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

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Abstract:

This paper scrutinizes the impact of planned vision on the possible alignment between formulation of strategy and the execution of strategy, with special focus on the sustainability of business practices. Applying a mixed-methods research approach, the numerical phase included a survey of various responses from 200 managers as well as strategic major stakeholders, whereas the narrative part focused on specifically 50 case studies of sustainability-inclined firms. Regression analysis showed that though individuals concepts like clarity of vision and alignment indicated weak direct numerical value, the general model presented the essence of leadership style, change management maturity and communication frequency. Similarly, the thematic analysis exposed the occurrence of some major themes which include; transparent communication, organizational readiness for change and leadership commitment as the main facilitators of an effective and successful leadership execution. These results suggest that covering the gap between strategy formulation and implementation needs more than just the establishment of a planned vision, but rather the inclusion of operational attachment. The implications of the study may also include the demand to improve strategic leadership improvement and the internal procedures in consonance with sustainable visions.

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

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1. Identify the Unique Contribution

This study exclusively covers the empirical chasm between the articulation of a planned vision and defining it within the context of sustainability-inclined enterprises. Whereas the present reviews have independently discussed planned vision and sustainability, only few studies experimentally tried their interface through mixed-methods paradigm. Through the integration of regression analysis, as well as thematic analysis, the study

provides numerical evidence and circumstantial understandings. The study sets t advance the vision-strategy execution model through the demonstration of how non-linear variables like communication occurrence and leadership tendencies may serve as some of the moderating aspects. It may contribute to the planned maintenance of literature through giving emphasis on sustainability and hinges on having an understanding the attached vision around behavioral systemic cultural dimensions (Ahn & Hori, 2024).

2. Introduction

Planned vision is broadly considered as one of the cornerstones of efficient business strategy and long-term routine. In today's tricky, and of course, sustainability-inclined business domain, the ability to connect high-level planned vision with practical implementation has become a crucial capability for a competitive world. However, a determined challenge for most og=organizations is dependent on the execution gap and the basic disconnect among what major firms assume and what they attain. Whereas several institutions may articulate a compelling sustainability target, many may fail to transform these into assessable operational results (Clark & Porter, 2020).

This study examines how planned vision, especially with regards to sustainability-focused firms, may affect the effective execution of strategy. Illustrating from the vision-Strategy Execution framework and sustainability integration models, the study inquires: what are the basic organizational factors that can moderate the association between a well-framed vision and implementation success? Through the employment of a mixed-methods approaches, the research attempts to answer the stated question through contextualization testing. The main aim is to ascertain the statistical associations and to expose the influences of the organizational behaviour of efficient implementation. The study also establishes that covering the strategy formulation gap may necessitates a detailed perception of organizational culture, internal communication, leadership dynamics and structural enablers. The results may also position sustainability and inform both theory and practice by exposing the role of vision and how it can advance from the rhetoric perception to reality and practicality in the sustenance of business domains (Barredo Arrieta et al., 2020).

3. Literature Review

It is generally recognized that a planned vision is one of the crucial sources of effective institutional guidance. It broadly comprises clarity, a futuristic viewpoint and the ability to stimulate. These factors can bring together internal stakeholders to establish a fair ground for the sustenance of long-term goals. The review also emphasizes on the need that the vision alone cannot often translate a sort of effective execution. But the degree of efficiency can determine how reliability can internalize and combined into organizational procedures. Studies show that the link between the formation and execution of the vision can be moderated by institutional structure, adaptive capacity and leadership maturity (Naeem & Ozuem, 2023).

One of the dominant predicaments dealt with in most research is the conflict between long-term planed aspirations and common operations. When operation takes place within an active domain with rampant technological changes as well as stakeholders needs are changing, there should be coherent ambitions and actions. This is also the same with the digital transformation, which was handled as a supplementary effort and strategic enabler which must be deeply added into sustainability to ensure continuous relevance (Munuhwa & Hove- Sibanda, 2024).

Operationally, there has a major shift towards the employment of a mixed-methods studies in the analysis of tricky institutional phenomena. Only numerical data can offer a systematic image of mechanisms and associations; conversely, to perceive the contextual

and cultural dynamics there is the need for qualitative data. This deals with thematic analysis, particularly, it is appropriate for the interpretation of institutional behaviours and strategic procedures. It can help to understand better how quantitative outcomes can be realized to lived institutional realities and planned dynamics.

It is also emphasized that relating the vision is a part of organizational material can hardly be attained through the formal statements of strategic tactics. It consists of the continues reinforcement of strategic options with frequent communication and rapid modifications. Efficient institutions can place their vision through the implementation of organizational projects that link long-term targets with performance procedures and accountability. The application of digital innovations and AI structures is continuously serving as a means of enhancing the traceability, visibility and sustainability (O'Flynn, 2007).

The connection of leadership, planned communication and organizational preparations the major focus for additional discussion. Several studies demonstrate a link between the act of performance and the availability if consistent messaging, and connection between personal and organizational tenets to support the procedures that will bring about change. The research procedure was applied in this sort of study to enquire the methodological potency along the strategic essence on the findings through different forms of investigation (George et al., 2023).

New concepts recommend that planned sustainability should be considered as a journey rather than a form of destination. New type of business models should be incorporated into ecological and social goals in consonance with financial ones, to encourage systems thinking that will assists to address the continuous on unified challenges. Researcher also called on scholars to discard universalistic approaches and accommodate a more contextually sorted strategies that can appeal to local priorities and cultural distinctiveness (Lucian et al., 2023).

Another important aspect is the essential conceptual achievement which concerns the combination of the perception that strategic vision is not just about written plans but rather implemented through people and structures. Human development, learning organizations and procedures like the formal deployment methods can be considered as the essential strategy for onward implementation. Genrally, the prior reviews support the potent systems, cultural accountability and adaptive practices to become a driving force for sustainable strategic success (O'Flynn, 2007; Upadhyay et al., 2021).

4. Research Methodology

This study examines the function of strategic vision to close the gap between strategy formation and implementation in sustainability-inclined enterprises, applying a mixed-methods research approach that combines quantitative and qualitative approaches, the organizational responses will be obtained. These can be achieved through survey and thematic analysis. This sort of design will provide the chance to obtain generalizable numerical results and deep contextual result (Lucian et al., 2023).

4.1. Research Design

This study will be dependent on the Vision Strategy-Execution model, where it states that vison will serve as a force that can shape strategic planning and the implementation procedure. To investigate the procedure, the research design was established in two similar steps:

- Quantitative Phase: At this stage, a structured survey was carried out among 200 subjects who are the managers and stakeholders in different industries that adopts sustainability initiatives.
- Qualitative Phase: This consists of 50 case studies where documents and case studies

were analysed to target the internal strategic procedures of firms that contain sustainability-driven approaches (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 evaluate the links between the variables with regards to strategic vision and implementation efficacy, the following analytical processes were adopted:

Step 1: Descriptive Statistics

Modest demographic and firmographic variables (for instance, industry respondent role, firm size, and strategic involvement) were also analysed to obtain an insight into the variety and distribution of the specimen. These comprised:

1. 38% medium-sized firms (ranging from 100 to 500 employees)
2. 47% of big firms (ranging from 500 and above workers)
3. SMEs (15%), (< 100 employees)

These subects were part of the top managers (41%), departmental heads (29%), and strategic analysts (30%).

Step 2: Correlation Analysis

A Pearson correlation matrix was established to examine the bivariate correlation relationships between the variables. The first findings exposed a moderate to maximum correlations among the leadership style, efficiency in implementation and communication frequency which may be considered as the planned results.

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.

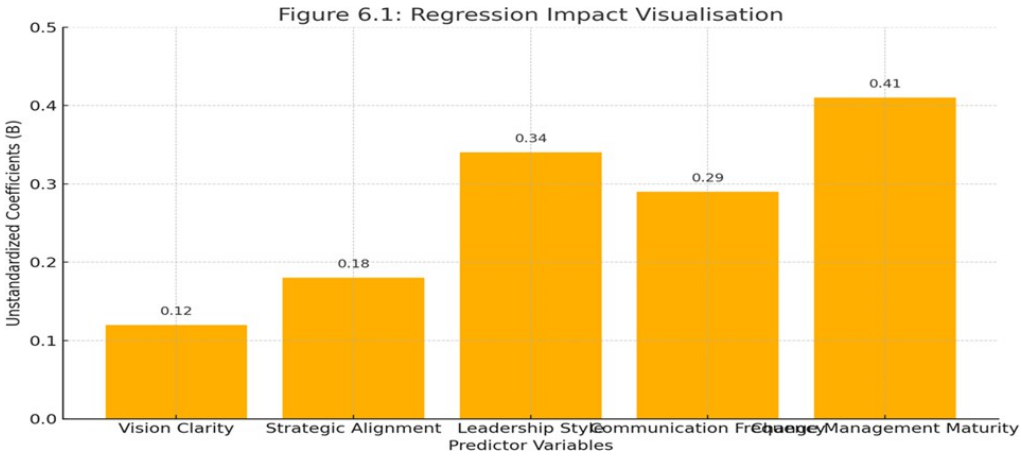

Figure 1 Regression Impact Visualization

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, similarly cross-referenced with numerical survey variables which include leadership accessibility and communication frequency, to provide cross-approach insight matrix.

Table 6: Triangulation Matrix – connecting Themes with Quantitative Constructs

Qualitative Theme	Linked Quantitative Variable	Interpretive Insight
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.

In addition, the analysis with the use of NVivo will enable the researchers to explain the key terms which include ownership, alignment, transparency and embeddedness, which were reliably connected with high-performing institutions. The narrative synthesis, thus, offers a conceptual enrichment to the regression findings and supports the basic need of combined leadership, cultural entrenchment of strategy vision.

4.6. Combination of Procedures

The mixed-methods approach of this study was attained via a convergent similar approach, where data from both sources were collected and analysed at the same time. The essential findings of each of the dual approaches were then integrated to build a reliable story of the function of strategic vision implementation.

- Quantitative Insight: Regular communication and additional changes in the management should be numerically some essential indicators of effective implementation.
- Qualitative Insight: Some aspects may tend to be as a result of the integration that were made by firms who invested in effective leadership development and bringing in fresh employees in accordance with their effective vision.

Integrated Conclusion: The prerequisite for success in the implementation is to advance the vision into a more practical systems and make it fixed culturally and behaviorally.

4.7. Ethical considerations

The subjects used in this study were informed of the basic intentions of the study and they consented to participate t in the study. The qualitative analysis was carried out with the use of available company reports that were authorized for academic usage. The ethical procedures, as well, were taken, considered and approved following the university's international research ethics guidelines.

5. Findings and Results

In this section, the numerical findings of the regression analysis were adopted with the narrative ideas obtained through the thematic analysis of the case studies. The mixture of the methods offered insights into the impacts of the strategic vision on the effective implementation of sustainability approaches on numerous levels.

5.1. Quantitative Results.

The numerical part included the examination of the results of the total 200 completed and filled surveys which covers numerous managerial positions. The regression framework was employed to have a clear and strategic alignment, communication frequency, vision clarity and change management maturity, which is linked to the dependent variable of the strategy implementation efficacy.

Descriptive analysis showed that almost more than 60% of the subjects represented the larger enterprises with the formal practices and most of the respondents possess more than six years of work experience which contributed to their wisdom as displayed in the study the basic distribution of the execution efficacy was based on the 5-grade Likert scale and it was aligned to the right, with a higher ratio of the respondents as moderately or highly effective in the strategy execution.

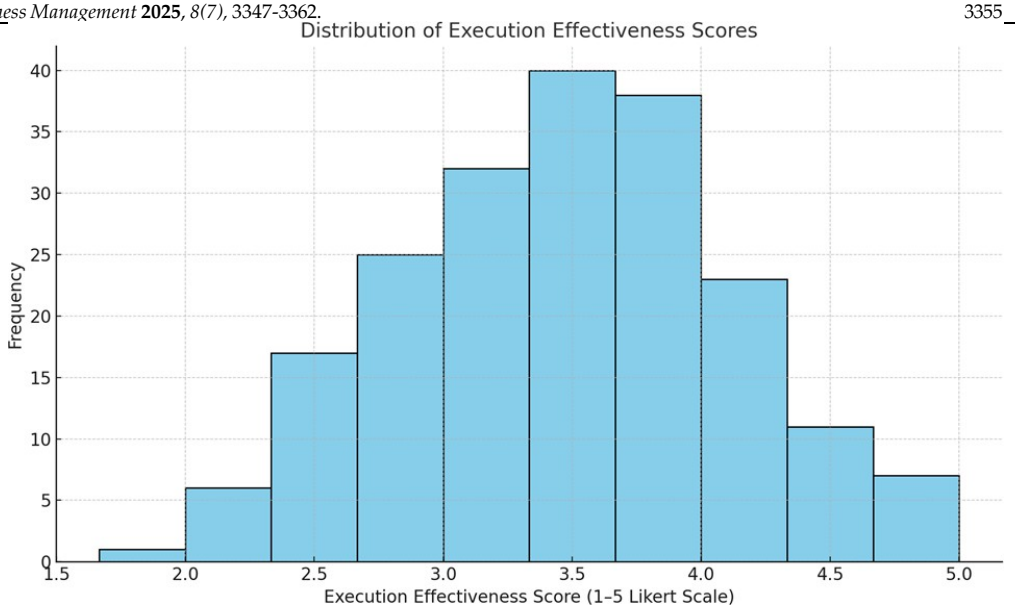

Figure 2 Distribution of Execution Effectiveness Scores

The regression model attained an R-squared value of 0.62, which that the independent variables can be explained 62% of the variation in the implementation success. The numerically significant predictors were modified to reflect the maturity (B = 0.41, p = 0.004), in which leadership style (B = 0.34, p = 0.02), and the communication frequency is (B = 0.29, p = .01), as showed in Figure 6.1. Willfully, vision clarity (B = 0.12, p = 0.08) and the strategic alignment showed (B = 0.18, p = 0.07) were not weighty at the 0.05 level.

These findings recommend that though a clear and accepted vision should be of importance, the operationalization will be dependent on leadership tendencies, consistency of communication, as well as the readiness of the formation to regulate and implement the required change. This is in consonance with the believe that planned success can be realized through behavioural and cultural means.

5.2. Qualitative Results

To explore these issues, a comprehensive thematic analysis involving 50 sustainability-inclined case studies was carried out with the use of six-step approach. These instances were adopted form various firms in the technology, manufacturing and retail sectors, who also employed the same formal status. Internal memos, annual reports and several interview transcripts were also involved in the data process and analysis.

Some of the major themes obtained are:

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

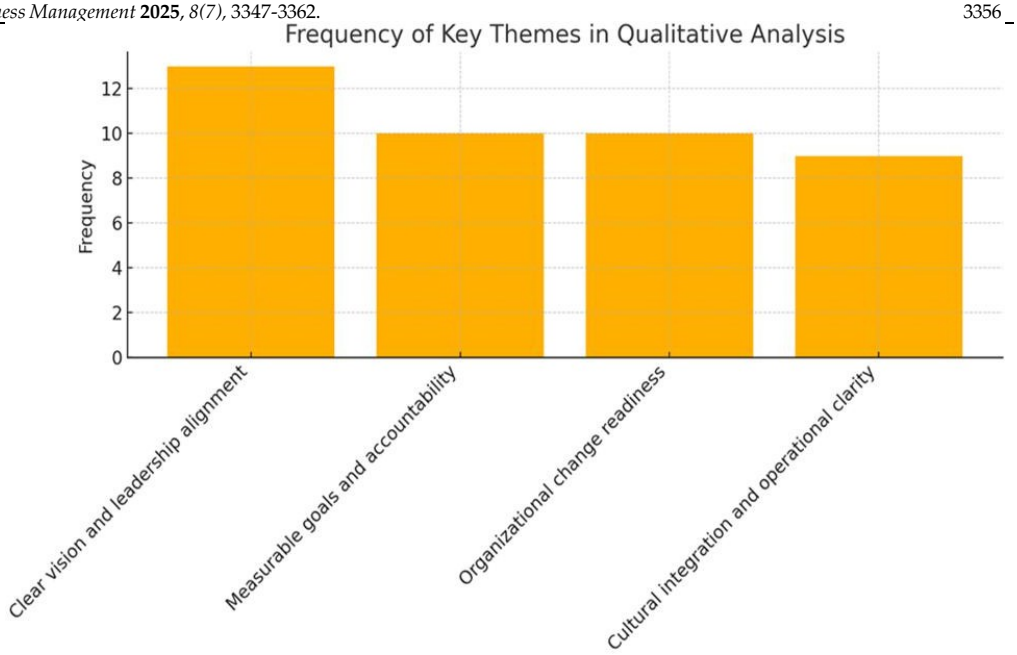

Figure 3 Frequencies of Key Themes in Qualitative Analysis

Themes like strategic communication, employee interaction, and measurable goal-setting were found in 8-12 cases. They are considered to have successful impact on the implementation issue. For instance, the issue of cascading vision in operations was the most prevalent and it was supported by some practical instances which include departmental scorecards, strategic dashboards, and systematic onboarding which reflects the vision statements. This shows the institutionalization of a strategic and planned vision.

Besides, the recurrence of certain issues, which include noticeable KPIs and stakeholder agreement, it will be noticed that exceptional firms considered a system with strategic execution strategy where responsibility systems and communication structures are ingrained in everyday activities. These assumptions are qualitative in nature and they agree with the quantitative undertakings. When shared with the presumable findings as explained earlier, the result may offer a detailed picture of how vision is considered and make into action. Through the combination of strategy documents, the study will offer a cultural buy-in, change readiness, leadership, procedural consistency (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 extent of change management maturity can be the most effective indicator of implementation success, and follows by the leadership style and communication frequency.

Qualitative Insight: Planned vision may need to be included in the onboarding procedure, culture and regular operations in order to shape the performance and behaviour.

Mixed Insight: Weak leadership and communication often show a difference between the formal strategic presentation and informal implementation practices.

6. Discussion

In this mixed-methods study, the main goal was to look at the connection between planned vision and its sustainability in organizations. The findings of this paradigm offer a complimentary assertion of the significance of vision in the closure of the gap linked with strategy formation and implementation. This section, thus, explains the consequences of these results with regards to the availability of framework and observable practices.

6.1. Analysis of the Quantitative Data

The quantitative regression model specified that although other local concepts like strategic alignment and vision clarity were leveled to implementation efficacy more flexible measures such as leadership style, communication frequency and management maturity showed a numerically essential association. It also suggests that a well-established vision should be presented and supported by the traditional system and execution abilities (O'Higgins, 2023).

The ratio potency of change management maturity ($B = 0.41$, $p = 0.004$) confirms the additional applicability of agility and modifications preparedness in the presently unsteady sustainability environment. The literature is further affirmed by the leadership style ($B= 0.34$, $p = 0.02$) and communication frequency ($B = 0.29$, $p = 0.01$): as distributed leadership and the presence of noticeable communication channels are essential enablers of strategy change.

These results are in consonance with the Vision-strategy-Execution (VSE) model, but they show the need to broaden it by the addition of moderators of culture and behaviour. The study implies that the establishment of a vision within the institution needs funding, change readiness training and internal communication structures.

6.2. Qualitative Analysis Findings

The thematic fusion of 50 projected case studies carried out to offer contextual fact for the numerical results. some examples of these themes may include a vision that can cascade down to operations, leadership, and clear vision as well as focus which can suggest that firms can perform effectively well when they have a vision that is attached in their daily operatives and not merely showed in PowerPoint presentations as well as mission points.

The study established that employee onboarding was important to vision, as mentioned repeatedly as a predictor of sustainable interaction and alignment. This result supports that effective strategy can be socially built, and may require both top-down vision and bottom-up engagements (Okech & Aosa, 2025).

In addition, the theme of Transparent KPIs recommends that the implementation can succeed when there is tracked progress and they are reported departmentally. So, the numerical findings are therefore advanced to improve implementation performance.

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

When the findings are integrated, they can be advanced that the systems and procedures in relation with strategy formulation and implementation serve as the fundamental human pillars to cover the leadership gap through constant communication, readiness for modifications and employee empowerment (Ong et al., 2024).

This contrasts with outdated frameworks of strategic planning, which stresses that planning over procedure, rather than pure facts will be catchier in which vision is not attained, but a flexible system that can transform acting, responding and thinking.

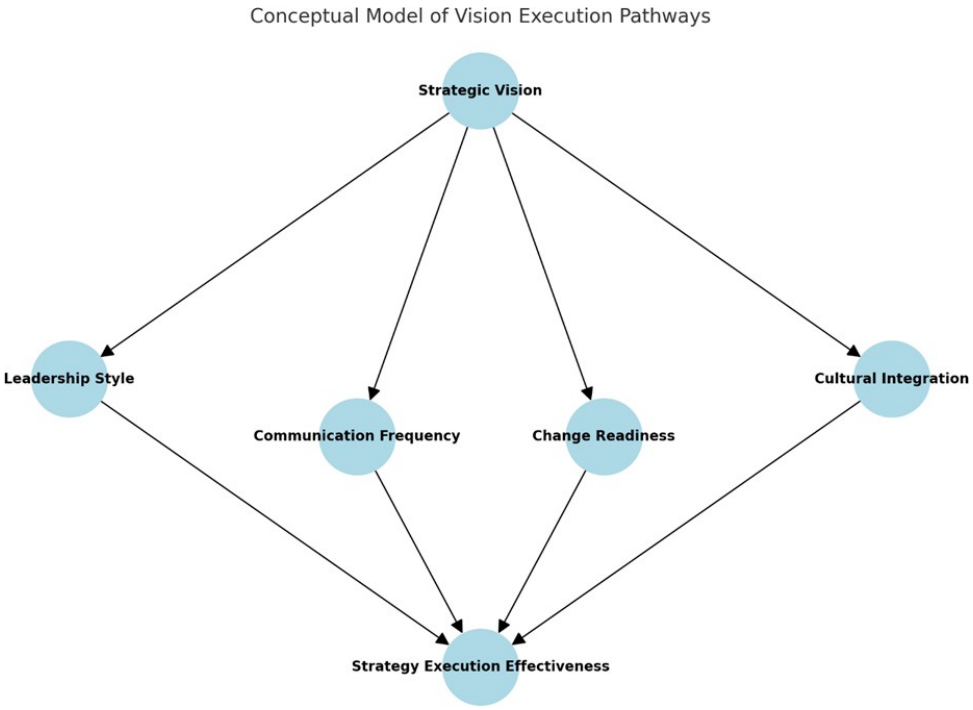

Figure 4 Conceptual Model of Vision Executive Pathways

6.4. Theory and Practice

Theoretically, this study can be extended to the VSE framework as it experimentally shows the mediation of the vision-execution association through cultural and behavioural aspects. It also reaffirms the employment of mixed-methods approach in strategic management and how qualitative depth can be specified and added to determine the quantitative breadth.

The inferences are just confirmed to practitioners, thus;

- There should be investment in leadership development and communication of vision to infer change.
- Create onboarding agenda within the institution that have vision alignment with built-in.
- There should be increased transparency and responses through the use of communication audits.
- Alignment of (KPIs) sustainability metrics to vision at all levels of the organization.

6.5. Limitations and Future Research

Though this study offers potent findings, it also has some weaknesses. The study included only a handful of 200 subjects, which may be insufficient to generalize. And the thematic analysis produced rich contextual data, thus, this may be prone to analysis bias

even when a valid coding model is applied (Sedovs et al., 2024).

Additional studies are needed to further expand the sample size of industries from different regions in order to trace the progression of visions and the respective effects on their execution. It may potentially be necessary to empirically validate the effectiveness of the implementation through specific interventions like leadership training or communication restructuring (Stacchezzini et al., 2016).

7. Conclusion and Recommendations

This paper ultimately attempted to investigate how strategic vision played a significant role towards the bridging of the chasm in the formulation of the strategy and its execution which is normally observed, in business contexts for efficient sustainability. The study used a mixed-methods approach consisting of 200 strategic subjects as well as the use of 50 case studies all focusing on sustainability. The paper indicated that numerical confirmation and contextual richness demonstrate that strategic vision must be more than inspirational. It needs to be discussed extensively to assert leadership, communication and cultural integration and process (Throuvala et al., 2019).

7.1. Key Findings

The quantitative results indicated that though vision clarity and planned alignment are important, they do not contain an autonomous impact on the implementation effectiveness, and they will be supported by these factors:

- Change Management Maturity (B = 0.41, p = 0.004): The organizations that have genuine transformation capabilities prove to be more organized at converting strategic vision to realize steady results.
- Leadership Style (B = 0.34, p = 0.02): Both transformational and participative styles of leaderships are connected positively with strategy execution.
- Communication Frequency (B = 0.29, p = 0.01): It is vital to communicate brazenly to maintain a coherent level of achievement.

In connection with these results, the narrative analysis discovered some important themes like attaching vision in the onboarding processes, normalizing the vision in daily operational processes and embedding vision in onboarding processes. These factors become the major constituents for a robust and potent institutional culture that seeks to felicitate efficient implementation.

7.2. Knowledge and Practice Contributions

This study makes the following outstanding contributions for further academic discourse:

- Development of the Vision-Strategy-Execution (VSE) model for empirical engagements.
- Illustration of an effective mixed-method paradigm in the purview of management of both current trends in qualitative and numerical research.
- Provision of a functional model for leaders to use when their organizations are ready to execute visions.

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).

7.4. 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.

7.5. 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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