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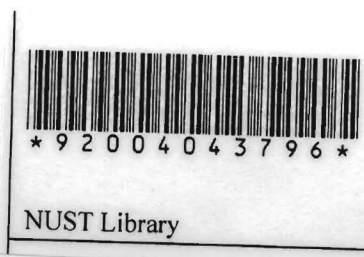
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**Framework for World Class Manufacturing Principle(s) implementation in  
the Fast Moving Consumer Goods manufacturing Companies in  
Zimbabwe.**

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## Abstract

The purpose of this study was to develop a framework for successful implementation of World Class Manufacturing (WCM) principle(s) in the Fast Moving Consumer Goods (FMCG) manufacturing industry in Zimbabwe. The phenomenon of failure or success in the implementation of WCM principles or any improvement initiatives towards world class performance by manufacturing companies was studied at four case companies. The Eisenhardt's Model of developing theory from case studies was used in this qualitative research. Data collection and analysis was done using the Grounded Theory approach as informed by the Eisenhardt's Model. NVivo 10 software for qualitative data analysis was used together with manual analysis based on developed tables during cross-case analysis. Key challenges and themes that emerged, together with literature, were subsequently used to develop a framework for successful implementation of WCM principle(s). The study drew upon WCM principles that had been developed as way back as the 1950's, yet the companies in Zimbabwe were still struggling to implement these principles more than 60 years later. A framework consisting of the WILGOR Steps towards construction of the WILGOR House of Manufacturing Excellence was developed; it uses the "house metaphor". Successfully implementing WCM principle(s) depicts constructing a house that consists of a strong foundation, has building blocks, the door, the window and the roof. The framework has not been fully tested, apart from capturing its important aspects during the iterative process of data collection and analysis. The study added to the body of knowledge by providing empirical evidence of challenges faced by case companies, mainly in the FMCG sector in Zimbabwe. The developed WCM principles implementation framework is recommended for use in the adoption and adaptation of WCM principle(s). Enfolded literature was reviewed and the similarities and differences with other models were established. These were used to strengthen the WILGOR Framework of Manufacturing Excellence. Organisations are thus presented with a suitable framework that increases their chances of successfully implementing WCM principle(s).