centralise operations and realise economies of scale.

The benefits of matrix organisations are an increased capacity for decision making, achieved by lowering the level at which decisions are made, so that many more people learn to think like general managers, accompanied by increased organisational flexibility and improved team work and communications (Simon 1983; Kelly and Amburgey 1991; Sy and D'Annunzio 2005; Wellman 2007).

Davis and Lawrence (1976) and Wellman 2007 emphasise that the matrix's most basic advantage over the familiar functional product structure is that it facilitates a rapid management response to changing market and technical requirements. Further it helps middle managers make trade-off decisions from a general management perspective (Wright 1979; Kilmann 1985; Atkinson 2003).

Creating strong links from a functional point of view is normally one of the key objectives of organisations. Ford and Randolph (1992) mention that functional relationships enable individuals to remain abreast of new technical developments in their areas of expertise, by allowing functional grouping to interact in their functional areas of interest. This is also supported by Wright (1979) and Atkinson (2003).

The multi information channels allow the organisation to capture and analyse external complexities. The overlapping responsibilities were designed to combat parochialism and build flexibility into a company's response to change (Bartlett and Ghoshal 1990; Burns and Wholey 1993; Atkinson 2003).

Table 1. Summary of advantages and benefits of a matrix structure.

Benefits/ advantages	Authors
• Ability to centralise operations and realise economies of scale	Cleland and King (1974) Davis and Lawrence (1976) Galbraith (2000) Mosala (2008)
• Increased capacity for decision making	Simon (1983) Burns (1989) Sy and D'Annunzio (2005) Wellman (2007)
• Increased organisational flexibility	Davis and Lawrence (1976) Simon (1983) Kelly and Amburgey (1991) Burns and Wholey (1993) Sy and D'Annunzio (2005)
• Improved team work and communications	Simon (1983) Sy and D'Annunzio (2005) Wellman (2007)
• Facilitates a rapid management response to changing market and technical requirements	Davis and Lawrence (1976) Wellman (2007)
• Helps middle managers make trade off decisions	Kilmann (1985) Wright (1989) Davis and Lawrence (1976) Atkinson (2003) Wellman (2007)

Benefits/ advantages	Authors
• Functional relationships enable people to remain abreast of new developments in their area of expertise	Wright (1979) Ford and Randolph (1992) Atkinson (2003)
• Ability to capture information very quickly and analyse external complexities	Bartlett and Ghoshal (1990) Burns and Wholey (1993) Atkinson (2003)

2.3. Challenges of implementing a matrix structure

Companies face a host of challenges when adopting a matrix structure (Kolodny 1979; Teasley and Ready 1981; Bartlett and Ghoshal 1990; Burns and Wholey 1993; Atkinson 2003). In the case of Sy and D'Annunzio (2005), where they interviewed 294 mid-level and top-level managers from seven major US based corporations in six industries, the top five common challenges reported by participants were misaligned goals, unclear roles and responsibilities, ambiguous authority, lack of a matrix guardian, and silo focused employees.

Theorists such as Bartlett and Ghoshal (1993) have suggested that there are often disconnects between management levels in organisations that result in different experiences for leaders at different organisational levels. That is, the experiences of middle management within a matrix organisational structure could be different from those in top management. These differences could be a result of the management functions required of managers at the different organisational levels; for example top management is required to undertake strategic development while middle management focuses on the implementation of the strategy. These levels could result in different challenges faced by managers in the matrix structure.

Davis and Lawrence (1978) refer to nine pathologies of which managers who are adopting a matrix structure should be aware. Understanding the concerns and how to prevent them from occurring is essential to success. Some of these pathologies are mentioned by Wright (1979); Teasley and Ready (1981); Burns (1989); Goold and Campbell (2002); and support Davis and Lawrence's (1978) views.

<u>Tendencies towards anarchy</u> – A formless state of confusion where people do not recognise a boss to whom they feel responsible. Organisations should not rely on an informal matrix to coordinate critical tasks. The relationships between functional and product managers should be explicit so that people know what is expected of them under various circumstances. A matrix is a definite structure and not a "free form" organisation.

<u>Power Struggles</u> – Managers jockey for power in many organisations but a matrix design almost encourages them to do so. It is exceedingly difficult to forestall all power struggles. However, equal strength on the part of the two parties will prevent struggles from becoming destructive. One needs to make managers aware that to win power absolutely is to lose it ultimately.

<u>Severe groupitis</u> – The mistaken belief that matrix management is the same as group decision making. This issue can be resolved by ensuring that all participants are made aware of what a matrix is and what it is not. Alternatively <u>decision strangulation</u> occurs where there is too much democracy and not enough action. This can occur when there are conflicting views on important issues between the subsidiary teams and the head office. Constant debates will continue with no decisions being made and issues having to be escalated.

<u>Collapse during economic crunch</u> - When business declines, the matrix becomes the scapegoat for poor management and is discarded. This is one pathology that requires preventative treatment as there does not seem to be a cure. Any company

that tends to retrench staff during hard times should not attempt to implement a matrix structure in the first place.

Excessive overheads – The fear of high costs associated with a matrix. In the initial phases overhead costs do in fact rise; however they should stabilise or be negated by productivity improvements and fewer bad decisions. Top management should not assume that each managerial slot requires a full time incumbent and may assign an individual two roles. It is important to ensure that they are on the same side of the matrix.

Sinking to lower levels – The matrix has some difficulty staying alive at executive levels of the organisation, and a corresponding tendency to sink to divisional levels where it thrives. Either senior management have not understood or been able to implement the matrix as effectively as lower levels of management. This may be the case when power struggles are evident. Alternatively, the matrix has found an appropriate place and may have experienced a healthy adjustment. Sinking normally occurs during the early stages of a matrix's evolution and leads to manageable matrix units.

Uncontrolled layering – Matrices that lie within matrices result frequently from the dynamics of power rather than the logic of design. The matrix starts to resemble the blueprint of a complex electronic machine, relationships become unnecessarily complex, and the matrix may become more of a burden than it is worth.

Navel Gazing – Managers in the matrix tend to focus on internal issues and lose touch with the marketplace. The external focus fades away since the short term demands of daily working life have yet to be worked through and normally happen in the early stages of the matrix. Preventing other pathologies will reduce the likelihood of this one occurring.

Properly applied, a matrix structure can do wonders to improve efficiency and the quality of a company's product or service. There are several key issues (highlighted by Ludwig 1970; Teasley and Ready 1981; Morgan 1986; Burns 1989; Overholt 1997; Goold and Campbell 2002; Atkinson 2003; Rees and Porter 2004; Sy and D'Annunzio 2005; Wellman 2007) that need to be addressed before any company tries to implement the matrix structure:

1. Support from senior management is particularly important, given that the matrix structure will challenge existing priorities about staff allocation and historical organisational objectives.
2. Lines of authority must be clearly set out because any uncertainty will result in ambiguities and unhealthy conflict and chaos. This may lead to workers playing one boss off against the other.
3. A major education effort is needed; the managers must fully understand the new rules of the game, so that they will not feel as if their authority has been threatened. Extra reporting may be required in order to reconcile the lines of authority on a cost centre basis.
4. The reward and recognition programmes are aligned to the lines of authority.
5. An understanding of the decision making process before the change and the impact of the matrix structure in the future since multiple managers will be involved.

Table 2. Summary of challenges of implementing a matrix structure

Challenges	**Authors**	**Industries**
• Misaligned goals	Kolodny (1979) Barlett and Ghoshal (1990) Burns and Wholey (1993) Sy and D'Annunzio (2005)	- Aerospace - Automotive - Chemical - Education - Electronics - Financial institution - Healthcare

		- IT (hardware, software & solutions) - Oil and gas - Public sector
Challenges	**Authors**	**Industries**
• Unclear roles and responsibilities	Kolodny (1979) Teasley and Ready (1981) Barlett and Ghoshal (1990) Burns and Wholey (1993) Atkinson (2003) Sy and D’Annunzio (2005)	- Aerospace - Automotive - Chemical - Education - Electronics - Financial institution - Healthcare - IT (hardware, software & solutions) - Oil and gas - Public sector
• Ambiguous authority - “Tendencies towards anarchy “	Ludwig (1970) Wright (1979) Davis and Lawrence (1978) Teasley and Ready (1981) Goold and Campbell (2002) Sy and D’Annunzio (2005)	
• Power struggles	Davis and Lawrence (1978) Wright (1979) Teasley and Ready (1981) Burns (1989) Overholt (1997) Goold and Campbell (2002)	
• Lack of a matrix guardian	Ludwig (1970) Teasley and Ready (1981) Barlett and Ghoshal (1990) Burns and Wholey (1993) Sy and D’Annunzio (2005)	

Challenges	Authors	Industries
• Silo focused employees	Barlett and Ghoshal (1990) Burns and Wholey (1993) Atkinson (2003) Sy and D'Annunzio (2005)	- Aerospace - Automotive - Chemical - Education - Electronics - Financial institution - Healthcare - IT (hardware, software & solutions) - Oil and gas - Public sector
• Clearing up and understanding the decision making process	Ludwig (1970) Davis and Lawrence (1978) Teasley and Ready (1981) Burns (1989) Goold and Campbell (2002) Wellman (2007)	
• Keeping the structure alive at all levels	Davis and Lawrence (1978) Goold and Campbell (2002)	
• The fear of high costs associated with a matrix structure	Davis and Lawrence (1978) Wright (1979) Teasley and Ready (1981) Burns (1989) Goold and Campbell (2002)	
• Being internally focused and losing touch with the market	Davis and Lawrence (1978) Wright (1979) Teasley and Ready (1981) Goold and Campbell (2002)	
• Alignment of the reward and recognition	Ludwig (1970) Morgan (1986) Goold and Campbell (2002) Atkinson (2003)	

2.4. Success factors of a matrix structure

The starting point for ensuring that matrix structures work effectively is to ensure that there is a genuine need for them. They should not be introduced simply on the basis that they are fashionable. They are most likely needed when problems, products or services do not fit easily with the existing departmental boundaries.

Companies that define their organisational objectives in purely structural terms will only be focusing on the basic framework of the organisation. Bartlett and Ghoshal (1990) propose that a company should work on the ensuing psychology: broad corporate beliefs, and norms that shape managers' perceptions and actions. Then the organisation should enrich the systems of communication and decision making that enable the lifeblood of the organisation – its physiology. Only later does the organisation consolidate and confirm its progress by realigning its anatomy through changes in the formal structure. This view is supported, in the case of Florida's integration of human service delivery, by Teasley and Ready (1981).

Companies that pursued this task effectively shared the following principal characteristics in common (Morgan 1986; Larson and Gobeli; Bartlett and Ghoshal 1990; Atkinson 2003; Sy and D'Annunzio 2005):

- They developed and communicated a clear and consistent corporate vision. No matter how clear, enduring and consistent the vision is, it cannot succeed unless individual employees understand and accept the company's stated goals and objectives. This all depends on their receptiveness rather than the communication.

- They effectively managed human resource tools to broaden individual perspectives to develop identification with corporate goals.

- They integrated individual thinking and activities into the broad corporate agenda by a process they called co-option (this process basically entails involving broad management in the decision-making process).

Bartlett and Ghoshal conclude that “most successful companies are those where top executives recognise the need to manage the new environmental and competitive demands by focusing less on the quest for the ideal structure and more on developing the abilities, behaviour and performance of individual managers” (Bartlett and Ghoshal 1990: 145). It boils down to putting the right people in leadership positions who would be dedicated to achieving the overall objectives of the organisation (Morgan 1986; Wellman 2007). Such individuals would find it easy to operate in a matrix of flexible perspectives and relationships. This allows individuals to judge and negotiate the trade offs that drive the organisation toward a shared strategic objective, as Bartlett and Ghoshal argue (1990).

In support of Bartlett and Ghoshal’s (1990) views, Waterman et al (1980) underscore the fact that when most organisations want to change they tend to focus on the structure. True, the notion that the structure follows strategy looks like an important addition to the organisational tool kit; yet strategy rarely seems to dictate unique structural solutions and the main problem in strategy seems to be execution. Organisations are creatures of habit, just like people. They are cultures, heavily influenced by the past. If one knows enough about how an organisation has made past decisions, one can fairly well predict how it will respond to future problems of strategic choice.

Waterman (1982) mentions that when a company thinks about a new strategy and accomplishes anything fundamental, this involves moving the whole culture of the organisation. In this context the McKinsey 7-S Framework (figure 1) contends that culture is at least a function of seven variables (Waterman et al, 1980). When all seven variables are aligned, the company is organised; when they are not the company has yet to be really organised even if its structure appears right.

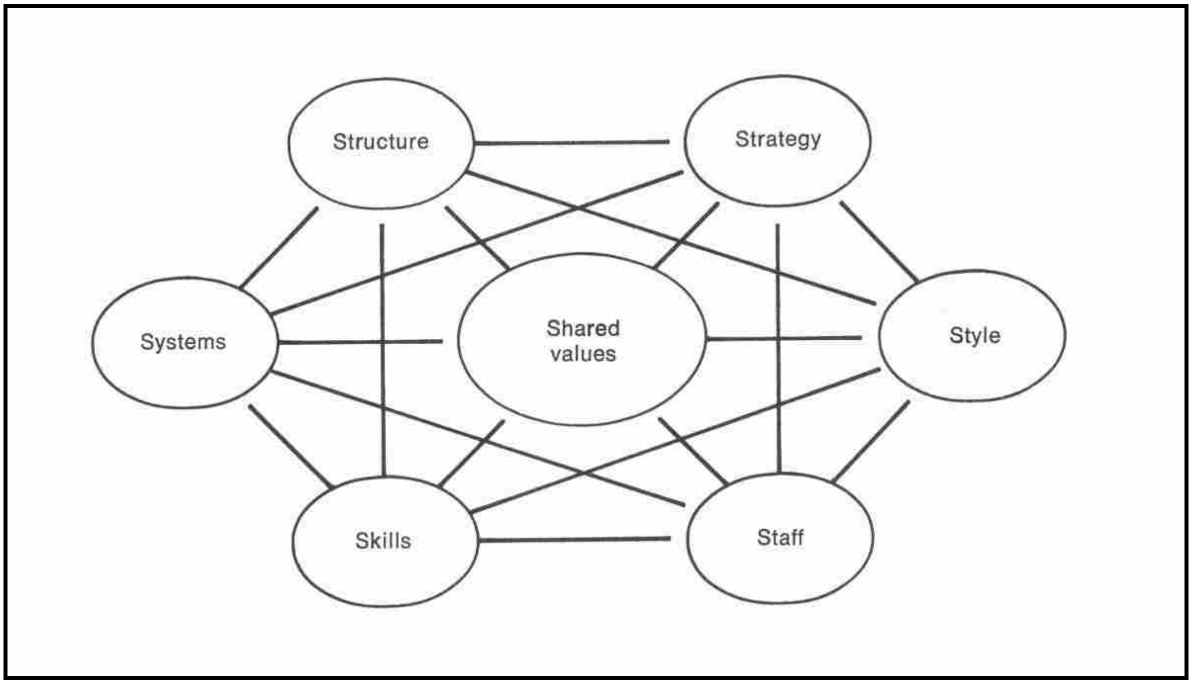

Figure 1. McKinsey 7-S Framework

The 7 variables mirror a number of challenges and success factors, mentioned in sections 2.3 and 2.4. They could aid in understanding the success factors as regards the matrix structure. The strategy in simple terms is a set of actions aimed at focusing the organisation in one direction and ensuring it gains a sustainable advantage over its competition. However it is essential that the organisation arrives at shared values which drive most people to achieve the common goal. Backed up by the right staff, this provides the necessary skills required to operate in the matrix. The style of management is crucial in the matrix since actions (behaviour) speak louder than words, which affects the rules of the game within the matrix; for example power struggles and layering. Systems will play a crucial role in conjunction with the style as the processes and flows will indicate how the organisation gets things done from day to day (Waterman et al 1980; Waterman 1982).

Table 3. Summary of the success factors from the literature review

Success factors	Authors	Industries
• Support from senior management – matrix guardian	Ludwig (1970) Teasley and Ready (1981) Goold and Campbell (2002) Rees and Porter (2004) Sy and D'Annunzio (2005) Wellman (2007)	- Aerospace - Oil and gas - Financial institution - IT (hardware, software & solutions) - Chemical - Automotive - Education - Public sector - Electronics
• Clear and consistent corporate vision	Waterman et al (1980) Teasley and Ready (1981) Waterman (1982) Larson and Gobeli (1987) Bartlett and Ghoshal (1990) Sy and D'Annunzio (2005)	
• Employees that are receptive to the vision, goals and values	Morgan (1986) Larson and Gobeli (1987) Bartlett and Ghoshal (1990) Atkinson (2003)	
• Integration of individual thinking and activities into the corporate agenda	Morgan (1986) Bartlett and Ghoshal (1990) Sy and D'Annunzio (2005)	
• Clear lines of authority	Teasley and Ready (1981) Morgan (1986) Bartlett and Ghoshal (1990) Rees and Porter (2004)	

Success factors	Authors	Industries
• Developing the abilities, behaviour and performance of individual managers	Morgan (1986) Bartlett and Ghoshal (1990) Wellman (2007)	- Aerospace - Oil and gas - Financial institution - IT (hardware, software & solutions) - Chemical - Automotive - Education - Public sector - Electronics
• A major education effort to drive the change process	Ludwig (1970) Morgan (1986) Burns (1989) Goold and Campbell (2002) Rees and Porter (2004)	
• Alignment of business unit goals	Barlett and Ghoshal (1990) Burns and Wholey (1993) Atkinson (2003) Sy and D'Annunzio (2005)	
• Alignment of the reward and recognition programmes	Ludwig (1970) Goold and Campbell (2002) Atkinson (2003) Sy and D'Annunzio (2005)	
• Structure (anatomy) should be the last thing to change in the matrix	Teasley and Ready (1981) Bartlett and Ghoshal (1990) Waterman et al (1980)	

2.5. Conclusion

Matrix structures are not recommended for every company, but where relevant such a structure may become an important part of an effective managerial process. Like any new method it may develop serious bugs, but the experiences that many companies are acquiring within this form of organisation can now help others to realise and avoid its pitfalls (Sy and D'Annunzio 2005). Davis and Lawrence (1978) emphasise that the matrix seems to have spread despite itself and its pathologies: it is difficult and complex and human flexibility is required to arrive at organisational flexibility.

Matrix structures may comprise a necessary aspect of organisational arrangements. This is because of the need to align the right mix of leadership and skills with organisational problems, products and services (Rees and Porter, 2004). The need for this may be growing since organisations increasingly need to align their structures with competitive market conditions. Matrix organisations can bring many organisational benefits. These include the type of development stemming from the action learning of the members of multi-disciplinary teams so that they learn from one another how to take a much broader approach to their work (Rees and Porter, 2004). However, there are a number of potential obstacles to be taken into account for matrix structures to be effective. As they may challenge existing authority relationships, priorities and resource allocations, effective integration with the conventional line structure cannot be taken for granted (Lawrence et al 1977; Burns and Wholey, 1993).

Matrix structures, where they are needed, require the support of senior management. Particular attention needs to be devoted to the selection, motivation and training of multi-disciplinary managers. The introduction of matrix structures may also reveal management selection and training needs on the part of the senior managers who are responsible for the implementation and monitoring of such structures (Rees and Porter 2004; Sy and D'Annunzio 2005).

As executives develop greater confidence with the matrix form, they bring the dotted line relationship (matrix structure) out of the closet and grant it legitimacy. Each time another organisation turns to the matrix, a larger and more varied number of predecessors will have chartered the way. The examples of wider application suggest that the matrix is less of an experiment and more a mature formulation in organisational design (Sy and Cote 2004).

2.6. Research proposition

Based on the literature review, the following proposition has been compiled:

Success factors of a matrix structure in a financial institution are:

- Support from senior management (matrix guardian);
- Clear and consistent corporate vision and strategy;
- Employees that are receptive to the vision, goals and values;
- Integration of individual thinking and activities into the corporate agenda;
- Developing the abilities, behaviour and performance of individual managers;
- Clearing up and understanding the decision making process;
- Continuous education and communication to staff;
- Clarify of roles and responsibilities;
- Alignment of business unit goals i.e. functional and regional;
- Policies and procedures to support the matrix;
- Structural changes should be implemented after all other aspects have been completed.

3. RESEARCH METHODOLOGY

This chapter describes the methodology that was used to answer the research proposition posed in the previous section. The chapter considers the chosen method and its implications for the research. The research design, organisation and sample of interviews are then discussed and followed by descriptions of the procedure used to collect the data, analyse and interpret it. This is followed by a discussion on the validity and reliability of the chosen research method.

3.1. Method

The aim of qualitative research is “to answer questions about the complex nature of phenomena, often with the purpose of describing and understanding the phenomena from the participants’ point of view” (Leedy and Ormrod, 2001:101). Qualitative researchers “normally start with general research questions rather than specific hypotheses, collect an extensive amount of verbal data from a small number of participants, organise the data into some form that gives them coherence, and use verbal descriptions to portray the situation they have studied” (Leedy and Ormrod, 2001:101).

Leedy and Ormrod (2001) identify specific characteristics of qualitative research that may apply to this study:

- The research process has the potential to reveal unknown variables;
- It explores and interprets situations;
- People will be able to express their personal views;
- The sample size is small and unstructured interviews will be used to collect data.

Taking the above characteristics into consideration when evaluating the nature of the problem mentioned in Section 1.3, a qualitative approach was proposed. Since a specific organisation was to be studied in depth for a predefined period of time, the case study method was used (Perry, 2001). Leedy and Ormrod (2001) suggest that forms of qualitative research share two features in common: the focus falls on phenomena that occur in natural settings and the phenomena are studied in all their complexity and multiple facets. Qualitative research therefore lent itself well to the case study method used here.

The research performed during this study exhibited many of Leedy and Ormrod's (2001) qualitative characteristics. A further explanation of specific characteristics that are pertinent to this study is nonetheless required.

The purpose of the research was to explore, interpret and describe the success factors of a matrix structure in a multi national financial institution in Africa, rather than to confirm or validate the success factors, which would be the case in quantitative research. In that sense the purpose of this study was to add to theory-building, rather than to test existing theory.

Data collection occurred through unstructured interviews and observations and therefore rigid, standardised instruments for data collection were not used. This does, however, mean that the research process might have been prejudiced by the researcher's individual view. The role of the researcher as an instrument in qualitative research can therefore not be ignored, in that his or her ability to interpret the collected data is critical to the understanding of the case study.

According to Benbasat, Goldstein and Mead (1987) research results depend heavily on the integrative powers of the researcher, while Rowley (2002) similarly argues that successful execution of the research depends essentially upon the competence of the researcher. In the present study he therefore attempted to alleviate the possible prejudice by not leading the interviewee, regularly confirming with the interviewee what had been meant by specific comments and applying various techniques to ensure validity and reliability.

One of the main reasons for choosing the case study method for this research is because it allows for the study of a matrix structure in its natural setting. Definitions of the case study method abound. One of the most widely used is Yin's definition where a case study is understood as an empirical enquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which in which multiple sources of evidence are used (Yin, 1994).

Mitchell defines the case study as a "detailed examination of an event (or series of related events) which the analyst believes exhibits the operations of some identified general theoretical principles" (Mitchell, 1983: 191, cited in Stoecker, 1991: 97). Stoecker offers his own definition of case studies as "those research projects which attempt to explain holistically the dynamics of a certain historical period of a particular social unit" (Stoecker, 1991: 97).

Yin (1994) suggests that case research is especially appropriate to the practical situation of a current business phenomenon within its real-life, dynamic context, especially when the boundaries between the phenomenon and its context are not clear-cut and various sources of data are used. According to Benbasat *et al* (1987) the case study method lends itself well to developing an understanding of how context and innovations interact as part of managerial and organisational issues and is therefore well-suited to the capturing of knowledge from individuals and then developing theories from this information.

Furthermore, from the literature review it is clear that the success factors of a matrix structure in a multi national financial institution in Africa are not well understood. Leedy and Ormrod (2001) argue that a case study is particularly appropriate for learning about situations that are poorly understood. This is echoed by Benbasat et al (1987), who state that a fundamental difference between scientific research and case study research is that the researcher in a case study may possess less previous understanding of the variables of interest and how they will be measured.

3.2. Organisation and sample

The next section describes the organisation and lists the names of the people who were interviewed.

3.2.1. Organisation

Standard Bank Group is one of the big four full-service South African banks. It operates in a range of banking and related financial services and is widely represented in eighteen African countries and twenty countries outside of Africa, with an emerging markets focus. Globally Standard Bank operates 1 103 branches and 4 916 Autobank machines (standardbank.co.za, 2008).

The Standard Bank Group is the largest South African banking group, ranked by assets and earnings. The group possessed total assets of over R1 191 billion (approximately $175 billion) at 31 December 2007 and employed more than 48 000 (including Liberty Life) staff worldwide. Standard Bank's market capitalisation at 31 December 2007 was R137 billion, approximately $20 billion (standardbank.co.za, 2008).

The group is divided into three key business units:

1. Personal and Business Banking provides financial services to individual customers and small to medium sized enterprises;
2. Corporate and Investment Banking (CIB) provides banking to larger corporates, financial institutions and international counterparties in South Africa and other emerging markets;
3. Investment Management and Life Assurance provides life insurance activities through the group.

The study focused on the Corporate and Investment Banking division which contains four key business units that have recently been aligned with the global product groups in the client facing areas, consolidating the existing business units into Coverage and Distribution, Global Markets, Investment Banking, Private Equity and Property Investments and Global Transaction Products and Services. Figure 2 furnishes a detailed breakdown of the divisions contained in each business unit. This mirrors the global centres of excellence in the business enabling areas of IT, Operations, Risk and HR. All of the above divisions have implemented a matrix structure and a matrix management philosophy in their product units and this is supported by the global centres of excellence. The structure was created as a result of the bank's expansion into emerging markets and as an attempt to ensure some form of consistency across geographies as well as a reduction in costs. The subsidiaries in each country will be run a managing director who in turn manages heads of departments. Each subsidiary contains income generating business units, with the traditional support functions, such as IT, HR and operations.

Coverage & Distribution	**Global Markets**	**Investment Banking**	**Private Equity and Property Investments**	**Transactional Products & Services**
Financial institutional group (FIG)	Global market sales	Corporate finance	Private equity	Investor services
Corporate banking	Commodities	Acquisition finance	Property investments and facilities	Global transactional banking
Client relationship management	Credit	Project finance		
Distribution	Equity derivatives	Asset finance		
Financial markets research	Foreign exchange	Structured trade finance		
	Interest rates derivatives trading	Medium term loan		
	Online share trading	Asset portfolio group		
	Fixed income trading	Credit portfolio management		

Coverage & Distribution	Global Markets	Investment Banking	Private Equity and Property Investments	Transactional Products & Services
	Money markets	BEE Financing		
	Interest rates sales and structuring	Property Finance		
	Quants	Securitisation		
		Equity capital markets		
		Debt capital markets		
		Credit Suisse standard securities (CSSS)		
		Investment banking legal		

Figure 2. The CIB structure by business unit

In order to understand the specific success factors of the matrix the researcher selected the Global Transactional Products and Services (GTPS) business unit as the case site. This unit maintains operations in sixteen African countries; however, the focus fell on eight of the countries in Southern Africa (Lesotho, Swaziland, Namibia, Botswana, Zimbabwe, Mozambique, Zambia and DRC). The teams in these various countries report to the CIB head in each country and to a Regional Head of GTPS. Against the backdrop of many failed implementations of matrix structures, it is valuable to understand why Standard Bank has adopted this approach and to understand the critical success factors from each country's perspective.

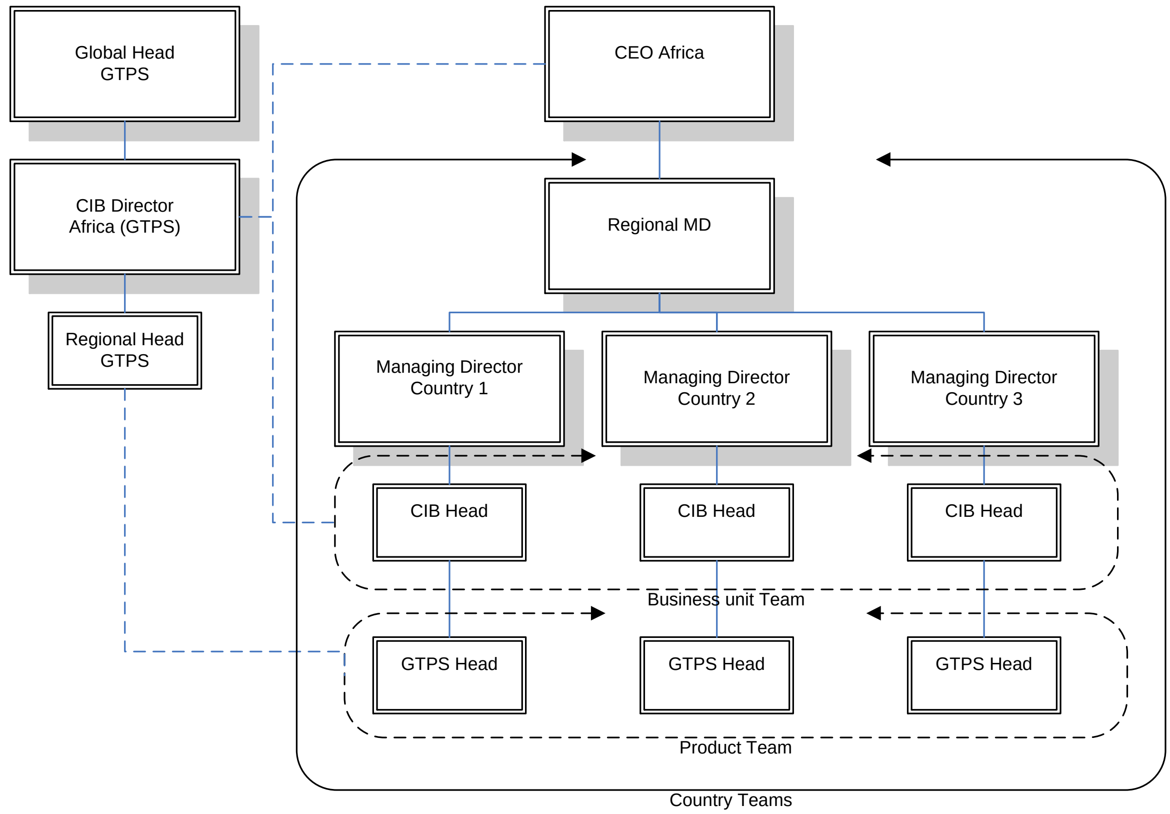

Figure 3. The Africa structure and its relationship with GTPS business unit

Formal approval was granted to conduct this case research at the site. Only one case site, instead of multiple sites, was used. As mentioned in Section 1.4, the fact that this specific site provides an opportunity to investigate a problem through unusual access which might otherwise be lost to academic research makes it a valuable research topic (Perry, 2001).

3.2.2. Population

The population included all Standard Bank employees who were currently working for the financial institution in the head office in Johannesburg or any one of the countries in which it is represented.

3.2.3. Interview sample

The nature of this sample design is such that the researcher purposefully selected respondents with the required experience to answer the research questions (Creswell, 1994). Furthermore, the goal was to select a convenience sample of experts who were representative of the population, and who were likely to offer normal perceptions and perspectives (Leedy and Ormrod, 2001). No attempt was made to select respondents randomly (Creswell, 1994).

The people interviewed in the organisation were the various role players within CIB and GTB that are involved in the design and management of the business across the continent, including the specific countries mentioned above. The researcher treated the GTB business unit as one study that allows for comparison at a later stage; however it is important to understand that eight countries were to supply their own insights and perspectives on the success factors, which could have a bearing on the study's strength of representation (Yin, 2003).

The researcher compiled a preliminary list of respondents who provided a representative view of the situation. A total of 21 interviews were planned, but if duplication was identified in the interview process, the number would be reduced.

Name	**Designation**
Roy Ross	Director and Head Corporate and Investment Banking Africa
Jose Ribeiro	GTB Head: Africa
Frans Matlala	Head and Director of GTB
Monica Ndolo	GTB: Sales Support Africa
Hogan Thring	GTB Head: Swaziland
Calvin Maseko	CIB Head: Swaziland
Dave Rose	CIB Head: Lesotho
Mahashe Chaka	GTB Head: Lesotho

Name	Designation
Jaco Burger	CIB Head: Namibia
Hannetjie Walsh	GTB Head: Namibia
Tasha Ferreira	CIB Head: Botswana
Chad Smith	GTB Head: Botswana
Weston Makwara	CIB Head: Zimbabwe
Mollie Mashevedze	GTB Head: Zimbabwe
Ken Cockerill	CIB Head: Mozambique
Faizal Daude	GTB Head: Mozambique
Anton Marias	CIB Head: Zambia
David Chanda	GTB Head: Zambia
Timo Ntoto	GTB Head: DRC
Jean Rey	Deputy Managing Director and Head of Corporate Investment Banking DRC
Liora Goss	Part Time Lecturer – Organisational Design and Development MBA

3.3. Data collection

There is no off the shelf package of data collection tools to use in case study research (Yin, 2003) Miles and Huberman (1994) have observed that no study conforms exactly to a standard methodology; each one calls for the researcher to bend the approach to the peculiarities of the setting. This is particularly true of case study research. Three sources of data were used: interviews, observations by the researcher and relevant documentation (Yin, 1994). These three sources allowed for triangulation: a process that is described further on.

3.3.1. Interviews as the main data source

Rowley (2002:18) defines a research design as the “logic that links data to be collected and the conclusions to be drawn to the initial questions of a study”. The main thrust of the proposed research design was the formulation of a research question followed by unstructured interviews to aid in discovering potentially new aspects not uncovered during the literature review.

The next phase was to develop an unstructured interview schedule (refer to Appendix C), which was used in the interviews to assist with the reliability of data collection and to ensure that the question was answered as comprehensively as possible so as to ensure a thorough analysis. The interview schedule did not contain any closed or structured questions as the interview needed to remain flexible in order to allow for any relevant information to emerge. The questions were open ended and focused on the key success factors of a matrix structure in financial institutions. Towards the end of the interview various probes were undertaken to ensure that all aspects of the question were covered as comprehensively as possible.

As indicated above the researcher was given the support and commitment of the Director and Head Corporate and Investment Banking Africa to assist in gaining commitment from selected respondents. All respondents were contacted initially via e-mail to inform them about the purpose of the study, issues to be covered and the research process (refer to appendix B). Upon acceptance, an electronic communication was sent to the respondent confirming the time, date and location of the interview. The researcher conducted interviews face to face and via telephone conference. All respondents gave the researcher permission to publish their responses from the interviews. Each interview was taped and transcribed thereafter. Back up notes were taken in case of equipment malfunction.

Even though open ended guiding questions were used to structure the interviews, the respondents were directed into areas of interest. This technique may assist the researcher in exploring the research topic but it may have its drawbacks (Leedy and Ormrod, 2001). It should also be noted that no other standardised instruments for data collection were used, since data collection occurred through interviews as well as through observations made by the researcher.

Despite the advantages of interviews special care needed to be taken when using this method of collecting data since there are a few disadvantages associated with in-depth interviews. These are as follows:

- the researcher's presence may bias responses (Creswell,1994);
- "not all people are equally articulate and perceptive" (Creswell,1994:150);
- information provided by the respondent is coloured by his/her own perspective (Creswell,1994).

The researcher attempted to alleviate some of these issues by constantly confirming with the respondent the intended meaning of his/her response, not intentionally leading the respondent and avoiding colloquialisms and confusing words.

3.3.2. Other data sources

The data obtained from interviews was complemented by observations made by the researcher during the interviews and while spending time on-site with the various countries. The researcher ensured that he did not confuse observations with the interpretation of data.

Related documentation that was provided by the interviewees was included in the data collection process. Other documents such as memoranda, organisation charts and formal reports were also used as a source of data. One should note that the documentation referred to here is not the documentation used in the literature review.

3.3.3. Data storage

Yin (1994) and Rowley (2002) also advise researchers to create a case study database; although their advice has yet to be widely adopted, the researcher created one that contained the data from the above three sources to facilitate an audit trail. Daily backups of this database were made onto memory stick and external hard drive while the research was in progress.

The context within which the case was found was also documented, including high level information on the historical, economic and social factors that relate to the case. According to Leedy and Ormrod (2001) the context would not only assist in interpretation, but would also enable others who read the research to draw conclusions on the extent to which the findings might be generalisable to other situations.

The case study data base therefore contains the following information:

1. Interview notes;
2. Observations;
3. Related documentation;
4. Notes on the context of the case.

3.3.4. Triangulation

Rowley (2002) asserts that one of the great strengths of case studies when put side by side with other research methods is that they allow for evidence to be collected from multiple sources. Triangulation arises from the need to confirm the validity of the research process (Stake, 1995). It allows for the use of data from numerous sources, each of which contains different types of faults or flaws, to ensure that a more objective understanding of the data can be obtained across the different sources and therefore to assist in data convergence (Yin, 1994).

Denzin (1984) refers to data source triangulation and this concept was used in this case, where data indicating conflicts between the various information sources was further examined before being included in the data analysis phase. Therefore, the interview process at the organisation was followed by an interview with a subject matter expert and then by a process where the additional information was gathered from additional memoranda, organisation charts and formal reports to lead towards triangulation.

3.4. Data analysis and interpretation

Idiographic research is “concerned with exploring particular cases or events and providing the richest picture of what transpires” (Cornford and Smithson, 1996:45). More specifically, it is proposed that qualitative design takes the form of content analysis.

Leedy and Ormrod (2001) describe content analysis as a “detailed and systematic examination of the contents of a particular body of material for the purposes of identifying patterns, themes, or biases”. In this case the content analysis was carried out on the transcripts of the interviews which had taken place between the researcher and the respondents. Note that content analysis in the true sense of the word was not carried out although the data was coded: the focus was placed on how many people have raised a specific issue, not on how many times the issue has been raised. This was to prevent a potential situation where one person might have been very vocal about a specific issue, without that issue being raised by anybody else; thus not accurately reflecting the appropriate weighting across all the data sources. However the nature of the data does not enable simple analysis (Rowley, 2002) and, as noted, relies heavily on the integrative power of the researcher (Benbasat et al, 1987).

The data analysis activity took place concurrently with the collection and interpretation of the data, and the writing of the report. As mentioned, care was taken not to confuse observations with interpretations. This is different to quantitative research where the process is linear (Creswell, 1994).

The following procedure was deployed in analysing the data:

1. The data was viewed to gain a sense of the data in its entirety (Leedy and Ormrod, 2001),
2. Rowley's (2002) principle of addressing the most significant aspect of the case study (the success factors of matrix structures) and drawing on the researcher's prior knowledge of the subject obtained during the literature review, but in an objective manner, was followed.
3. The data was reduced to categories. Miles and Huberman (1994) view data reduction as an important component of data analysis. Therefore, although data analysis initially took all collected data into account, part of the analysis phase was to extract, simplify and condense relevant parts of the data. Data reduction also played an integral part in data display.
4. The data was integrated and synthesised. This is represented in the form of matrices (Leedy and Ormrod, 2001), specifically in the areas where a summary of issues or quotations is required (Miles and Huberman, 1994).

As Leedy and Ormrod (2001:290) state that "to display data is certainly important, but … the interpretation of the data is the essence of research". During interpretation, the researcher was aware that potentially new factors for the success of matrix structures might be uncovered.

3.5. Validity and reliability

The value of the research is determined by its internal and external validity. Validity is concerned with whether the interviews (in this case) "measure what [they are] supposed to" (Leedy and Ormrod, 2001:31) and whether this will lead to compelling conclusions about matrix structures in financial institutions. Internal validity is "the extent to which its design and the data that it yields allow the researcher to draw accurate conclusions about the cause-and-effect and other relationships within the data” (Leedy and Ormrod, 2001:103). On the other hand, external validity is “the extent to which its results apply to situations beyond the study itself” (Leedy and Ormrod, 2001:105).

3.5.1. External validity

To ensure external validity the findings need to be generalisable (Leedy and Ormrod, 2001). This implies that the sample is representative of the population (Leedy and Ormrod, 2001). However the intention of qualitative research is not to be able to infer the findings onto the population. Rather, it is an attempt to interpret the event from a unique perspective (Creswell, 1994). Only limited generalisations can be arrived at in this research as the purpose is to add to theory-building rather than to generalise to a population. However, the external validity of this research could be reinforced in that it takes place in “A real-life setting” (Leedy and Ormrod, 2001:105).

Rowley (2002) suggest that generalisation can be carried out if the case study design has been informed by theory and is therefore seen to add to theory-building. She also suggests that case study protocol will assist in ensuring external validity. Case study protocol in this study will entail free access to and the use of multiple sources of data, as outlined in section 3.4, and the explicit statement of the research question.

3.5.2. Internal validity

Internal validity is important as it attempts to “minimise alternative explanations for the results obtained” (Leedy and Ormrod, 2001:107). Therefore, internal validity is more relevant in studies that try to establish causal relationships but is not as relevant in most observational or descriptive studies, such as the case research method (Rowley, 2002).

There are various types of internal validity: construct validity, content validity, face validity and criterion-related validity (Leedy and Ormrod, 2001). Only construct validity is relevant, and therefore discussed, here.

Rowley (2002) explains construct validity as reducing subjectivity by linking the questions posed during data collection (Section 3.3) to the original research questions (Sections 2.4).

Yin (1994) suggests a design test for construct validity as the establishment of correct operational measures. Examples of such measures would be the establishment of chains of evidence and by using multiple sources of data during data collection (i.e. triangulation). These issues will be adhered to in the research process (as discussed in various sections of this document) and for that reason construct validity will be achieved as far as is possible within this research approach.

3.5.3. Reliability

Reliability is defined as the extent to which similar research conducted in future will result in similar outcomes (Leedy & Ormrod, 2001). As mentioned before an unstructured interview guide was used, and a case study data base was compiled, with reliability being ensured where possible. In additional support of the concept, further mention is required of the multiple countries that participated in the case study. These countries could have been identified as individual case sites and this would have impacted positively on the reliability of the research as they could be compared to one another and the various factors identified. Similar research by another researcher might therefore lead to exactly the same results; however this cannot be guaranteed as the context of another study may be slightly different. Although this might be viewed as a shortcoming, it could also be seen as adding to the richness of the theory-building exercise.

4. PRESENTATION OF RESULTS, ANALYSIS AND DISCUSSION

This chapter summarises the responses from all the interviews that were conducted across the organisation. Further analysis and discussions have been included and an evaluation of all the success factors has been finalised.

Appendix D provides an overall view of all the respondents who identified whether a particular success factor was present in their business units, being CIB or GTB. The summary does not paint a very impressive picture of the current scenario as there are a number of success factors that do not seem to be present across all the countries and centres. However some respondents did not believe that all the success factors are essential to the success of the matrix. Conversely the results provide the business with new opportunities to rectify some of the existing problems so as to ensure greater alignment between the matrix management structure and the countries.

Based on observations and the responses from the interviewees the use of the matrix structure differs across the various departments within the bank, and in particular CIB. The majority of respondents believed that the matrix structure does provide value in one form or another; however it depends on the life stage of the bank and the business unit in that specific country. One respondent mentioned that in Namibia the bank is in a very mature and saturated market; it enjoys a very high market share and the potential to grow is very limited. From the respondent’s perspective he did not believe that the matrix could add significant value to the business and that it only increased the operating costs. In his view the matrix structure should be focusing on adding value to the developing countries that have not yet established themselves, for example Kenya and Nigeria.

There were subtle differences between the CIB and GTB heads in each of the countries. The one explanation is that they are exposed to different information, people and forums in the organisation and may experience a particular factor in a different way. The head office respondents also seem to hold slightly different views on what success factors are present in the business.

Most respondents believed that the GTB business unit is still in its infant stage of development, which provides the matrix structure with an opportunity to add value. A few respondents mentioned that it is not possible to have all the expertise on the ground as the local market opportunities are limited and not all local markets warrant the skill set or can justify the expense.

4.1. Support from senior management

Based on the majority of responses from respondents it seems as though there are a number of countries that do not appear to enjoy the support of senior management in the centre. This is not unique to the countries but also seems to be prevalent in the head office. Respondents from Lesotho, Swaziland, Zimbabwe and the DRC mentioned that they feel isolated at executive levels but do experience support at a business unit level. Most of the respondents argued that the senior management structure was focused on the new business ventures in Angola, Kenya and Nigeria. A few respondents mentioned that these countries have a very high growth potential and require additional support whilst establishing themselves in their relevant markets. Nevertheless most respondents felt that this was not acceptable and was having a negative effect on staff that work in the smaller countries.

Respondents from Lesotho and Swaziland mentioned that they are the dominant players in their local markets with a very high market share. There is very little potential to increase the profitability and size of the banks and the general view from respondents in head office is that the teams need to focus on retaining their current client base and extracting as much value as possible. The in country teams felt that very little financial investment is made by senior management to enable the bank to retain their client base by being proactive and innovative.

The Zimbabwean respondents mentioned that they have a very well established business that is operating under very difficult conditions due to the political instability in the country. At present the senior matrix team are not focusing on the business until the circumstances change. However the in country team believe that they need additional support as the operating environment is very fickle and they need ongoing support just to survive on a daily basis.

The DRC respondents are of the view that the senior matrix structure does not want to invest too heavily in the country at the moment owing to their war torn past and political instability. The in country team feel that this is unjust as the country is in the process rebuilding itself and is also attracting significant amounts of investment; however, the support from the bank seems to be very limited and this places a ceiling on the growth potential of the team.

The researcher identified that the CIB heads in the smaller countries mentioned above normally did not report the same level of experience as those CIB heads in the larger countries. It seems as though the smaller countries were used as developmental opportunities for high potential candidates to develop their all round knowledge of the business. These candidates normally required additional support due to their lack of this.

It is very clear that respondents from those countries who consider that they do not have the support of the senior management felt that they are at a disadvantage in the matrix: this makes the structure questionable from their point of view as the team are forced to operate on their own with very little investment, which impacts on potential growth and opportunities. Conversely this is not the case at the GTB business unit level where it was felt that the support of the regional structure was more effective as the countries contribute a significant amount of volume and value to the overall business. The respondents mentioned that this creates focus automatically as it is in the business unit's interest to make the countries successful by providing support.

Leadership was mentioned by both the interviewees based in the head office as well as the respondents in the countries. They seem to have their doubts about the executive that runs GTB as it does not seem to be interested in anything else besides South Africa. This can be seen in the inability to globalise the business and take advantage of the opportunities that currently exist on the continent. One interviewee mentioned that at a head office level it is very evident that the support of the GTB Africa team is mainly driven by the head of CIB Africa. Another respondent mentioned that there is a lack of support from the head of GTB and his executive team as their primary focus is on the South African operations, since they are not measured on the success of the African business. The misalignment and lack of support is creating a significant amount of tension between the support functions in GTB as they are struggling to meet the demands of the Africa business and dedicate the required resources to the key deliverables. The countries can definitely feel the impact of this tension and therefore want the power struggles to be resolved, and they would like to see more support and value add from the executive in GTB.

Even though a number of countries indicated that the success factor was not present they all agreed that a matrix guardian and the support of the executive are definitely required to ensure the focus and ongoing support of all the key resources needed to achieve results. For all the above reasons, the proposition that support from senior management is a success factor of a matrix structure in a financial institution has been accepted.

4.2. Clear corporate vision and strategy

Documents (Nel 2007) were sourced internally to gain a better understanding of the strategy that Standard Bank Africa was trying to achieve. It was very clear that the senior head office respondents understood the overall approach to the business. One particular respondent explained that the organisation was aiming at being the international bank for Africa in terms of size, profitability and relevance. The organisation has articulated its business model and defined what value will be delivered to which customer segments. Another respondent pointed out that the operating model and the business architecture were still being refined as these two categories posed a significant challenge to the business, as a result of various constraints across the continent.

All CIB heads and head office respondents noted that CIB has devised a comprehensive strategy that supported the Standard Bank Africa strategy. Most of the respondents indicated that this has been presented on a few occasions by David Munro, the Managing Director of CIB Africa, to the senior teams in each of the countries (Munro 2008). A key component of the strategy for Africa was the role that GTB would play in securing annuity based income for the bank. A number of respondents indicated that even though GTB had been highlighted as a key business unit within the CIB strategy they felt that the GTB strategy had not been communicated or alternatively had not been formulated.

As a result the country respondents mentioned that they normally needed to design their own GTB plan instead of being given guidance by the centre. A few respondents in the head office supported this statement by the countries and believed that better communication is required to create a common purpose and set of goals for GTB. Another respondent mentioned that the strategy is in place; however the operating model still needs to be defined as the current structures are inefficient in both the centre and the countries.

The majority of respondents mentioned that the bank and business units' high level strategy and policies would always be devised at the head office level. Execution would be the focus point of all the teams that operate in each of the countries and they would be responsible for driving the overall strategy in their respective markets.

An interesting observation is that the respondents from the DRC felt that there was no clear strategy in place. The concern seems to emanate from differing opinions in terms of the potential that could be leveraged out of the country. In the strategy documents (Nel 2007) it is very well articulated that the DRC in conjunction with Swaziland, Lesotho and Zimbabwe will be maintained as they are today. A limited amount of capital investment will be made.

Aside from the DRC all the country respondents believe that there is a very clear strategy in place for the bank in Africa and CIB. However the GTB strategy does not seem to have filtered down to all the countries, which is creating inconsistent drivers in the business. All respondents agreed that a clear and consistent vision and strategy is a critical success factor in a matrix structure as it provides direction to all of the teams irrespective of their geographic locations. Based on the above discussion points, the proposition that a clear and consistent vision and strategy is a success factor as regards a matrix structure in a financial institution has been accepted.

4.3. Receptive employees

Those countries that understood the strategy and goals also tended to have put the appropriate staff in place to support the business. Most of these individuals were very receptive to receiving information and being guided by the matrix structure in GTB. Respondents in Namibia, Swaziland and Lesotho believed that their staff are open to understanding the strategy and goals; however, these had not been communicated which created frustration. A few other countries mentioned that their staff had not been correctly profiled for the various roles and as a result the latter were not interested in where the business was going but only in being paid for the job being done. Attitudes seem to be a very important aspect of this success factor as those with negative attitudes were not interested in learning anything new or developing the business to a new level.

Several respondents mentioned that certain staff members were not receptive to the company's goals and objectives owing to specific issues in each of the countries. Some of the issues revolved around the leadership structures in the country and their willingness to empower staff to do their jobs. Other respondents mentioned that local hygiene issues (the working environment, salaries and job grading) were clouding people's views on the long term strategy of the organisation. They believed that these issues need to be resolved before the staff are willing to change their negative attitudes and start focusing on the future. A few respondents agreed but added that the negative attitudes and lack of skilled individuals in the countries could be the reason behind this problem. A few of the countries' representatives, for example Zambia, Mozambique and Namibia, had embraced the strategic intent of GTB, while the head office respondents believed that the maturity and quality of their staff had made a significant difference. This is also supported by a very strong leadership structure that understands how to empower its teams to perform.

A key observation made during the interviews was that the limited talent pool in each of the countries made recruitment of quality staff very difficult. A significant number of these individuals do not possess the maturity or exposure to multinational organisations that allows them to feel comfortable in operating within the matrix structure and following the direction of the company.

The local hygiene issues seem to be influencing staff members' receptiveness to the strategy and this would be a stumbling block for any organisation that is trying to entrench a message, irrespective of its structure. The majority of the respondents indicated that most of their staff are receptive to the vision and strategy of the business. They seem to think that it is only a limited number of individuals that create unnecessary negativity due to personal issues that have not been resolved. One respondent also mentioned that most of these problematic individuals are not part of the matrix reporting structure but only have one reporting line in the country. On the contrary the head office respondents are of the opinion that the level of maturity and capability of most staff members in the countries is not at the required standard. They believe that this is a hindrance in communicating the strategic intent of the organisation and encouraging the staff to be willing to live by the values of the group.

The majority of respondents indicated that this success factor may be present in most of the countries at the moment but it is a constant battle to keep staff motivated and receptive to the ongoing operational changes in the business. The majority also believed that this success factor is essential in the working of the matrix structure. Therefore the proposition which states that if employees are receptive to vision, goals and values, this constitutes a success factor of a matrix structure in a financial institution has been accepted.

4.4. Integration of individual thinking and activities

Several respondents mentioned that it is very difficult to integrate everyone's view at the strategic level of the organisation. Most respondents agreed that the executive tends to set the direction of the organisation; however it does not dictate the business units' and the individual country's plans in delivering the overarching strategy. The majority of respondents in the countries were very happy with the high level approach: they wanted to be able to contribute their views and recommendations at the business unit level (CIB) and product level (GTB). Some of the head office respondents form part of the executive that set the direction of the organisation and believed that the strategy has been very well thought through in consultation with the various managing directors across the continent and that it has not altered since being redefined two years ago. Another respondent mentioned that since the strategy was agreed the business units and individual countries have been tasked with defining the detail to achieve the overall objectives. In their view this allows for individual thinking to be included in the corporate agenda.

The head office respondents believe that the matrix is open to and inclusive of all stakeholders and team members for them to contribute their individual thoughts to the business unit strategy and action plans. One of the respondents mentioned that the CIB strategy was designed in consultation with all the CIB and product unit heads and the latter were given an opportunity to provide their views and suggestions on the structure and make up of the model. A few respondents seem to be a little disgruntled as their views were not incorporated into the final version of the strategy; however, others were excited by the inclusion of their suggestions.

At a GTB level one of the respondents mentioned that prior to 2008 the GTB matrix team compiled the action plans for all countries on its own and then expected the countries to execute the plans that had been presented to them. Another respondent mentioned that there was no consultation and all the local market knowledge and issues had been left out. The team felt disempowered and they were not supportive of the process. As a result the business was dependent on several people based in Johannesburg travelling the continent attempting to meet the objectives. This approach failed dismally, most of those individuals left the organisation and the business unit came to a standstill as nobody had bought into the plan nor was willing to continue the process.

Most of the GTB heads mentioned that matters had changed quite significantly as they were now part of the tactical planning process and each country was responsible for compiling its own action plan, taking all local knowledge and market factors into consideration. This was being done in the absence of an overarching GTB strategy. A few head office respondents commented that the GTB business unit allows people to share their views; however the leadership do not listen and put many of them into action. As a result a number of head office staff members have left the business after feeling disempowered and not being able to make a difference.

A few respondents mentioned some examples of how their ideas that had been tested in their local markets had been disseminated to other countries for implementation. One of the respondents discussed the product enhancement process which enabled anyone to put forward their product ideas for other people to comment on; subsequently the suggestion would be prioritised for development or alternatively rejected with feedback. Some of the successful examples spoken about were the Swaziland cross border payment solution which reduced the costs and time taken to make payments into South Africa. The solution was designed by the GTB head and was also rolled out to Lesotho and Namibia as they are part of the common monetary area. Clients in Botswana complained about not being able to identify who had not paid them; the team worked out a solution which was then copied and rolled out to eight other countries.

Some respondents believed that this success factor is not present within the business at present. On the contrary the majority of respondents felt that the factor was present and that this made a significant difference in the effectiveness of the matrix structure, since it demonstrated how individuals can work together and share their best practices in the interest of the organisation. Even those respondents who asserted that the factor was not present believed that it is a key success factor in any matrix. In terms of all the above comments and examples, the proposition that integrating individual thinking and activities into the corporate agenda constitutes a success factor of a matrix structure in a financial institution has been accepted.

4.5. Developing of individual managers

The ability to fill the gaps in the various countries is extremely difficult as the resource pool is very limited. It is also not that easy to place expatriates into the countries as work permits are difficult to obtain and costs are extremely high. All respondents from the various countries underscored the fact that they prefer to fill positions from within the country as they are trying to focus on social upliftment and skills development.

A very interesting statement made by the majority of respondents was that development involved going on training courses. Interviewees said that most of the soft skills (presentation, negotiation, communication, etc) development takes place in the country while all other development happens in South Africa. This is due to critical mass and product specific information that allows the sharing of knowledge and experience.

None of the respondents mentioned anything about coaching and on the job training as it seems to be taken for granted; however, when probing for details it was evident that no formal process exists within the business. Most of the interventions take place on an ad hoc basis and people seem to cope by leveraging the support of their colleagues around them.

A few head office respondents believed that the centre could play a role in coaching and exposing GTB heads from the continent to the South African business model and expertise. One concern mentioned by a respondent is that the South African business has not set any coaching principles in place for its own staff and they were wondering how they were going to coach other people.

According to some of the respondents there is also an opportunity to offer high calibre staff in South Africa the option of running a business and spending time in one of the countries that can afford to take on expatriates or alternatively introduce an exchange programme.

There is a major expectation that the matrix functions that are based in the head office will deliver the required results; however, this is not possible or realistic and impacts on business continuity (discussed in section 4.4). A couple of respondents indicated that the development of the GTB staff members has been stunted as a result of not taking ownership of the business environment.

Intellectual capital is a major differentiator in this environment and affects the success of all business units and their strategies. Only a few respondents mentioned that CIB has been focused on delivery of the sales and financial results of the business, utilising effective processes and cost management practices. They have traditionally not been required to focus on people development or practices as the system tends to weed out those who do not meet the necessary standards. However this is very different in the African countries as the limited qualified talent pool places immense pressure on the team to retain their talent and develop their shortcomings. Most CIB heads mentioned that the Standard Bank leadership centre based in Johannesburg is a clear indication of the organisation's commitment to developing employees by exposing them to world class facilities and content presented by some of the best lecturers from all over the world.

Two respondents highlighted the fact that individuals who work in this environment need to possess a high level of emotional intelligence. They believed that this influences the person's ability to work in a matrix structure and to accept the fact that they do not own all components of the business but are still accountable for delivering results. The individuals also need to be able to accept that they will be reporting to at least two people and that trust will form the basis of the relationship. An observation that the researcher made whilst conducting interviews in the various countries was the fact that several of the individuals do not in fact have the emotional intelligence to deal with the concept of operating in a matrix structure and really struggled to understand the concept.

Respondents commented that managers who work in the matrix need to be very good communicators and display the potential to think out of the box as the local market circumstances and factors in each country are different. The individuals need to be able to deal with ambiguity and a high level of complexity whilst still being able to focus on delivery. The managers must understand that not everything is going to be perfect when they are required to make decisions or take action. In addition they need to develop negotiation skills as there is a significant amount of lobbying that needs to be done in a country and in the centre to receive the required support and cause decisions to be made. Certain individuals demonstrated their abilities to communicate and negotiate whilst the researcher was observing them in their work place; however a number of GTB heads seemed to be very submissive when observed in discussions with their stakeholders. A few CIB heads mentioned that this was due to poor profiling of candidates and the lack of development.

From a behaviour perspective interviewees believed that the individuals who work in the matrix need to be very resourceful and possess the ability to find solutions to their problems by leveraging the expertise that is available across the organisation. One respondent commented that a solely proprietary view would fail as the task at hand requires a team based approach to meeting the expected outcomes. Individuals need to be excellent communicators as this affects his or her success within the matrix. A number of people mentioned that the values of the bank describe the behaviour that one looks for in an individual who is going to work in the CIB environment.

Reward and recognition is inevitably a topic that affects individuals at a personal level; the current policies are not managed centrally but rather at a local level. Respondents mentioned that this leaves them at a disadvantage as the HR practitioners and certain CIB heads do not understand the GTB environment. As a result unsuitable candidates that are either inexperienced or incorrectly profiled for the role are recruited. The head office respondents believe that the matrix managers should be included in the recruitment and remuneration process so as to ensure that top calibre candidates are placed in charge of the business. Poor recruitment only undermines business potential and influences the effective working of the matrix structure, according to several respondents.

An appropriate reward and recognition system is one component that enables the business to attract high calibre individuals to work within the matrix structure. These candidates tend to lift the standards of performance as they do not want be seen as average and treated the same as everyone else. At present it seems as though there is a lack of performance development in the business since everyone is treated equally and no additional benefits accrue from going beyond the call of duty. The researcher reviewed all of the GTB heads' balance scorecards (Chaka 2007; Chanda 2007; Daude 2007; Mashevedze 2007; Ntoto 2007; Smith 2007; Thring 2007; Walsh 2007) in order to gain a view of their development plans. It was evident in most cases that the level of attention given to the plans was below standard and generic.

The majority of respondents felt that the success factor was not present in most of the countries, including those from the head office. The few respondents who claimed the factor was present benefited from a very active leadership team with a strong focus on people development and realised that development was not to do with training courses. Most respondents felt that the development of people's abilities, behaviour and performance was a critical success factor when operating in a matrix structure and that an additional focus was required by the organisation. Therefore the proposition that developing the abilities, behaviours and performance of individual managers is a success factor of a matrix structure in a financial institution has been accepted.

4.6. Understanding the decision making process

All respondents mentioned the fact that the organisation exhibits a meeting culture and committee mentality in getting decisions made. The impact is that the decision making process at present is definitely slow as was highlighted by a few respondents in both the countries and at the centre. The head office respondents mentioned that they do not make decisions quickly, until they have developed a level of trust and understanding of the respective teams in each country. Most interviewees realised that this creates a significant amount of internal focus that negatively impacts on the matrix's ability to keep in touch with the local market. Another respondent admitted that decision makers are always anticipating change; hence they tend to postpone their decision making at the cost of the business.

One respondent provided an example where the roll out plan for the new electronic banking platform took an additional two months to gain approval as each country had to sign it off before finance and IT would commit themselves to the deadlines. In his view the internal debates lengthened the roll out plan by an additional six months; in the meantime one of the competitors launched their new solution on the market at the same time as the organisation was trying to agree on the priority of the countries being rolled out.

At a CIB head level all the respondents felt that they understood the process in terms of their own environment and felt that they had been empowered to make decisions at an operational level. They believed that the current matrix head understands that he needs to trust the team in place and has made himself available at any time should they need assistance. A few of the respondents stated that this had not been the case in 2007 as the leadership style was remarkably different and the matrix head wanted to micro manage the business. There is no doubt that this caused a lot of frustration at senior levels and a significant amount of time was spent focusing on internal issues. One respondent mentioned that it took him six months to change his structure and a few processes in the business as the matrix manager had not been comfortable with his decision.

The managing director of the country ended up making the decision as it was negatively influencing service levels.

A few respondents mentioned that the matrix structure does impact on clients in a number of ways, some positive and others negative; for example if a client wants to extend their overdraft facility beyond a certain limit the request needs to be sent to the centre for approval. This process takes a significant amount of time (up to one month) and frustrates clients as they are running businesses and can’t afford to wait for the bank to make slow decisions. The slow process creates an opportunity for local market competitors to provide quicker turnaround times as decisions are being made locally, which usually means that Standard Bank normally loses the business.

Several respondents mentioned that the opposite does occur as large corporate clients have complex needs which require specialist skills and the local banks cannot meet these demands. Examples like these normally mean that Standard Bank will be competing with international competitors and the difference is based on who displays the best understanding of their needs and is able to compile a comprehensive solution and turn around a decision in an acceptable time.

The most common view obtained from all respondents is that roles and responsibilities need to be clearly defined to resolve any issues regarding the decision making process. Once this has been agreed the matrix manager and the various team members should not experience difficulty in understanding their mandate. The researcher was taken aback by this comment as most respondents felt that the roles and responsibilities had not been adequately defined yet were happy with the decision making process. He felt that this was due to the change in leadership style and that the CIB heads were not being watched on a daily basis

All the above reasons lead to the acceptance of the proposition that clearing up and understanding the decision making process is a success factor of a matrix structure in a financial institution.

4.7. Continuous education and communication to staff

Communication was viewed from two different angles as the respondents pointed out that there was an initial change management process that needed to be communicated to all staff when the matrix structure was introduced. Secondly, ongoing communication was necessary to ensure that individuals were kept informed of the current developments within the business and that all stakeholders understood the direction of GTB.

All respondents were of the view that the structure was changed without realising the impact that it would have on the people working in the business. No real communication and education strategy was implemented to assist the staff through the process and this created a significant amount of uncertainty and uneasiness amongst those who had been working in the various business units for a long period of time. In addition they were expected to work and act differently but nobody had educated them directly regarding this.

In most of the respondents' views the change management process was initially non existent; however when this issues were pointed out to the senior executives they set a plan in place to communicate the message to all senior teams in each of the countries. The problem identified by the GTB heads was that none of the product unit team members had been included in these sessions yet they were expected to fall in line with the strategy. A few GTB heads pointed out that they felt marginalised and did not feel part of the greater team at the time.

General communication was well discussed amongst the majority of respondents from both the head office and the countries. Several respondents pointed out that communication is not being extended to all parties involved in the process. For example the operations and IT teams in the all countries are critical partners in the GTB business and must be educated on what is happening so that they can meet the future business requirements. Another respondent supported this view and added that people will not accept or support change unless they understand the need.

The GTB heads mentioned that they are not being kept informed by the centre with regards to GTB developments. Some of the examples quoted by the respondents were those of new product development, ongoing technical problems and developmental opportunities for their teams. At present they do not feel a part of the overall global business as the centre seems to be neglecting them. The respondents believed that there should be monthly GTB communication and education forums sharing the successes and learnings across the continent, so that everyone can benefit from the broad range of expertise and experience. They also mentioned that this is something that is done in South Africa.

The respondents were evenly split when asked if the success factor was present in their countries. Generally they felt that the process had improved but that there was still a long way to go before it was at an acceptable standard. When asked if they felt that continuous education and communication to staff was a success factor of a matrix structure all respondents replied affirmatively. Nevertheless a significant number of respondents felt that this factor would be important in any business, no matter what the organisational structure looks like.

Based on these comments, the proposition that continuous education and communication to staff constitute a success factor of a matrix structure in a financial institution has not been accepted or rejected, and additional discussion will be required.

4.8. *Clarification of the roles and responsibilities*

A respondent mentioned that psychological issues and challenges need to be overcome by individuals as they no longer own the business but rather share it with other individuals who possess a certain expertise. Together they share their knowledge to achieve overall success. However the respondent also stated that shared accountability does not work, especially when the roles and responsibilities have not been defined in terms of the required levels.

The head of CIB Africa mentioned that the lack of clarity regarding the roles and responsibilities of the teams in country and their various matrix partners are creating an enormous amount of confusion and frustration. The majority of the country respondents placed specific emphasis on this issue and requested it to be resolved as soon as possible. The GTB heads indicated that they did not know what role the matrix and their support teams would provide to the countries. This issue was normally identified during problematic situations.

The head office respondents agreed with the in country team members and mentioned that the roles had not been clearly documented nor also communicated. Since a lack of clarity has created a vacuum, power struggles have started to develop. GTB was a relatively new business unit in the rest of Africa and it has been going through rapid growth and change during that time. The impact on the head office team has been significant as they are trying to reorganise themselves in a structured fashion. A head office respondent spoke about the example of the electronic banking team who have become marginalised due to their focus on a specific product that is currently being phased out as a result of changing customer needs. Without realising that the in country teams are under tremendous pressure to keep the business growing.

Most team members in countries mentioned that they have taken on dual roles until the business model and structure is clarified. An example was cited by Zambia and Botswana where the GTB head has a direct reporting line to the CIB head in the country. They also have two matrix managers to whom they report on different product offerings (trade and cash management solutions). All the in country respondents were looking for guidance and direction from the centre. A number of respondents asked how far down the line the matrix should go. There was a general consensus that it should be at product and business unit level to eliminate confusion.

A few of the respondents from the smaller countries believed that this issue of taking on dual roles would not be resolved with the introduction of an operating model unless it caters for different scale operations. They were of the opinion that the number of resources would not change owing to cost pressures and limited opportunities in certain product markets.

According to several respondents structure generally appears to be the starting point at the bank; this certainly seems to be the case in CIB and has filtered into all business units. The problem identified by the interviewees is that as a result the roles and responsibilities of individuals have not been clarified, which impacts on people's willingness to accept accountability for their business units. According to the head of CIB Africa shared accountability does not work and this creates opportunities for people to 'pass the buck' and blame others for lack of delivery. To date delivery has been poor; as he mentioned there are pockets of success but the matrix is not being fully utilised. He believed that the concept was spoken about at a senior level but that it has not filtered down to the appropriate levels of management.

Another interviewee from the centre made the comment that there are a few power struggles taking place at present within the GTB business unit. These struggles are affecting the teams' abilities to deliver as a result of being disempowered and isolated from the broader team. Another example was adduced where the CIB head in the country is responsible to the Managing Director and then the board in the country. They are totally accountable for the business results and run the business at a local level. This does not seem to be the case at the head office level as it is very bureaucratic.

A few of the country respondents mentioned that the roles and responsibilities in GTB had been clearly defined; however, upon closer observation Mozambique was the only country that had devised a clear operating model and understood exactly what they needed to do to meet client needs. This model was a scaled down version of the South African operating model and was supported by the leadership of the Mozambican bank who understood the value of the GTB business unit. The performance of this particular team is considerably more effective than those of other countries that were interviewed and this view was echoed by a few of the head office respondents.

Clarifying roles and responsibilities is a factor that is not present in the majority of countries interviewed; nevertheless they all believe that this is a critical success factor in a matrix structure as it defines the expectations of both the matrix manager and the in country teams. In terms of all the comments made, the proposition of clarifying the roles and responsibilities as a success factor of a matrix structure in a financial institution has therefore been accepted.

4.9. Alignment of business unit goals

As mentioned above the organisation has devised a comprehensive strategy at the high level but there is no doubt that all the respondents pointed out that there seem to be different goals and objectives when broken down to business unit level. The in country respondents all felt that the matrix managers were never being measured on the same goals. As a result they also mentioned that this impacted on the matrix managers’ focus when it came to resolving key issues that were constraining a country’s ability to do business. The respondents in the head office held a slightly different view and believed that the countries needed to take responsibility for some of the issues that were being raised, instead of trying to pass the problem onto somebody else to resolve. One example mentioned by a respondent highlighted the fact that the GTB head in Lesotho was not interested in resolving client problems and preferred to pass them back to the centre for resolution. This problem also relates back to the issues discussed in section 4.8; since the roles and responsibilities had not been clearly defined it is very difficult to apportion blame.

All countries pointed out that they have implemented the balance scorecard methodology in order to manage the performance of individuals within the business. Each individual there is given his/her own scorecard with a specific set of deliverables. Several respondents stated that the specific measurable items were created without the GTB matrix manager as he/she was not in place at the beginning of the year. The biggest difficulty identified by the GTB heads is that they are being measured differently in each of the countries and these goals are not aligned to the overall GTB strategy. The GTB team in the centre has also created its own scorecards to manage individual performance as there were no guidelines in place when the team took over the business in February. The researcher collected copies of all these documents from the countries and the head office and confirmed what the respondents described: the goals are completely misaligned and inconsistent.

The head of CIB Africa stated that there are currently voids in the income statement as a result of various business units not being fully functional in the countries, and their support structures not being in place in the centre. This was especially true when the head office respondents mentioned that the GTB environment was not performing to its true potential as there was a lack of understanding of the financial numbers and how they could be leveraged more effectively. Another respondent mentioned that the GTB head office team is generally focused on the profit and loss issues in South Africa. This focus affects the sharing of knowledge and understanding between the countries which is left to a few resources dedicated to the rest of the continent.

Respondents from several countries mentioned that the matrix partners in the head office were being measured on comprehensive product income statements and balance sheets. This was particularly true for the GTB business unit but was not the case in each country. GTB country teams were only being measured on fees and commission and the volumes of units being sold. The most important line item, net interest income (NII), was managed and owned by the head of corporate banking and this marginalised the GTB heads in their environment.

The CIB heads mentioned why this was the case; it boiled down to the level of experience that the GTB heads possessed in most cases. In two of the countries this was being done to satisfy people rather than manage the business. However, this was not the case in Mozambique and Zambia. The GTB heads were fully accountable for the full product financials and this showed in their understanding of the business and the performance of the business unit.

The majority of respondents emphasised that the alignment of goals and key performance measures needed to happen as there is such a wide gap at the moment. They believed that this will impact on the value added to the countries as the matrix managers will be measured in terms of the overview of all the teams' performance. From their perspective they believe that this will create the necessary focus to bring the matrix partners into the various countries to gain a better understanding of where they could add value to the business in order to meet the aligned goals.

Most respondents indicated that the alignment of business unit goals was not present across the continent but had been aligned in their respective countries as a result of a lack of guidance from the centre. It was believed that this is one of the most essential success factors in a matrix structure as it provides a focus to all members of the business unit. In terms of all the above comments, the proposition that aligning business unit goals represents a success factor of a matrix structure in a financial institution has been accepted.

4.10. Policies and procedures to support the matrix

All respondents made the comment that the structural changes in the African business are normally made without any formal change management process. People are expected to adapt to the new structure without any formal guidance as to the strategy, process and system effects on the business. Generally the teams that have coped best are led by very strong people managers who are supported by extremely mature management that have been able to manage the change process internally in their respective countries. The head office team has been struggling through these challenges as they arise, which seems to increase the frustration of the staff in the countries as they are not sure of what is required to have issues resolved.

Most interviewees mentioned that the matrix structure that was currently in place created additional work and was very time consuming for people in both the countries and the head office. Special mention was made of the increased number of reports that needed to be compiled locally and sent to the centre on a monthly basis. They were seeing no value or feedback from the information provided.

The new product development and rollout process was identified as a concern. Most of the head office respondents commented that the product managers have made decisions about new products when they do not understand the market outside of South Africa. The product team currently would compile a business case from information that they had researched locally. They did not request any of the countries to provide input regarding the market potential and their specific requirements or potential constraints. This caused resentment towards any new products that were being launched and the GTB team did not necessarily promote the new offerings. From a financial perspective the cost of the development was seldom recovered and the expected sales numbers were never achieved.

All interviewees pointed out that access to management and client information causes anxiety amongst staff members. The current system exhibits shortcomings and does not allow information to be consolidated very easily. The CIB heads continually bemoaned their inability to track client profitability in the country and therefore the measurement of the relationship managers. The problem is compounded when the organisation is trying to establish a comprehensive view of multinational clients across the continent. One respondent pointed out that only South Africa enjoys access to a customer relationship management tool called Seibel. In his opinion this needs to be standardised across the continent so that all relevant staff members can access client details. Sharing information across the group becomes problematic as a result of the above issues. Two respondents both believed that this issue represents a critical success factor that could enable the organisation to become a global player in its chosen markets.

Most of the interviewees mentioned that they are being constantly disturbed by different people in the centre to provide information on clients, systems, processes and action plans. The GTB heads in particular pointed out that they are receiving an average of six requests per week. They believed that the matrix manager should be filtering all of these requests on behalf of the team to ensure that they focus their time effectively. The rules of engagement with the GTB heads and their respective teams need to be documented and circulated within the centre and the countries.

A few CIB heads mentioned that they were very concerned about the costs that they were required to absorb locally for the matrix structure. The main reason for concern was the lack of value that was being added to the local teams in the country. They believed that the structures should be minimised and focused on those business units that are still in their infancy and building capabilities. GTB was mentioned as one of these business units by three of the respondents.

However the other CIB respondents mentioned that one needs to proactively leverage the support more effectively so that the necessary value is extracted in the country. They argued that this is a joint partnership and both partners need to be held accountable for creating synergy and value. One of the respondents requested that the allocation of costs be defined in terms of the time that the matrix managers spent working with the countries.

There was a split between the respondents' views as to whether the success factor was present in the countries and the matrix. However they all believed that a tightening up of all the various policies and procedures would have positive results for the business as there are too many gaps at present. The respondents were all of the opinion that the success factor is essential in a matrix structure. Consequently the proposition that polices and procedures are required to support the matrix itself as a success factor for a matrix structure in a financial institution has been accepted.

4.11. Structural changes should be implemented last

A concern raised by some of the head office interviewees was that the organisation tends to make changes to the structure without preparing the individuals for the change, which creates uneasiness and concern amongst its staff. The majority of the country interviewees added that they believe that the structure should be the last thing to change but head office continues to make structural changes without understanding the impact they are having on staff members, which creates conflict and frustration between the two stakeholders. The other aspect that cannot be ignored when an organisation is making structural changes and which was discussed by a few respondents is that the maturity of the individuals who work within the organisation needs to be at the level where they can understand the changes that are going to happen and why they are in the interests of the organisation achieving its goals.

All interviewees based at the Standard Bank head office mentioned that CIB had chosen a matrix structure for all its operations globally. This was confirmed by several internal documents (Ross 2008; Standard Bank 2007) that defined the high level principles of such a structure. Two key principles mentioned in both documents are that the hierarchy does not exist in the matrix and that people will be the critical success factor in making the organisation succeed. Some respondents noted that the matrix structure only has a guardian at executive levels but that it needs to be owned at senior management level in order to leverage the full benefit. One respondent mentioned that the matrix needs to be defined clearly, so as to emphasise the division of responsibility and accountability between the product house and the countries.

Another respondent pointed out that at present he is currently building the head office capability and various support lines to meet the countries' needs. He believes that two out of three core functions are being utilised effectively in the matrix. These are credit and administration which have been set at a CIB level. The last component, sales, would take the next few years to settle down and impact on the overall CIB structure. In his view the countries need to start using the direct matrix more effectively instead of escalating everything to the executive. He recommended that people need to understand how the matrix works but agreed that more effort needs to be devoted to educating the teams in the centre and the regions. Only two respondents mentioned that the matrix needs to be easy for customers and staff to navigate as frustration may result when one is looking for assistance but nobody is willing to assist. Therefore service levels can be severely affected as a result of layering within the matrix structure.

According to the head office respondents, at present the matrix structure, based in the centre, is focused on providing expertise and specialist skills to all the countries. One respondent indicated that this seems to emanate from the lack of in depth skills being available in each of the countries. Several CIB heads indicated that certain matrix structures have not instilled the confidence in them to be able to deliver on countries' expectations. Global markets were cited by all of these respondents as offering a very successful model that added significant value to the countries and made them very successful in their local markets. They did indicate that GTB was until recently very ineffective in adding value; however, it was improving as a result of the new management that had taken over the business in the first half of 2008.

One of the head office respondents asserted that the GTB team based in the centre that is responsible for the rest of Africa is facing significant challenges as a result of the existing GTB business being structured and resourced to focus on South Africa only. Another respondent mentioned that the current structure is a form of hybrid which services South Africa and supports Africa. The current business model has not yet evolved in all functions as the organisation has expanded into the emerging markets. Particular attention must be placed on the people resource model to enable the team to deliver the required results. A number of respondents drew attention to this issue and believed that it impacts on the matrix partners being able to deliver on their commitments to the countries.

There are structural inefficiencies in most of the countries at the moment, as was highlighted by several respondents. It seems as though most people possess a broad range of experience but very little of the in depth knowledge that is required in the corporate bank. Some of the respondents emphasised the fact that they have very few specialists in the country and rely on the centre to provide them with this support. However if the head office team is not completely resourced this does place unnecessary pressure on both the matrix partners and country relationships.

In country respondents mentioned that clients will not accept changes to the structure or process unless they understand the benefits from their point of view and that these could include the service levels, improved efficiencies and solutions offered.

The majority of respondents were of the opinion that the structure should be amended first before any of the other business aspects are taken into account. In contrast there were some respondents who pointed out the mistakes that had been made by the bank thus far. Most individuals felt that structure follows strategy but the key question was when the implementation should take place; no consistent view could be reached by all respondents.

Therefore the proposition that structural changes should be implemented, after all other aspects have been completed, has not been accepted or rejected as a success factor of a matrix structure in a financial institution and additional discussion will be necessary.

4.12. Summary

The following table provides the reader with a summary of the results gathered from the investigation.

Table 4. Summary of the results

Proposition	**Result**
• Support from senior management	Accepted
• Clear and consistent corporate vision and strategy	Accepted
• Employees that are receptive to the vision, goals and values	Accepted
• Integration of individual thinking and activities into the corporate agenda	Accepted
• Developing the abilities, behaviour and performance of individuals	Accepted

Proposition	Result
• Clearing up and understanding the decision making process	Accepted
• Continuous education and communication to staff	It could be discussed in greater detail Not accepted or rejected
• Clarity of roles and responsibilities	Accepted
• Alignment of business unit goals	Accepted
• Policies and procedures to support the matrix	Accepted
• Structural changes should be implemented after all other aspects have been completed	It could be discussed in greater detail Not accepted or rejected

5. CONCLUSION AND RECOMMENDATIONS

This chapter concludes the research report and is based on the discussion in preceding chapters. Recommendations are provided to managers of the Standard Bank and other organisations who wish to apply the knowledge gained from this research report. Some ideas on further research into this topic are also furnished.

5.1. Value of the research

The research report has provided unusual access to information and previously unpublished insights on the matrix structure within Standard Bank, which would have otherwise been lost to academic research.

Not only does the research report provide information on Standard Bank, but furthermore no case studies have been published on any matrix structures within a multinational financial institution in Africa. Since research has been published on the success factors of matrix structures in other countries and organisations, this research therefore fills a gap that currently exists.

Many financial institutions in Africa are currently grappling with the problem of how to marry their business units across Africa and other emerging markets. This research provides information in helping Standard Bank and other financial institutions address the key factors in managing a matrix structure and leveraging the expertise of people across different geographies.

5.2. Recommendations

The following recommendations have been compiled from all the feedback analysis and discussion that has taken place throughout the research.

5.2.1. Support from senior management

In the CIB context senior management need to engage with the smaller countries to reassure them that they enjoy the support of the executive: this could be achieved by spending more quality time in each of the countries, gaining a better understanding of the local markets and the teams that operate in those countries. This will exert a positive influence on the CIB heads by providing them with much needed knowledge and insights. It will also provide the executive with the opportunity to reemphasise that the smaller countries are critical to the overall strategy and that they can argue for capital investment projects if they can justify the return on the investment.

At a GTB level the lack of support from the senior executive in the business unit is a major concern and needs to be resolved urgently amongst the appropriate people. The executive team needs to demonstrate its support to the Africa business by being intimately involved in the operation and providing the necessary support and presence that is required to focus all the countries in the right direction.

5.2.2. Clear corporate vision and strategy

At present the GTB team should agree on how to globalise the business model so that it fits in line with client needs and the organisational strategy, which focuses on expansion into emerging markets. When this issue has been resolved the Africa strategy needs to be formulated by the relevant stakeholders. This should include the GTB executive since they ought to take an active role in the discussion in order to show their commitment and support. The strategy will need to be approved by the senior executive as a significant amount of investment in resources is required to meet the needs of the countries and achieve the necessary objectives.

Once the strategy has been compiled it needs to be translated into a suitable operating model and structure that can be rolled out to all the countries involved.

The said model needs to be aligned to the coverage and distribution model so as to ensure operating efficiencies.

5.2.3. Receptive employees

A concerted effort needs to be made to make certain that employees are correctly profiled to operate in the GTB matrix structure. A high level of maturity is required; this issue needs to be dealt with by the in country teams as several of the current incumbents do not meet the standard. Staff need to be sensitised to the fact that the changes are imminent and to the powerful influence that these are going to exert on the bank and individuals locally.

The specific internal issues that were described by some of the respondents need to be resolved by in country management before the individuals will be willing to listen to new organisational drivers and direction.

5.2.4. Integration of individual thinking and activities

In order to create a culture of sharing and a willingness to learn from each other it is recommended that a monthly forum be created so that the GTB team members can share ideas and problems that exist in their business units. All the discussion points should be documented and circulated to all team members and the support functions in the head office. Formal feedback should be given on a monthly basis, if any of the issues have required head office intervention or additional actions from an in country team.

5.2.5. Developing of individual managers

Comprehensive training plans need to be put in place for all the GTB heads. It is essential that their individual growth areas are identified and are taken into consideration.

Coaching programmes need to be established for all GTB heads as they are currently not being given the necessary guidance which enables them to develop the appropriate skill set required to do the job. The individuals can leverage off the skills of their CIB heads and the matrix manager whilst being guided by an external person. The coaching programme should be extended to the South African business unit since similar issues were identified during the interviews.

It is recommended that a staff exchange programme be considered across the continent. It could offer different options to individuals to assist in their development. All new GTB heads could firstly be accorded the opportunity to spend a few weeks in another country, learning how they run their operation. Secondly, GTB heads that have demonstrated their potential could be given the option of being seconded to the South African operation. At the same time staff based in South Africa might be afforded the opportunity to run the GTB operation in another country.

5.2.6. Understanding the decision making process

The GTB decision making process in the head office is very complex and is extremely slow. Numerous stakeholders are required to sign off proposals before any development work can take place. The process needs to be simplified and all power struggles need to be resolved in order to speed up delivery to customers.

All processes that impact on customers, where the decisions are made in the centre on behalf of the countries, need to be reviewed. The slow turn around times are causing the bank to lose business and this creates a tremendous amount of frustration between the centre and the field. It is recommended that the countries need to be more fully empowered to make decisions and be held accountable for their actions.

5.2.7. Continuous education and communication to staff

In future when any structural changes are going to be made within the business, it is recommended that a formal change management process be put in place to harness the power of the team. GTB generally has a committed group of team members; however, they need the support of the centre to drive the changes across their business in each of the countries.

In order to improve the ongoing education of staff in GTB it is necessary to create a monthly forum where all team members across the continent can share their learnings and challenges from the past month. The session also offers an opportunity for the centre to communicate and update the new team regarding any new initiatives that are currently being worked on.

5.2.8. Clarification of roles and responsibilities

One of the most important recommendations is that their roles and responsibilities need to be clearly defined for all stakeholders and business partners. The first area that needs to be clarified is the role that the GTB head office structure, including the regional matrix manager, will play in order to support all countries across the continent. Secondly, that which is expected of the GTB heads in each of the countries should be defined. This needs to be explained to the corporate banking and other product teams as they are currently doing work that should reside within GTB. Thirdly, it is imperative to define and agree on the roles and responsibilities that internal partners like operations and IT will undertake for the GTB business unit. This action needs to be undertaken in the head office and all the countries.

5.2.9. Alignment of business unit goals

Once the GTB business strategy has been compiled and approved by all stakeholders, it will be essential to align the goals of all the team members. This can only occur once the roles and responsibilities have been clarified. The organisation currently uses the balance scorecard methodology to agree and measure performance; therefore it will be necessary to create a GTB scorecard with all the key deliverables that must be achieved. All aspects will then be broken down between the head office team and the regional heads who will then align the individual countries' goals. All GTB heads will be given a standardised set of deliverables: the only difference will be in the actual measurement of each item. All the actions will require the support and agreement of the CIB heads.

The financial commitments are included in the scorecard: that which is going to be measured from a financial point of view needs to be resolved; otherwise it will be impossible to align the goals. All country objectives must be aligned to the regional heads' financials and these to the GTB head financials. There must not be any discrepancies between the measurements.

5.2.10. Policies and procedures to support the matrix

In order to cause the matrix structure to function more effectively there are a number of issues that need to be resolved. The rules of engagement with the countries need to be clearly defined as these currently lead to a significant amount of internal focus and take the focus off the customer.

Agreement needs to be reached on the monthly reporting required by the business so that the countries can prepare themselves in advance. The allocation of the costs for the matrix partners needs to be reviewed so as to ensure that all countries understand the apportionment and resolve concerns where value is not being added. The new business process needs to be clarified as the countries have been utilising the new business team in the centre to compile all their proposals for clients and disempowering themselves from learning and owning the business.

The new product development process needs to be enhanced so that the countries are given the opportunity to provide their feedback on suggested solutions. It is also important that a new product measurement process is put in place so that the countries are held accountable for delivery of the committed results for all new product sales.

A review of the reward and recognition process in the GTB business needs to take place as a significant amount of discrepancies is creating inconsistencies and frustration amongst the staff.

5.2.11. Structural changes should be implemented last

Based on the mistakes that have been committed thus far, and pointed out by a few of the respondents, it is recommended that the organisation gains an understanding of the impact of its structural changes on people, so that instead of gaining the required support they are actually pushing people further away. The organisation cannot continue to operate in this fashion and needs to understand the influence of the other success factors on the successful implementation of the matrix structure.

5.3. Further Research

This research focused on a specific organisation within the financial services industry. It would be interesting to conduct a case study (again using qualitative research with an experimental design) on another financial institution that operates across multiple countries in Africa and then to compare the findings from the two organisations. This will further inform the extent to which theoretical (not statistical) generalisations can be made and will further add to theory-building.

The same process might be followed for a matrix structure in another industry across Africa. A comparison of the findings from the two organisations could add an additional understanding of why matrix structures exist and how they should be structured when operating across multiple geographies.

There is substantial debate regarding the benefits of a traditional or decentralised organisational structure versus a matrix structure. Additional research into this would inform future decisions made by financial institutions.

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Appendix A: Covering Letter

Dear Respondent,

I am a staff member of Standard Bank in the Global Transactional Banking (GTB) division at the head office, and also an MBA student at Wits Business School. This request for an interview is in relation to my MBA research thesis which is set in the context of a multinational financial institution in Africa.

I am aware that this is a big burden on your time and I really would appreciate your help in allowing me to interview you. The title of the research is, "Success Factors of a Matrix Structure in a Multinational Financial Institution in Africa".

The research will help to identify whether or not the success factors identified in the literature are relevant within a financial institution and how they can improve the success of the matrix structure. The interview is unstructured and will allow you to share your views on the topic which focuses on:

- The use of the matrix structure in your operation
- Identifying the success factors of a matrix structure from your point of view
- Why those factors are so important
- Identifying the challenges of implementing the matrix structure.

My contact details are: Cell: +2883 630 0682; Office: +2711 636 7112; Email: Jason.marsden@standardbank.co.za

I look forward to your help in participating in the interview process and thank you in anticipation.

Yours sincerely,

Jason Marsden

Appendix B: Draft interview schedule

The interview schedule does not contain structured or closed questions to ensure that the interviews are flexible and allow for the relevant information to surface. The type of questions are open ended and are focused on the key success factors and implementation challenges of a matrix structure in a financial institution.

Interview schedule to be used
1. How would you assess the use of a matrix structure in your business unit or operation? 2. What are the success factors of a matrix structure in a financial institution? 3. Why are those success factors? 4. What are the challenges in its implementation (matrix structure)?

If the interviewee cannot provide a comprehensive answer to the question, the interviewer will use a range of open ended questions to prompt the respondent to ensure that the research questions are answered as comprehensively as possible. The questions are shown on the next page.

Open-ended questions that may be used to prompt respondents if they have not provided an exhaustive answer to the main research question.
1. What role do senior management play in the matrix? 2. How important is a clear and consistent corporate vision and why? 3. How important is it to have employees that are receptive to the vision, goals and values? 4. What role does individual thinking and activities play in the corporate agenda of a matrix structure? 5. What abilities, behaviours and performance measures need to be developed in managers that work in a matrix structure? 6. How is the decision making process impacted by a matrix structure? 7. Decision making in a normal organisational structure is hierarchical: what is different in understanding the decision making process in a matrix structure? 8. How important is staff education and why? 9. How important is it to clarify roles and responsibilities in matrix structure and why? 10. How important is it to align the goals of the business and product units and why? 11. What policies and procedures are required to support the matrix structure and why? 12. When do you think the structure of the organisations should be realigned to support the new operating model and why?

Appendix C: Summary of the responses from all respondents

Location	Head Office	Head Office	Head Office	Head Office	Swaziland	Swaziland	Lesotho	Lesotho	Namibia	Namibia
Respondent Name	Roy Ross	Jose Ribeiro	Frans Matlala	Monica Ndolo	Calvin Maseko	Hogan Thring	Dave Rose	Mahashe Chaka	Jaco Burger	Hannetjie Walsh
Factors										
1) Support from senior management	Present	Not	Present	Present	Not	Not	Not	Present	Present	Present
2) Clear vision and strategy	Present	Present	Present	Not	Present	Present	Present	Present	Present	Present
3) Receptive employees	Not	Not	Present	Present	Present	Not	Not	Present	Present	Present
4) Integration of individual thinking	Present	Present	Not	Not	Present	Present	Present	Not	Present	Not
5) Developing abilities, behaviours and performance measures	Not	Not	Not	Not	Present	Not	Not	Present	Not	Present
6) Decision making process	Present	Not	Not	Present	Present	Present	Present	Present	Present	Present
7) Staff education	Not	Present	Not	Present	Present	Present	Not	Not	Present	Not
8) Clarify roles and responsibilities	Not	Not	Present	Not		Not	Not	Present	Not	Not
9) Alignment of business unit goals	Not	Not	Not	Not	Not	Present	Not	Not	Not	Not
10) Policies and procedures to support	Present	Not	Present	Not	Present	Not	Not	Present	Not	Not
11) Structural changes first or last	Last	First	First	First	Last	Last	First	First	First	First

Location	Botswana	Botswana	Zimbabwe	Zimbabwe	Mozambique	Mozambique	Zambia	Zambia	DRC	DRC
Respondent Name	Tasha Ferreira	Chad Smith	Weston Makwara	Mollie Mashevedze	Ken Cockerill	Faizal Dadude	Anton Marais	David Chanda	Jean Rey	Timo Ntoto
Factors										
1) Support from senior management	Present	Present	Not	Not	Present	Present	Present	Not	Not	Not
2) Clear vision and strategy	Present	Not	Present	Present	Present	Present	Present	Present	Not	Not
3) Receptive employees	Not	Not	Not	Present	Present	Present	Present	Present	Not	Present
4) Integration of individual thinking	Not	Present	Not	Present	Present	Present	Present	Present	Not	Not
5) Developing abilities, behaviours and performance measures	Present	Present	Not	Not	Not	Present	Present	Not	Not	Present
6) Decision making process	Present	Present	Present	Present	Present	Present	Present	Present	Not	Not
7) Staff education		Not	Not	Not	Present	Present	Present	Present	Not	Not
8) Clarify roles and responsibilities	Not	Not	Not	Present	Present	Present	Not	Not	Present	Not
9) Alignment of business unit goals	Not	Not	Not	Not	Not	Not	Not	Not	Not	Present
10) Policies and procedures to support	Not	Not	Not	Not	Present	Not	Present	Not	Not	Not
11) Structural changes first or last	First	Last	First	First	First	First	First	Last	First	First