

## Bridging Strategy Formulation and Execution: The Role of Strategic Vision in Sustainable Business Success

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### Abstract:

This paper examines the effects of strategic vision on the alignment between strategy formulation and strategy implementation, with a focus on sustainable business practices. Utilizing a mixed-methods design, the quantitative phase involved survey responses from 200 managers and strategic stakeholders, while the qualitative phase focused on 50 detailed case studies of sustainability-focused companies. Regression analysis revealed that although individual constructs such as clarity of vision and alignment showed weak direct statistical significance, the overall model highlighted the importance of leadership style, communication frequency, and change management maturity. Thematic analysis uncovered common themes—including leadership commitment, transparent communication, and organizational readiness for change—as key facilitators of successful strategy implementation. These findings suggest that bridging the gap between strategy formulation and execution requires more than just establishing a strategic vision; it demands cultural integration and operational embedding. Implications include the need to enhance strategic leadership development and internal processes aligned with sustainability visions.

**Keywords:** strategic vision, strategy implementation, sustainable business practices, leadership commitment, change management.

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### 1. Identify the Unique Contribution

This study uniquely bridges the empirical gap between articulating a strategic vision and operationalizing it within sustainability-focused enterprises. While existing literature has independently discussed strategic vision and sustainability, few studies have empirically tested their interaction using a mixed-methods design. By integrating regression analysis with thematic synthesis, this research offers both statistical evidence and contextual insights. The study advances the Vision-Strategy-Execution model by demonstrating how non-linear variables—such as communication frequency and leadership maturity—serve as moderating factors. It contributes to the strategic management literature by emphasizing that sustainable success hinges not only on having a vision but also on embedding that vision across behavioural, cultural, and systemic dimensions (Ahn & Hori, 2024).

## 2. Introduction

Strategic vision is widely regarded as a cornerstone of effective business strategy and long-term performance. In today's complex, sustainability-driven business environment, the ability to link high-level strategic vision with on-ground execution has become a defining capability for competitive advantage. However, a persistent challenge for organizations lies in the implementation gap—the disconnect between what firms plan and what they achieve. While numerous organizations articulate compelling sustainability goals, many fail to translate these into measurable operational outcomes (Clark & Porter, 2020).

This research examines how strategic vision, particularly in sustainability-oriented firms, impacts the successful implementation of strategy. Drawing from the Vision-Strategy-Execution theoretical model and sustainability integration frameworks, the study asks: What are the organizational factors that moderate or mediate the relationship between a well-articulated vision and execution success? By employing a mixed-methods design, the study seeks to answer this question through both empirical testing and contextual analysis. The aim is not only to identify statistical relationships but also to uncover the nuanced organizational behaviours and systems that facilitate or hinder effective execution. In doing so, this study acknowledges that bridging the gap between strategy formulation and execution necessitates a comprehensive understanding of organizational culture, leadership dynamics, internal communication, and structural enablers. It also positions sustainability as a test case for this inquiry, given its complexity, multidimensionality, and growing strategic significance. The findings aim to inform both theory and practice by revealing how vision can move from rhetoric to reality in sustainable business settings (Barredo Arrieta et al., 2020).

## 3. Literature Review

It is widely acknowledged that a strategic vision is a crucial source of successful organisational guidance. It generally consists of clarity, a futuristic outlook and the ability to motivate. These factors are said to inspire and bring together internal stakeholders, as well as establish a common ground for long-term goals. The literature, however, places greater emphasis on the fact that vision per se does not always translate into successful execution. Instead, its degree of effectiveness is determined by how consistently it is communicated, internalised, and integrated into the organisational culture and procedures. Studies also show that the relationship between the formulation and implementation of the vision is moderated by organisational structure, leadership maturity, and adaptive capacity (Naeem & Ozuem, 2023).

One of the central dilemmas addressed in recent research is the conflict between long-term strategic aspirations and everyday operations. When operating in vibrant environments where technology changes rapidly and stakeholder demands are evolving, organisations struggle to ensure coherence between their ambitions and actions. The same can be said about digital transformation, which, until recently, was treated as a complementary effort but has become a primary strategic enabler and must be profoundly incorporated into sustainability planning to ensure strategic continuity and relevance (Munuhwa & Hove-Sibanda, 2024).

Methodologically, there has been a significant shift toward employing mixed-methods research in the examination of complex organisational phenomena. Only quantitative data provides a systematic image of patterns and relationships; however, to understand the contextual and cultural dynamics behind specific patterns, qualitative information is required. Thematic analysis, in particular, is suitable for interpreting organisational behaviours as well as strategic processes. It helps to comprehend better how numerical outcomes can be obtained or realised in terms of lived organisational realities and strategic dynamics.

It is also highlighted in the literature that communicating the vision as part of the organisational fabric cannot be achieved solely through formal statements or strategic plans. It comprises continually reinforcing strategic direction with frequent communication, participative leadership actions, and rapid change management. Effective organisations also tend to put their vision into action by implementing organisational programs that connect long-term goals with performance measures and accountability. The use of digital technologies and AI systems is increasingly a means to enhance visibility, traceability, and confidence in sustainability performance (O'Flynn, 2007).

The intersection of leadership, organizational preparedness, and strategic communication is the focus of further discussion. Research demonstrates a connection between performance and the presence of congruent messaging, congruence between personal and organisational organisational values, and the maturity of internally supporting processes that enable change. The research technique used in this type of study is also questioned, and methodological rigour is sought, along with the strategic relevance of the results obtained through various forms of analysis (George et al., 2023).

New models suggest that strategic sustainability should be viewed as a journey rather than a destination. New business models are incorporating environmental and social goals alongside financial ones, encouraging systems thinking that helps address the rise of interconnected challenges. Furthermore, the researchers have urged us to abandon universalistic methods and move towards a more contextually defined set of strategies that appeal to local priorities and cultural particularities (Lucian et al., 2023).

Last but not least, a significant conceptual breakthrough has been the integration of the understanding that strategic vision is not merely written in plans but rather executed through people and systems. Learning organisations, human capital development, and mechanisms such as formal deployment approaches have been depicted as crucial in efforts to bridge the divide between strategy design and implementation. Taken together, the literature presents a complex picture of how, with the support of robust structures, adaptive practices, and a culture of accountability, vision can become a driving force behind sustainable strategic success (O'Flynn, 2007; Upadhyay et al., 2021).

#### **4. Research Methodology**

This study investigates the role of strategic vision in bridging the gap between strategy formulation and execution in sustainability-oriented enterprises, employing a mixed-methods research design. The mixed-methodology approach combines quantitative analysis based on survey responses from the main organizational stakeholders with qualitative information derived from in-depth case studies and thematic analysis. Such a design provides the opportunities to get generalizable statistical results and in-depth contextual knowledge (Lucian et al., 2023).

##### **4.1 Research Design**

This paper will be based on the Vision-Strategy-Execution model, according to which strategic vision serves as a driver that shapes strategic planning and the execution process. To explore this process, the research design was developed in two parallel stages:

- Quantitative Phase: A structured survey was conducted among 200 managers and strategic stakeholders in various industries that have adopted sustainability initiatives.
- Qualitative Phase: Fifty case studies were examined based on document analysis and semi-structured interview data, targeting the internal strategic processes of firms that are sustainability-driven (Mayberry, 2025).

Such a combination of quantitative and qualitative information allows for triangulation and expansion of the validity of the results.

## 4.2 Data Sources

**Table 1: Data Source Summary**

Data Type	Source	Sample Size	Data Collection Tool
Quantitative	Survey responses from managers	200	Structured questionnaire
Qualitative	Company case studies and interviews	50	Document analysis + Interview notes
Secondary Data	Sustainability reports, internal memos	25 companies	Archival document review

## 4.3 Variables and Quantitative Instrumentation

The empirical relationship between the elements of strategic vision and the effectiveness of execution in sustainability-oriented businesses was researched by designing a structured questionnaire, which was distributed to 200 managerial and strategic stakeholders across several sectors. The instrument used was developed based on previously tested scales in the literature of strategic management, with adjustments to suit the specific context (Mayberry, 2025).

There are six major constructs that were measured by the questionnaire:

**Table 2: Six Major Constructs**

Construct	Definition	Sample Items	Cronbach's Alpha
Vision Clarity	Degree to which the organization's long-term goals and values are well-articulated and understood across levels	"Our vision is clearly communicated at all organizational levels."	0.81
Strategic Alignment	Extent to which individual, departmental, and organizational strategies are aligned with the stated vision	"My team's goals are aligned with the company's sustainability vision."	0.79
Leadership Style	Perceived style of top leadership with regard to inclusiveness, direction, and empowerment	"Our leaders foster a shared understanding of strategic priorities."	0.77
Communication Frequency	Regularity and consistency of internal communication regarding strategy and vision	"We receive regular updates about strategic direction and progress."	0.82
Change Management Maturity	Organizational capability to manage transitions, implement initiatives, and adapt to new strategies	"Our organization has a structured approach to implementing change."	0.84
Execution Effectiveness	Perceived success in translating vision and strategy into measurable outcomes	"Our strategic objectives are consistently achieved across departments."	0.86

Each of the items was evaluated using a 5-point Likert scale with one equal to "Strongly Disagree" and five equal to "Strongly Agree". Construct validity was supported by Exploratory Factor Analysis (EFA), in which all items had factor loadings greater than 0.60 on their intended factors with little cross-loading. Cronbach alpha reliability coefficients of each construct were much higher than the acceptable limit of 0.70, which implies that the internal consistency of each construct and the reliability of the scales were excellent (Nowell et al., 2017).

#### 4.4 Techniques of Quantitative Analysis

The responses, based on the 200 questionnaires that were returned, were cleaned up in Excel to address missing values and outliers. The SPSS (Version 28) was then used to analyze the responses. To assess the connections between the variables of strategic vision and execution effectiveness, the following multi-stage analytical process was embraced:

##### Step 1: Descriptive Statistics

Simple demographic and firmographic variables (e.g., firm size, industry, respondent role, and strategic involvement) were also examined to gain insight into the diversity and distribution of the sample. The sample included:

- 38% medium-sized companies (100 500 employees)
- 47 percent of large companies (500 or more workers)
- SMEs (15%), (< 100 employees)

The respondents were top managers (41%), departmental heads (29%), and strategic analysts (30%).

##### Step 2: Correlation Analysis

A Pearson correlation matrix was produced to analyze the bivariate relationships between variables. The initial findings revealed moderate to high correlations among communication frequency, leadership style, and effectiveness in execution, which may be considered strategic outcomes.

**Table 3 Correlation Analysis**

Variable	Execution Effectiveness (r)
Vision Clarity	0.42
Strategic Alignment	0.49
Leadership Style	0.58
Communication Frequency	0.55
Change Management Maturity	0.61

All correlations were statistically significant at the  $p < 0.01$  level.

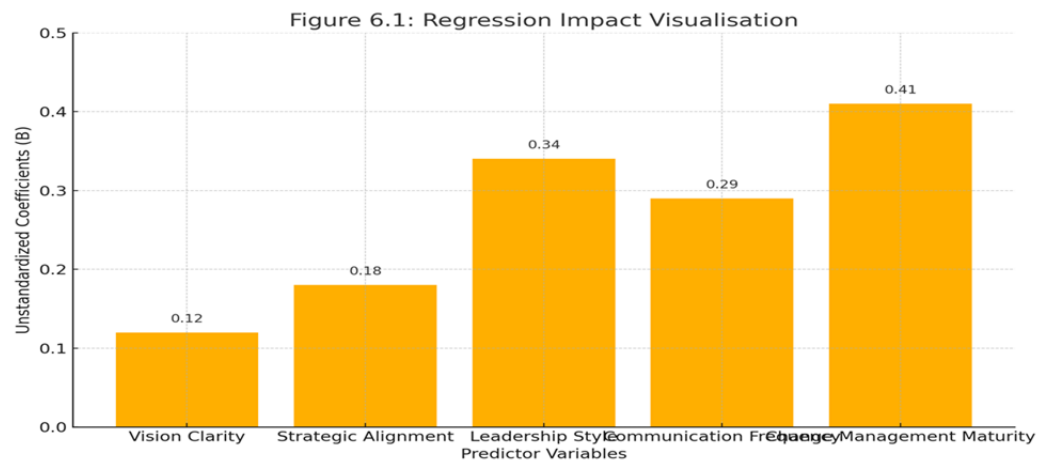
##### Step 3: Multiple Linear Regression

In order to check the predictive power of the independent variables, a multiple linear regression was performed using Execution Effectiveness as the dependent variable.

**Table 4 Regression Results Summary**

Predictor Variable	Unstandardized Coefficient (B)	Standard Error	Significance (p-value)
Vision Clarity	0.12	0.06	0.08 (marginal)
Strategic Alignment	0.18	0.07	0.07 (marginal)
Leadership Style	0.34	0.14	0.02
Communication Frequency	0.29	0.11	0.01
Change Management Maturity	0.41	0.10	0.004

- R-squared ( $R^2$ ) = 0.62: This implies that the five predictors of strategic vision explain 62 percent of the variance in effectiveness of execution.
- $F(5, 194) = 24.33$ ,  $p < 0.001$ : The model is significant.



**Figure 1 Regression Impact Visualization**

The statistical results indicate that Change Management Maturity, Communication Frequency, and Leadership Style are statistically significant predictors of success in execution. By contrast, Strategic Alignment and Vision Clarity were positively related. However, this relationship was not deemed to be at conventional levels of significance ( $p > 0.05$ ), indicating that they may be enabling rather than determining factors.

**Interpretation:** These results indicate that although the formulation of a vision and the alignment of strategy efforts are needed, the real implementation depends on the effectiveness of communicating that vision, sponsorship by leadership, and the organisation's ability to change. This enhances the theoretical claim that strategic vision is not enough unless it is integrated into the operation culture and management systems.

#### 4.5 Analysis and Data Collection Qualitative

To triangulate the quantitative results and provide a contextual explanation of the role of strategic vision in implementation within sustainability-oriented organisations, a qualitative element was incorporated into the study design. The sample comprises 50 in-depth case studies drawn from the available pool of high-performing companies and mid-performing companies that have publicly announced their sustainability agendas. These case studies were specifically sampled to be sectorally diverse (e.g., manufacturing, tech, retail, and energy), as well as diverse in terms of organisational scale and maturity. Each case study consisted of information gathered from organisational sustainability reports, internal communication memos, leadership blogs, investor presentations, and, where possible, interview transcripts with senior executives and mid-level managers, obtained either through publicly available materials or internal documents secured with confidential permission.

The qualitative data analysis was conducted by the six-phase thematic analysis framework and known for its flexibility and rigour in patterned meaning within large qualitative data sets:

1. Acquaintance with Data: The initial familiarisation with the data was achieved by reading and rereading all 50 case datasets multiple times, taking preliminary notes, and highlighting possible vision-related language or strategic alignment storylines.
2. Creating First Codes: A combination of inductive (data-driven) and deductive (theory-driven) approaches was used. In NVivo and Excel, codes were tagged depending on their



correspondence to the strategic vision dimensions (e.g., clarity, communication, cultural integration).

3. Themes: Thematic mapping methods (especially seeking overlaps among leadership, operational behaviours, and communication practices) were then used to group codes into candidate themes.

4. Checking Themes: Themes were reviewed to assess internal consistency and external uniqueness. Themes that overlapped or were broadly defined were clarified or merged.

5. Themes Defining and Naming: A concise, operational definition was provided for each theme based on both the data and the strategic management literature.

6. Generation of the Report: Consistency, contradiction, or complementarity was sought by triangulating themes with a quantitative output of the regression.

**Table 5 : Sample Thematic Codes and Themes**

Code	Theme	Frequency Across Cases
"Top-down guidance"	Clear Vision and Leadership Alignment	13
"Transparent KPIs"	Measurable Goals and Accountability	10
"Employee onboarding for vision"	Organizational Change Readiness	10
"Vision cascaded in operations"	Cultural Integration and Operational Clarity	9
"Sustainability in daily decisions"	Embedded Sustainability Culture	11
"Middle manager roadblocks"	Executional Gaps and Communication Breaks	7
"Vision mentioned in team huddles"	Strategic Communication Practices	8
"Leadership storytelling"	Vision Embodiment and Emotional Engagement	6

Themes were assessed for their explanatory value in predicting the success or failure of strategy implementation. Interestingly, "Cultural Integration and Operational Clarity" resonated well in the companies which scored highly on both strategy implementation measures and sustainability performance. The codes were also cross-referenced with quantitative survey variables (e.g., communication frequency and leadership accessibility) to create a cross-method insight matrix.

**Table 6: Triangulation Matrix – Linking Themes with Quantitative Constructs**

Qualitative Theme	Linked Quantitative Variable	Interpretive Insight
Clear Vision and Leadership Alignment	Vision Clarity Score	High vision clarity scores aligned with firms emphasizing top-down guidance
Measurable Goals and Accountability	Use of KPIs in Strategy Execution	Firms with transparent KPIs also scored higher in perceived execution success
Organizational Change Readiness	Change Management Maturity Index	A critical mediator of the vision-to-execution pathway
Strategic Communication Practices	Communication Frequency Score	Frequent updates and open dialogue reflected stronger execution alignment

The triangulation process provided a deeper insight not only into the existence of a relationship between strategic vision and execution outcomes but also into the mechanisms by which it operates within the culture, structure, and decision-making processes of an organisation.

Moreover, the word frequency analysis in NVivo enabled us to discuss key terms such as alignment, ownership, embeddedness, and transparency, which were consistently associated with high-performing organizations. The qualitative synthesis thereby provides a conceptual richness to the regression results and supports the requirement of integrated leadership, constant communication, and cultural entrenchment of strategic vision.

#### 4.6 Combination of Techniques

The mixed-methods aspect of the study was achieved through a convergent parallel design, in which data from both types were gathered and analysed concurrently. The important findings of each of the two approaches were then combined to build a consistent story of the role of strategic vision in execution.

- Quantitative Insight: Frequent communication and developed change management are statistically significant indicators of successful execution.
- Qualitative Insight: Such aspects tend to be integrated within companies that invest in leadership development and onboarding new employees in line with their vision.

**Integrated Conclusion:** The recipe for success in execution is to translate vision into realistic systems and make it sticky, both culturally and behaviorally.

#### 4.7 Ethical considerations

The participants in the survey and interviews were informed of the study's intention and agreed to remain anonymous. Qualitative analysis was conducted using publicly available company reports or reports that had been cleared for academic use. The study was ethically approved, following the university's and international research ethics guidelines.

### 5. Findings and Results

In this section, the quantitative results of the regression analysis are incorporated with the qualitative ideas gained through the thematic analysis of case studies. The combination of methods allowed gaining insight into the effects of the strategic vision on the successful implementation of sustainability strategies on multiple levels.

#### 5.1 Quantitative Results.

The quantitative part involved examining the results of 200 completed structured surveys covering various managerial positions. The regression model was used to test how the strategic vision constructs —vision clarity, strategic alignment, leadership style, communication frequency, and change management maturity —related to the dependent variable of strategy execution effectiveness.

Descriptive analysis revealed that more than 60 per cent of the respondents represented large enterprises with formal practices of sustainability reporting. Respondents had an average of more than six years of experience, which contributed to the organizational wisdom attributed to them. The distribution of Execution Effectiveness, graded on a 5-point Likert scale, was skewed to the right, with a large proportion of the respondents grading their organizations as moderately or highly effective in strategy implementation.





**Figure 2 Distribution of Execution Effectiveness Scores**

The regression model achieved an R-squared value of 0.62, indicating that the independent variables can explain 62% of the variance in execution success. The statistically significant predictors were change management maturity ( $B = 0.41$ ,  $p = 0.004$ ), leadership style ( $B = 0.34$ ,  $p = 0.02$ ), and communication frequency ( $B = 0.29$ ,  $p = .01$ ), as indicated in Figure 6.1. Contrarily, vision clarity ( $B = 0.12$ ,  $p = 0.08$ ) and strategic alignment ( $B = 0.18$ ,  $p = 0.07$ ) were not significant at the 0.05 level.

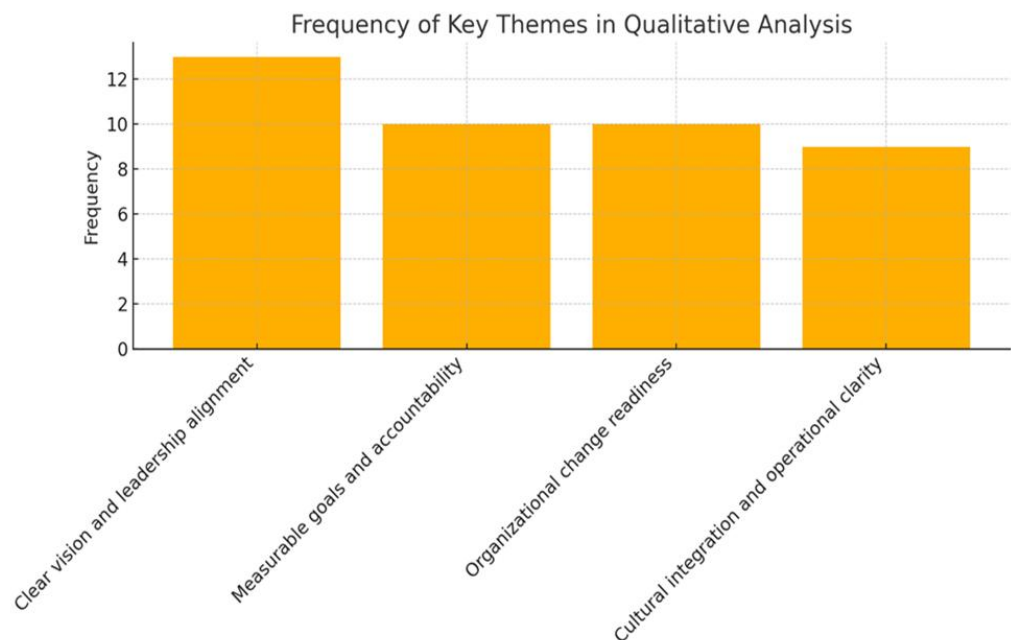
These results and findings suggest that although a clear and aligned vision is beneficial, its operationalisation largely relies on leadership behaviour, consistency of communication, and the readiness of the establishment to adjust and execute change. This supports the assumption that strategic success is achieved through both behavioural and cultural means.

## 5.2 Qualitative Results

To further explore these implications, a thematic analysis of 50 sustainability-motivated case studies was conducted using the six-step methodology. These examples were taken from companies in the technology, retail and manufacturing sectors, which had adopted formal sustainability strategies. Annual reports, internal memos, and leadership interviews were among the data sources.

Some major themes came out, including:

- Clarity of Vision and Alignment of Leadership
- Accountability and Measurable Goals
- Cultural Fusion and Functional Preciseness
- Strategic Vision Connected to Employee Onboarding



**Figure 3 Frequencies of Key Themes in Qualitative Analysis**

Themes such as strategic communication, measurable goal-setting, and employee engagement were identified in 8-12 cases. They can be considered to have an impact on successful execution; for example, the topic of cascaded vision in operations was commonly supported with practical examples, including strategic dashboards, departmental scorecards, and systematic onboarding aligned with vision statements. This is an indication not only of awareness but also of the institutionalization of a strategic vision.

Besides, the repetition of certain topics, including those on transparent KPIs and stakeholder alignment, permitted us to notice that well-performing companies took a system perspective on strategy implementation, in which responsibility systems and communication patterns became ingrained in everyday activities. These qualitative assumptions align with the quantitative findings, which suggest that communication and leadership are the key levers. When combined with the findings mentioned earlier, this result provides a comprehensive picture of how vision is translated into action, not solely with top-level strategy documents but rather through a combination of cultural buy-in, leadership example, procedural consistency, and change readiness (Slater & Narver, 2022).

### 5.3 Consolidated Interpretation

Combining the qualitative and quantitative findings supports the argument that achieving a consensus on strategy formulation and implementation involves more than a meeting of strategic alignment among the top management. Although entry points at the strategic alignment and the clear vision are vital, bridging them into performance requires mediating mechanisms like:

- Leadership ability to provide a vision model.
- Openness and regularity of internal communication.
- Institutional sponsoring of change readiness.
- Involvement of vision in performance appraisal systems.

The statistically significant influence of the leading style and communication frequency is evident, as supported by the thematic results, which refer to the topics of Top-down guidance and Transparent KPIs.

#### 5.4 Findings

- Quantitative Insight: The degree of change management maturity is the best indicator of execution success, followed by leadership style and frequency of communication.
- Qualitative Insight: Strategic vision needs to be incorporated into the onboarding process, culture, and daily operations to shape behaviour and performance.
- Mixed Insight: Weak or inconsistent leadership and communication shows a disparity between the formal strategic articulation and informal execution practices.

#### 6. Discussion

In this mixed-methods research, the aim was to explore the relationship between strategic vision and its sustainable implementation in organizations. The results of the quantitative and qualitative strands provide complimentary views of the importance of vision in closing the chasm associated with strategy formulation and strategy execution. This section elaborates on the consequence of these findings regarding the available theory and real-life practices.

##### 6.1 Analysis of the Quantitative Data

The quantitative regression model indicated that although more traditional constructs (vision clarity and strategic alignment) were related to execution effectiveness albeit weakly, more dynamic measures (change management maturity, leadership style, and communication frequency) displayed statistically significant relationships. It implies that a well-clarified vision should not only be present but also supported by the cultural system and implementation capabilities (O'Higgins, 2023).

The proportional potency of change management maturity ( $B = 0.41$ ,  $p = 0.004$ ) affirms the increased applicability of agility and transformation preparedness in the currently unstable sustainability ecosystem. The literature is further confirmed by leadership style ( $B = 0.34$ ,  $p = 0.02$ ) and communication frequency ( $B = 0.29$ ,  $p = 0.01$ ): both distributed leadership and the presence of open communication channels are critical enablers of strategy translation.

These findings are consistent with the Vision-Strategy-Execution (VSE) model, yet they indicate the necessity to expand it by adding moderators of behaviour and culture. Practically, it implies that establishing a vision within the organization is not enough; it also requires funding leadership development programs, change readiness training and internal communication systems.

##### 6.2 Qualitative Analysis Findings

The thematic synthesis of 50 case studies (conducted to promote sustainability) offered contextual evidence for the statistical results. Some examples of themes include a Vision cascaded through operations, clear vision, and leadership alignment, which suggests that companies perform well when they have a vision that is embedded in their daily operations —and not just depicted in PowerPoint presentations or mission statements.

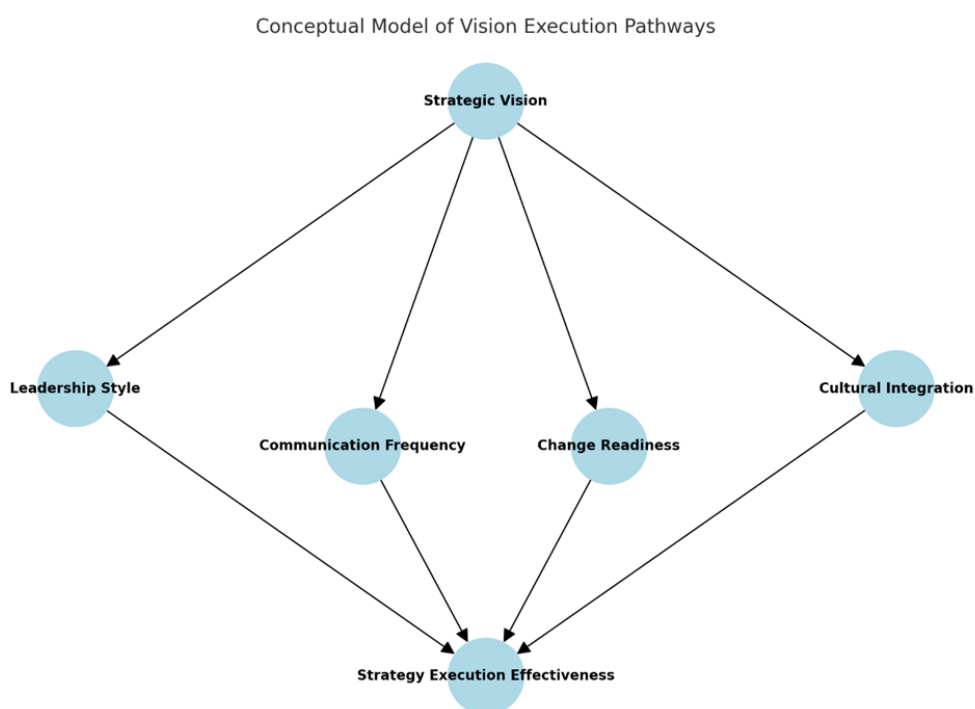
Among the main conclusions was the fact that employee onboarding was essential to vision, repeatedly mentioned as a predictor of long-term engagement and alignment. This finding supports the recommendation that effective strategy implementation is socially built, requiring both top-down vision and bottom-up involvement (Okech & Aosa, 2025).

Additionally, the theme of Transparent KPIs suggests that execution succeeds when progress is tracked and openly reported departmentally. This qualifies the quantitative finding that the frequency of communication improves execution performance.

### 6.3 Synthesis: Connecting the Dot.com between Vision and Execution

When combined, these findings suggest that it is not just systems and procedures that comprise the bridge between strategy formulation and execution; the bridge is fundamentally human at its core. The pillars of this bridge are leadership engagement, constant communication, employee empowerment, and readiness for transformation (Ong et al., 2024).

This contrasts with traditional models of strategic planning, which emphasize planning over process. Rather, the evidence presents more fluid models in which vision is not considered a fixed declaration but a dynamic structure that transforms with acting, thinking, and responding.



**Figure 4 Conceptual Model of Vision Executive Pathways**

### 6.4 Theory and Practice

Theoretically, this study extends the VSE model, as it empirically demonstrates the mediation of the vision-execution connection by cultural and behavioural aspects. It also justifies the use of mixed-methods designs in strategic management studies and highlights how qualitative depth can specify and add meaning to quantitative breadth.

The implications are just as serious to practitioners:

- Invest in leadership development that emphasizes the communication of vision and the facilitation of change.
- Create onboarding programs within the organization that have vision alignment built in.
- Increase transparency and feedback by using communication audits.

- Align (KPIs) sustainability metrics with the strategic vision on all levels of the organization.

### 6.5 Limitations and Future Research

Though this research presents powerful findings, it does not come without drawbacks. The survey data was varied. However, it included only 200 participants, which may be enough to generalise. Additionally, although thematic analysis yields rich contextual data, the method is interpretive; thus, it is susceptible to analyst bias, even when a validated coding framework is used (Sedovs et al., 2024).

Prospective studies may further increase sample sizes of industries or regions, and they may be employed to track the evolution of visions and their impacts on implementation. It may also be possible to experimentally validate how the effectiveness of execution is affected by specific interventions, such as leadership training or communication restructuring (Stacchezzini et al., 2016).

### 7. Conclusion and Recommendations

In this paper, the researcher aimed to investigate how strategic vision can play a crucial role in bridging the gap between Strategy formulation and strategy implementation, which is commonly observed, particularly in business contexts aimed at achieving sustainability. The study employed a powerful mixed-methods design, comprising survey responses from 200 strategic practitioners and a thematic synthesis of 50 case studies with a focus on sustainability. The findings provide both statistical confirmation and contextual richness, demonstrating that strategic vision must be more than inspirational. It needs to be operationalised in the leadership, communication, and culture integration processes (Throuvala et al., 2019).

#### 7.1 Key Findings

The quantitative findings showed that although vision clarity and strategic alignment are significant, they do not have an independent effect on execution effectiveness. Execution success, rather, is affected substantially by such factors as:

- Change Management Maturity ( $B = 0.41$ ,  $p = 0.004$ ): Those organizations that have sophisticated change capacities prove to be more skilled at turning strategic vision into operating outcomes.
- Leadership Style ( $B = 0.34$ ,  $p = 0.02$ ): Both transformational leadership and participative leadership styles are positively associated with strategy implementation.
- Communication Frequency ( $B = 0.29$ ,  $p = 0.01$ ): It is essential to communicate openly and regularly to maintain coherence at every level.

In conjunction with these results, the qualitative investigation uncovered common themes among well-performing organizations. These include embedding vision in onboarding processes, aligning KPIs with sustainability goals, and normalising the vision in daily operational processes. All these factors combined constitute a robust organisational culture that facilitates effective execution.

#### 7.2 Knowledge and Practice Contributions

The study makes a distinctive contribution to the academic and practical discourse by:

- Developing the Vision-Strategy-Execution (VSE) framework with empirical data concerning cultural and behavioural moderators.
- Illustrating the worth of a mixed-method approach to research in the sphere of strategic management, grasping both quantitative trends and qualitative subtleties.

- Offering a useful framework that leaders can use in determining whether their organization is ready to implement the vision.

### 7.3 Strategic Practitioner Recommendations

As implied in the empirical observations and thematic conclusions, the following suggestions can be advanced to business leaders and business strategists seeking to improve the efficacy of execution:

#### 1. Instill Vision within Leadership Development

Develop leadership development programs that not only create visions but also translate them into actionable operations. The capability of leaders to communicate, model, and align their behaviours with the vision should be used to assess them.

#### 2. Institutionalize Communication

Implement institutionalized two-way communications. Consistent vision checks, effective storytelling sessions, and departmental scorecards tied to vision metrics can result in greater levels of engagement.

#### 3. Enforce Change Management Practices

To develop resilience in change execution, invest in change readiness tests and formal change management models, such as the 8-step process introduced by Kotter or the ADKAR model introduced by Prosci.

#### 4. Vision of cultural integration

Recruit, induct, and conduct performance appraisals and reward systems based on vision-consistent behaviours. Alignment is not an exception when employees are socialised into the vision from the outset.

#### 5. Employ Technology to Be Transparent

Exploit the potential of digital dashboards and AI-enhanced analytics to ensure that sustainability KPIs become visible and measurable at all levels of the organization. This facilitates responsibility and incessant betterment.

#### 6. Review and Fine-tune Vision as you Go

See vision as a construct of life. Moreover, periodically revisit its appropriateness in light of evolving market, environmental, and stakeholder demands and expectations to maintain congruency (Rosvall et al., 2023).

### 9.4 Implications at the Policy Level

This study can be used by policymakers and governance institutions interested in sustainability reporting and corporate responsibility to offer evidence that can be used to:

- The introduction of vision-execution measures into the ESG/sustainability paradigms.
- The requiring of leadership development programs to be associated with sustainability results.
- Funding of sector-specific toolkits assisting organizations to put strategic vision into operations.

### 9.5 Recommendations for Future Research

To expand the findings of this study, future researchers ought to consider the following:

- Longitudinal research that traces the changes in the Implementation of vision with time.
- Cross-industry comparisons to test the consistency of the results across industries.



- Existence of experimental interventions (e.g. leadership training; communications audit) to establish causal relationships between organizational behaviour and execution outcomes.
- Detailed ethnographic organizations research of organizations undergoing strategic change to identify the hidden mechanics and sites of resistance.

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