

DBA thesis

Testing a seven-approach strategic management model for business success in practice

Hafed, M.

Full bibliographic citation: Hafed, M. 2023. Testing a seven-approach strategic management model for business success in practice. DBA thesis Middlesex University

Year: 2023

Publisher: Middlesex University Research Repository

Available online: https://repository.mdx.ac.uk/item/11228y

Middlesex University Research Repository makes the University's research available electronically.

Copyright and moral rights to this work are retained by the author and/or other copyright owners unless otherwise stated. The work is supplied on the understanding that any use for commercial gain is strictly forbidden. A copy may be downloaded for personal, non-commercial, research or study without prior permission and without charge.

Works, including theses and research projects, may not be reproduced in any format or medium, or extensive quotations taken from them, or their content changed in any way, without first obtaining permission in writing from the copyright holder(s). They may not be sold or exploited commercially in any format or medium without the prior written permission of the copyright holder(s).

Full bibliographic details must be given when referring to, or quoting from full items including the author's name, the title of the work, publication details where relevant

(place, publisher, date), pagination, and for theses or dissertations the awarding institution, the degree type awarded, and the date of the award.

If you believe that any material held in the repository infringes copyright law, please contact the Repository Team at Middlesex University via the following email address: repository@mdx.ac.uk

The item will be removed from the repository while any claim is being investigated.

See also repository copyright: re-use policy: https://libguides.mdx.ac.uk/repository



Testing a Seven-Approach Strategic Management Model for Business Success in Practice

Maged M. Hafed

Student number: M00649792

Submitted for module MBS5360
in partial fulfilment for the award of
Doctorate in Business Administration (DBA)
Middlesex University, London, UK

Contents

Aims and Objectives	2
Literature Review	3
Research Study	28
Business Context	44
Initial Diagnosis	47
Cycle 1 – Turnaround Strategist	67
Cycle 2 – Classical Administrator	88
Cycle 3 – Design Planner	102
Cycle 4 – Competitive Positioner	126
Cycle 5 – Self-Organizer	142
Cycle 6 – Visionary Transformer	158
Cycle 7 – Role Player	174
Results	185
Discussion	. 216
Limitations and Future Research	225
Conclusion	226
References	232
Annendices	25/

Aims and objectives

The purpose of my DBA research project is to test a strategic management model on a water-bottling company located in the Kingdom of Saudi Arabia (KSA). The project's impact should be observed in four main objectives. The first objective is to turnaround the performance of the company leading to profitability and better return on investment (ROI). This will be achieved through equipping the company with a model that utilises effective strategic tools to run the business more efficiently. It, in turn, allows for predictive crisis-management rather than managing by crisis.

The second main objective pertains my personal professional advancement. The success of the project will add to my track record of turning around companies' performances. In addition, I will realize a lifelong dream of obtaining the doctorate designation in a field I am passionate about.

The third main objective is novel and useful contribution to the knowledge in the field. This will start by designing and testing a strategic model that can be followed to boost the performance of a local Saudi company. The importance of this is due to the obvious lack in the research literature highlighting the impact of strategic management on companies in KSA. In addition, the success of my seven-approach strategic model will not only impact the water-bottling company tested, it can be utilized in any other businesses in different industries, sizes, and countries. The model also addresses the 'insider' versus 'outsider' predicament by eliminating the embedded culture and unifying the language within the departments of the company leading to better synergies and cooperation.

The final objective is to make strategic management a fundamental pillar in any company in developing nations. KSA is a country where numerous local and privately-owned businesses do not place enough emphasis on strategic management. Thus, I hope that my project would affect other companies and policy makers to ensure that strategic management is the norm in any business; regardless of industry or size.

Literature review

A. Strategic Management

The field of strategic management is relatively new and somewhat vague. This is especially true in developing nations. The vagueness of strategy comes from the fact that it overlaps with other fields like economics, marketing, finance, and sociology (Bowman, Singh, & Thomas, 2002). In an attempt to narrow down the definition of strategy, Nag, Hambrick, and Chen (2007) ran dual studies. Their concept stemmed from the notion that a scientific field is made up of scholars that have a specific identity and language, originating in science being viewed as a social enterprise (Kuhn, 1962; Latour & Woolgar, 1979, Merton & Storer, 1973). The results of these studies yielded an acknowledged definition of strategic management where managers act on behalf of owners by applying corrective/intervention initiatives to utilize a company's resources with the aim of enhancing performance. Krogh, Roos, and Slocum (1994) highlight three main objectives of applying strategic management. These encompass the 'survival' and 'advancement' of the company, and a balance between these two objectives.

A vital part of strategic management is the ability to employ a reflective mindset. Reflection, in fact, is one of the key processes that lead to the success of a strategic model. Mintzberg (1994) makes a distinction between managers and strategists in their use of reflection. He explains that regular managers show a preference in dealing with action as opposed to reflection. When possible, a manager favours oral to written information. The downside of these preferences is that some important details can be overlooked. However, strategists, who are planners and reflectors by nature of the job, give more time to address situations analytically. Their reflection on situations allows them to think carefully and meticulously ensuring that all information is accounted for in any decision taken.

Key scholars in the field of strategy (Mintzberg, Ahlstrand, Lampel, 1998; Grant & Jordan, 2015) have come up with various ways to classify the evolution and development of strategic management. These classifications were an attempt to better the understanding and benefit from this field. One such classification is the 'ten schools of thought' discussed by Mintzberg, Ahlstrand, and Lampel (1998). According to this, strategic management is divided into design, planning, positioning, entrepreneurial, cognitive, learning, power, cultural, environmental, and configuration schools. The first three schools are considered more prescriptive and focus on the formulation of

strategy. The following six are concerned with the preparation of strategy. The final school works on incorporating all the other nine schools.

Grant and Jordan (2015) have produced another eminent classification of strategic management as a result of business needs and application of strategy. They group strategic management under five different themes. In the 1950's, the first theme called 'financial budgeting and control' emerged. The aim of this theme was to place the appropriate controls to better manage the rapid growth in size and complexity witnessed in companies. After that, once the required short-term controls were placed, a better plan for long-term growth and diversification was needed. Hence, the emergence of the second theme in the 1960s and 70s called 'corporate planning'. As markets became more and more complex, a need to shift from a pure focus on financial planning was necessary. Companies had to select markets where they would be able to operate and become market leaders. This need gave rise to the third theme that came in the 1970s and 80s, called 'positioning'. The 1980s and early 90s witnessed a shift of focus to utilizing a company's internal resources and capabilities to gain a competitive edge. Here, theme four was developed and called 'competitive advantage'. The final theme arose in the early 2000s is 'strategic innovation' or 'adapting to turbulence' with the aim to capitalize on technological advances, seek strategic alliances, and ensure flexibility and innovation.

My proposed research project is a modified take on the five-theme classification described above. My interpretation takes seven different approaches of strategy, which are centred on the main business tools available for management, and groups them under the various five themes. In turn, this produces my seven-approach strategic management model that aims to ensure the advancement and survival of companies.

There are various theories attempting to explain what motivates employees. These theories may be categorized under two main opposing methods: the content and the process theories of motivation. The content theories are those that are mainly concerned with needs and how to satisfy them. On the other hand, the process theories are, as indicative of its name, focus more on the process of motivation; how it originated, could be directed, and continued (Mullins & Christy, 2016). Among the initial and most popular content theories is the Maslow's hierarchy of needs (1943). Maslow's theory is based on five levels of main needs. Once the first level of needs is satisfied, the second level becomes the main motivator for the individual. The first level is the physiological one. That is, the basic functional requirements for survival such as oxygen, water, and food. Then comes

safety needs. This covers a wide range of needs spanning from safety and security to deprivation. The third level of needs is love which focuses on the sense of belonging. Next is the esteem needs reflecting the demand of respect by individuals. The last level of needs is the self-actualization which stands for the desire of fulfilment. The implementation of all my seven strategic approaches can be likened to Maslow's hierarchy of needs where a company advances from possessing the basic 'physiological' needs to survive to the last level of desire to fulfilment. In what follows, a detailed review of each of these seven approached will be presented.

The Classical Administrator (CA)

The oldest of my chosen seven approaches is the CA known best through the work of Henri Fayol (1949). Some consider this approach as the foundation for today's management (Poperwi, 2018). The CA focuses on the basic internal structure of a company. This approach pertains that a company should be managed in a hierarchical, top-down manner. There is one sole leader that not only oversees the running of the company, but also makes all the decisions. Since this approach is very rigid and puts a lot of emphasis on the concept of control, it fits in well with the first classification theme discussed earlier; financial budgeting and control.

Fayol bases his ideas on management on his own past experience. His ideas are grouped into three main categories. The first category explains six different functions that should be available in a company (Fayol, 1949; Parker & Ritson, 2005; Bakewell, 1993). The first of these functions is the technical one and is mainly focused on production and manufacturing. This also requires a certain degree of adaptation to market and technical advances. The next function, commercial, oversees the various processes of buying, selling, and exchange activities the company takes part in. The third important function in a company is the financial one. This searches for and optimizes the use the of the company's available capital. Fourth is the security function. As the name suggests, this deals with the protection of assets (human or property). The fifth function, accounting, is responsible for inventory, balance sheets, costs, and any important statistics. The final sixth function is the managerial. The main tasks of this function are planning, organization, command, coordination, and control of the company.

Fayol's keen interest in this last function gave way to his next category which focus on the five roles of management (Fayol, 1949; Wren, 1972; Breeze, 1985; Robbins et al., 2000). The first role described by Fayol is focused on planning. This starts with setting an initial action plan with the

aim of affecting the future and realizing the goals of the company. The second management role should be organization. Management should ensure that the company is utilizing all its available resources to fulfil the initial plan. Third, the role of management should include a form of command. This involves driving the work force in a rigid manner following strict processes to aid the success of the plan. Fourth is management's coordination role. This role requires that all aspects of the business be in constant communication and working together to reach the desired outcome. The final role is control and focuses on the monitoring of the work. It should provide the necessary information to help the plan remain on track. As can be seen, these roles work in unison with each other to ensure that all aspects of the company are considered by a manager.

Fayol's last category, the fourteen principles of management (Fayol, 1949; Armstrong, 1990; Breeze, 1985; Wren, 1972), are activities aimed to ensure that management possess the appropriate tools to successfully apply his first two categories. According to Fayol, effective managers should provide a clear division of the work, be the point of authority and discipline for the employees, while ensuring the unity of command and direction. They should also guarantee the subordination of an individual's interests to serve the general interest. Finally, managers should be responsible for compensation, centralization, scalar chain, order, equity, stability of tenure of personnel, initiative, and esprit de corps.

Fayol suggests the use of five key tools (Fayol,1923; Breeze, 2002) to help ensure that a company is implementing all the important aspects of his categories described above. These tools will be adopted in my project and are:

- 1. The use of surveys to assess past, present, and future desired outcomes.
- 2. The setting of a business plan/budgets.
- 3. The use of a reporting deck.
- 4. The reporting of minutes of meeting.
- 5. The setting of a detailed organization chart.

Literature shows how much emphasis Fayol put on how management of a company should be ideally done. However, a major critique of his theory is that it is viewed as a top-down management approach whereby management is in control of everything. This makes scholars interpret Fayol's approach as one encouraging being a functionalist, authoritarian, inflexible, and generalist manager (Norton and Smith, 1998; Nioche and Pesqueex, 1997).

Some experts like Parker and Ritson (2005) look at Fayol's work as an amalgamation of his different careers which reveal a multifaceted view of his management theory. This more rounded view to management comes from examining Fayol's five different personal professions: field researcher, CEO and strategist, change manager, human resource manager, and management educator (Parker & Ritson, 2005). As a mining engineer and geological researcher, Fayol based his management principles on his scientific analytical experience (Breeze, 1995; Wren, 1995). As a CEO and strategist, his company's advancement was associated with his strategies and planning. For Fayol, planning is an essential component of management (Mintzberg, 1994). When it comes to change management, Fayol's theories were spawned in a complex and volatile era in France. In terms of human management and to cope with the unionization wave, Fayol believed in what might be termed now as work-life balance (Reid, 1995). Towards his retirement, Fayol promoted management education through his lectures and publications. He believed that organizational success is a result of acknowledging the management discipline and in continuous learning at all levels within an organization. Viewed this way, Fayol's organization's six functions, the management five roles, and the fourteen principles of management comprise a solid tool within the management system and is one of my proposed seven approaches to strategic management. That is, the CA approach should be seen as a complement rather than an opposition to the other approaches of management.

The Design Planner (DP)

In the 1960s, another approach emerged, called the DP (Ansoff, 1965). The logic was that since the controls have now been placed, strategy should consider a long-term plan for the company. According to the DP approach, a long-term plan must be set before any action is taken. To design this plan, the company should identify its current market position and where it aspires to be in the future (Moussetis, 2011). This emphasis on planning makes the approach fit well under the second theme, corporate planning.

Ansoff (1957) explained that a company can utilize one of four basic long-term alternatives. The first one is increased market penetration and it focuses on amplifying the sales of existing products and/or services in the current market to gain a bigger market share. The second alternative is market development. This is the selling of current products and/or services in new markets. Third is product development. As the name suggests, this is a shift in the company to sell completely new

products and/or services to their current market. The final alternative is diversification, and this entails a total overhaul; developing new products and/or services into completely new markets.

Ansoff (1957) elaborates that a company may wish to choose either one alternative or a combination. However, this choice must be based on three factors. To begin with, the factor of the company's forecasted growth which is used to measure the impact of implementing each of the first three suggested alternatives. The alternatives which deliver the highest forecasted growth should be the one the company chooses. The alternative of diversification only becomes a necessity when all other alternatives lead to a declining growth curve. The second factor is contingencies. These are the changes that are likely to occur in the market. Such changes are more difficult to foresee yet must be considered when a company chooses the best alternative. The last factor is unforeseeable events. These usually are events that are unaccompanied by any prior information. A company needs to retain some form of flexibility to be able to deal with such unforeseeable events. As an example, a sudden change in fashion trends might force a company from working on market penetration to product development.

According to Ansoff (1957), it is advisable that a company should explore the first three suggested alternatives prior to diversification. He clarifies that diversification is usually the hardest for a company to implement as it entails a complete set of new skills, techniques, facilities, and at times new personnel. This can also mean an entire shift from existing business practices. If diversification is inevitable, Ansoff (1957) suggests three different ways to do so. These are vertical, horizontal, and lateral. Vertical diversification is when a company produces its own components and materials for existing products/services. On the other hand, horizontal diversification is when a company produces completely new products that are within the company's technological know-how and cater to known markets. Lastly, lateral diversification is when a company ventures into completely new territories; either products, services, or markets.

Two widely used tools in the business world that fall under the DP approach and will be used in my research project are:

- 1. Ansoff's Matrix. (Figure 1)
- 2. Strength, weakness, opportunity, threat (SWOT) analysis (Piercy and Giles, 1989).

The results of the SWOT analysis show the strengths and weaknesses of a company, and it allows it to highlight any possible opportunities and/or threats. After that, Ansoff's matrix is used and helps the company decide the best, most profitable available options for progress. There are numerous advantages to performing a SWOT analysis. Among these are that it limits the agenda of the company to what should be focused on, promotes group discussions and participation, and given its general perspective serves as a roadmap to specific action items to be carried out by Ansoff's matrix. As with other analysis tools, SWOT also comes with some disadvantages such as it might be costly if the discussions are over prolonged (Dergisi, 2017), considered static (Dickson, 2002), and simplistic (Nixon & Helms, 2010).

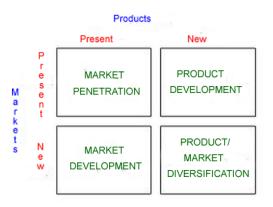


Figure 1: Ansoff Matrix.

Source: www.ansoffmatrix.com

A big part of the literature on the DP approaches focuses on the work of Ansoff (1957; 1965) and his emphasis on various aspects of planning. Critics of the DP state that Ansoff's theories and models reflect a weakness in a multi-variable context (Kipley et al., 2012). For instance, they claim that his matrix focuses on the company's products/services and neglects other internal factors, such as management and culture. If we consider the company as an 'open system' (Mullins & Christy, 2016), then it is understood that the output of this company is essential for its existence and survival. That is, a company is expected to receive input from its environment, transform that input, and finally produce output back into the environment in the form of products and/or services. These products and/or services are taken back to the environment to meet an existing need. Without the consideration of this output and the 'needs' that it will meet, the company will cease to exist. All these make critiques of this approach refer to it as a narrow aspect on strategic management; the focus being the finished product/service of the company.

The Role Player (RP)

After putting into action the basic controls and long-term plan, a company's next move should be to foster the abilities of employees to evolve beyond basic job performance. Henry Mintzberg (1987) introduces RP to do just that (Snyder & Wheelen, 2017). This approach encourages leaders to step back from an only-controlling role, where they have the final say on all matters, to more of a teacher and enabler. That is, the leader should invest in providing opportunities for employee learning, support, and motivation. This shift away from a pure financial planning and control makes this approach fit well under the third categorization theme, positioning.

Mintzberg (1987) puts much emphasis on the manager in the role of the decision-maker. He explains that each manager should employ what he termed the '5 P's of Strategy' to help facilitate his design and implementation of a successful strategy for his/her company. The first of these P's is 'plan'. Here managers should exhibit an understanding of the necessity of designing a plan and prudently implement it for the company to reach its goal. The next P is 'pattern'. This implies that managers should learn from their past experiences whether in success and/or failure to help manage future patterns. Then comes 'position' which states that managers need to be aware of how their company places itself in its market and whether this position is in line with the overall strategy. Fourth is 'perspective'. Here, the manager must ensure that all stakeholders/participants of the company are aligned on the desired outlook stated in the third P. Mintzberg (1987) states that exploiting the 'patterns' and 'perspectives' of a company is valuable information. It should be utilized in crafting a successful strategy. The fifth and final P is 'ploy'. Under this P, managers are expected to be cunning and shock the market with unanticipated actions (Mulder, 2018).

To successfully implement the 5 P's, Mintzberg (1989) suggests that managers should fulfil ten main roles. Which of these roles is used at a given time depends on the context of that time. These ten roles are grouped into three categories: the interpersonal, informational, and decisional. Each of these categories encompass its own set of the recommended ten roles of management based on their specific use.

The first of these categories, interpersonal, allows managers to provide guidance, ideas, and information. It covers three of the ten managerial roles. The first is figurehead. This entails that a manager should be the formal representative of his/her company, be it legally or socially. The manager should be viewed as an idol. Then comes the manager as being a leader. Just as a manager

being perceived as a role model by the employees, he/she is expected to manage this relation and the performance of the company in the best possible manner. The last role under this category is liaison. Here, the manager is the one responsible for all internal and external communication. This category is the one that serves as the link between all the categories.

Mintzberg refers to the second category as informational. It deals with the disseminating and the processing of the available data. This category also covers another three of the ten managerial roles. The first is monitor and deals with the attainment of new information and managing the performance of the subordinates. The second is disseminator. Here, the manager filters all gathered information and shares only that which is relevant and useful for the company. The last role of this category is spokesperson. As the name suggests, the role of the manager here is the sole contact person with the outside world.

The third and final category is decisional and covers the last four of the ten managerial roles. This category explains how a manager handles information available to him/her. The first of the decisional roles is entrepreneur. This is how a manager initiates and manages change in a company. Following that is the disturbance handler role. This deals with how a manager should be the go-to person at times of turbulence or conflict. Resource allocator is the third role. Here, the manager is responsible for the deciding on the optimum use of the company's resources. The last of these four roles is the negotiator. This is where a manager is responsible for negotiating all important matters on behalf of the company.

The main tool available to successfully implement the RP approach to be used in my project is the ten managerial roles guide.

As mentioned in the literature, Mintzberg (1989) identifies a set of ten main managerial roles. His intent was to provides a sturdy birds-eye view of management tasks. These roles are meant to serve as a general guide for managers to follow. However, some scholars argue that specific and detailed competencies should further explain these roles. What they mean by competencies is the fundamental qualities and characteristics a manager must possess (Boyatzis, 1982) and not only a description of the role itself.

Wickramasinghe and De Zoyza (2009) have attempted to provide a detailed review by taking 31 individual competencies they find important and clustering them into three categories:

knowledge, skill, and value. For example, they have deemed customer relations knowledge, cost consciousness, and planning and scheduling alongside other abilities as the important determinants of the knowledge aspect of the managerial competency.

Thus, although Mintzberg has laid a good outline for the roles, this suggested preciseness is particularly useful in today's complex business world as managers roles play a vital part in a company's success. Therefore, the ability to learn and foster the appropriate set of specific competencies must also be considered (Jackson et al., 2003; Tubbs and Schulz, 2006).

The Competitive Positioner (CP)

In the 1990s, a shift was witnessed in strategy from a core focus on the internal aspects of a company to others that encompass both internal and external factors. This gave rise to the CP approach. This approach is known best through the work of Michael Porter (1996). The emphasis of this approach is that a company should concentrate on discovering and acquiring an attribute or feature that makes its products and/or services stand out from other similar ones in the market (Bruijl, 2018). Porter termed this concept the 'competitive advantage'. There are various ways a company can obtain this advantage like creating market barriers, setting a premium pricing scheme, or lowering costs (Porter, 1996). It is clear to see how this approach is a perfect match, even by name, with the fourth theme, competitive advantage.

Porter (1996) explains that a company's lack of ability to distinguish between operational effectiveness (OE) and strategy is a core reason for its failure. He elaborates that OE tools, such as outsourcing and change management, although might be important for better performance, but are not enough to sustain profitability. Management should be aware that OE means performing the same activities as the competition, only better. On the other hand, when a company performs completely different activities or utilizes already existing activities in a new manner, this is called strategic positioning. That is, although OE can be successful in pushing the productivity frontier outward, it does not guarantee an enhancement of profitability (Porter, 1996).

In this light, Porter (1996) suggests that when a company strategically positions itself, it increases its chances of survival and advancement. There are three bases that can be used to successfully implement this positioning. The first is a variety-based positioning. This is where a company varies its products and/or services rather than focus on customer segmentation. The

second base is the needs-based positioning and deals mostly with customer segmentation. That is, their products and/or services are tailored to available customer's needs. The final base is the access-based positioning. Here a company's attempts are primarily the customer geography or scale. Once a certain strategic positioning is identified, a company needs to understand that trade-offs with other positions are necessary. Once the base is chosen, the company should ensure that all activities performed are working towards the goals of that choice.

According to the CP approach, the person responsible for the strategy of a company must understand and manage competition carefully (Porter, 2008). Porter (2008) further explains the role of a manager must extend beyond the classical perception of 'direct competition' and existing industry rivals. He/she must consider four other driving forces: the bargaining power of customers/buyers, bargaining power of suppliers, threat of potential entrants, and threat of substitute products. The main tools under CP are Porter's five forces (Figure 2):

- 1. Rivalry among existing competition.
- 2. Bargaining power of suppliers.
- 3. Bargaining power of buyers.
- 4. Threat of new entrants.
- 5. Threat of substitutes.

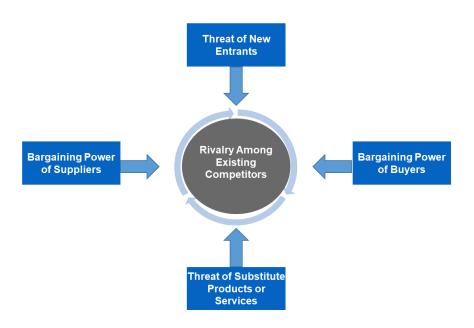


Figure 2. The Five Forces and Tools that Shape the Industry Competition Source: Porter, 2008.

Challengers of Porter's five forces claim that his theory presents a model that is static operating in an everlasting turbulent environment (Karagiannopoulos et al., 2005). Some scholars argue that this model neglects a key sixth factor, 'innovation', that may alter the balance of power of any of Porter's five forces. This additional factor is what leads to industry expansion and/or demise. In contrast to Porter's ideas, companies should adopt a cooperative stand with competition, suppliers, and/or substitutes to advance both its technical and operational capabilities to cope with industry evolutions (Wolpert, 2002). Such collaborations pave the way to lower costs, sustainable competitive edge, and innovation (Chesbrough and Teece, 1996). As an example, a company strengthening its ties with its supplier/s may open doors to new game-changing innovation. A clear illustration of this is the case of aseptic packaging material of dairy products (milk cartons). The creators of this material are not the producers of milk but are suppliers of the packaging material. If the relationship between the milk producer and packaging supplier is an unhealthy one, it would deter the latter from presenting it to the milk-producer; thus, making said milk producer at a disadvantage towards competition. Thus, when implementing CP, it would be futile to ignore a factor such as innovation when examining any of Porter's 5 forces.

The Visionary Transformer (VT)

The VT was developed in the 1980s. Peters and Waterman (2004) explain that this approach is mainly concerned with business excellence (Koizumi, 2017). They consider the vision of a company to be the main drive for effective strategic management. The scholars elaborate that a company's vision should aim to answer such questions as where the company places itself in the market, what is its culture, and how is its coordination. A focus of this vision is how all the above will be communicated to the involved parties. This approach maps well under the categorization themes three, positioning, and four, competitive advantage.

Peter and Waterman (2004) suggest a company must have eight attributes to reach excellence, survive, and advance. The first attribute is to have bias for action, and this means that a company should be aware of the importance of action as opposed to practicing over analysis which may obstruct its progress. Second is the attribute of being close to its customers which helps a company understand their needs. Third is to have autonomy and entrepreneurship. The main characteristic here is that all parties involved in the company should employ creativity when performing their daily tasks. The fourth attribute is productivity through people. This means all employees should work towards increasing the productivity and efficiency of the company. Fifth

comes the attribute of being hands-on/value-driven. The company must ensure that its vision and values have been well communicated and understood. The sixth attribute is sticking to the knitting. This implies that a key factor for a company's success is to 'stick' to the business that it knows best. The seventh attribute is to have simple form/lean staff. The simple form here refers to the systems of a company, whereby they should be uncomplicated. Whereas the lean form is a characteristic that top management should adopt. The ultimate, eighth attribute is to have simultaneously loose-tight properties. The role of top management should be to motivate employee's autonomy while safeguarding the core values of the company.

According to Peters and Waterman (2004), a main reason that companies experience failure is because they discount the importance of what they call 'soft skills'. These are the values of a company, its skills, and employees (Dahlgaard & Dahlgaard-Park, 1999). Harrington (2004) adds that proper communication and understanding of the company's strategic plan improve the impact of the plan. Thus, the involvement of all parties, including lower management and other non-managerial level staff, leads to the success of the plan. All should contribute to the creation, implementation, amendment, and evaluation of the plan (Dahlgaard & Dahlgaard-Park, 1999).

Peters and Austin (1985) have designed a model that encompasses the implementation of the previously explained eight attributes (Peters & Waterman, 2004) associated with the success of VT approach. This model consists of four actions: people, care of customers, constant innovation, and leadership. The scholars explain that the role of leadership (action 4) should be what they term 'management by wandering around' at all levels of the company to ensure that there is a binding between all the other actions involved.

The main tool to implement this approach in my project is the eight attributes.

This model and most other research on this approach (Peters & Waterman, 2004; Peters & Austin, 1985; Dahlgaard & Dahlgaard-Park, 1999) place greater emphasis on the 'intangible'/human aspect of the company which thus far has been somewhat neglected by other approaches. Adopting this approach has been questioned by some. They explain that it is hard to generalize findings that come out of research on the VT because the studies were mostly run-on American companies (*Think Again* 2012). In their work, Peter and Waterman (2004) have deemed certain companies 'excellent' having fulfilled their criteria and those who have not as 'unexcellent'. However, upon closer examination on the progress of the companies mentioned in the research, it was found that the

companies deemed 'excellent' outperformed the stock market by 1%. Meanwhile, the other 'unexcellent' companies beat the stock market by 12%. Nevertheless, this presents a one-sided view of the critique and only evaluates success based on one aspect; the stock market.

Self-organizer (SO)

In the 1990s, the SO (Senge, 1990) emerged. This came as a result of the constantly and rapidly changing environment around a company. The central focus of this approach is for a company to be innovative and think outside the box. According to the SO, a company that constantly questions the surrounding norms and challenges them is better equipped at succeeding. This theme maps well under the fifth categorization theme, strategic innovation.

Senge (1990) is a strong believer that a critical component of a company's success is its ability to become a 'learning organization'. This means that all employees of the company need to collaborate to develop/better themselves to reach the company's desired goals (Senge, 1999). Senge (1990) identified five tools that help lead to this 'learning' status. The first tool is to have a shared vision. This puts the emphasis on the communication and sharing of the company's vision to ensure that all involved parties understand and work towards the overall aims. The second tool is to implement a systems thinking. Here, Senge (1990) explains that a manager should not let individual incidents take over their thinking. They must maintain an outlook on the bigger picture. Third is the tool of mental models. These are the shared values of a company. Senge (1990) proposes that a lack of common values may lead to vagueness and in turn hinder advancement of the company. The fourth suggested tool is team learning. As the name suggests, this tool shows the importance of teamwork and learning. The fifth and concluding tool is personal mastery. This works on identifying any gaps that exist between the communicated vision and the reality of the company. This helps both managers and employees create proper solutions to bridge these gaps to reach the company's shared vision.

Ortenblad (2007) presents twelve different interpretations of Senge's tools discussed above. The first interpretation claims that a company that reaches the status of being a true 'learning organization' is one that 'creates its own future' (Armstrong, 2000). This happens when a company works on constantly expanding its capabilities. The second interpretation is that employees in a company 'learn how to learn' (Beckford, 1998). Employees should work and learn together to enhance their own capacity and collaboratively reach the company's desired goal. The third is that a

company needs to 'learn generatively' (McGill et al., 1992) to adapt to turbulent markets. The fourth interpretation entails the inclusion of all 'five disciplines (Senge's tools)' within a company to become a learning one (Lennon & Wollin, 2001). The fifth interpretation by Eskildsen et al. (1999) states that a company only reaches this desired state by being able to 'practice systems thinking'. This occurs only when a company can master the remaining other four tools. Sixth is finding a balance 'where everyone learns' (Day, 1994). A company able to promote and sustain learning at all its staff levels is one with a better ability of survival and advancement. Interpretation seven proposes that a company must be 'flexible, receptive, and adaptive to change' (Burack et al., 1999). Like the sixth interpretation, the eighth affirms that a company's culture should adopt a learning environment (Belanger & Van Slyke, 2000). Next is the ninth interpretation which is based on Senge's six prototypes (1990). These prototypes are openness, localness, a manager's time, microworlds, leader's new work, and finally ending the war between work and family. In this interpretation, a company becomes a learning one by implementing these prototypes (Murdoch, 1995). The tenth interpretation also deals specifically with two of Senge's prototypes: the leader's new work and localness. This suggests that leaders must have 'new roles' (Ellinger at al., 1999). The penultimate, eleventh, interpretation narrows the focus mostly on the localness prototype. It deals with 'empowering employees' (Hong, 1999) and encouraging autonomy at all levels. The twelfth interpretation is based on how 'people should pass on learning and encourage others to be teachers' (Savitz & Kaluzny, 2000).

The above presents one of many interpretations of the SO approach. Most interpretations build on Senge's (1990) five tools foundation. Hence and to sum, the below will be the tools utilized in the research to implement this approach:

- 1. Shared vision
- 2. Systems Thinking
- 3. Mental Models
- 4. Team Learning
- 5. Personal Mastery

Senge's theories seem to be a focus in most literature on the SO approach. His concepts stem from Argyris' views stating that learning results from practice; not vice versa (Caldwell, 2012). That means that behavioural change is the metric for learning (Argyris, 2004). Moreover, Ashby's (1956) law of requisite variety insinuates that unless organizational learning matches that of the

ever-changing environment, the organization will not adapt or survive. From the onset, views concerning the learning organization have been debated over attempting to relate individual and organizational-level learning (Argyris & Schon, 1978). Experts insist that Senge's interpretations of the learning organization still did not manage to resolve this debate (Friedman et al., 2005). Moreover, according to Senge (Senge et al., 1994; Senge, 1999) his work attempts to interpret theory into real practice. On the contrary, scholars view his work as lacking practical advice on how organizations transform into a learning one (Friedman et al. 2005). Despite this, Brooks (2011) considers the organizational environment poses a great influence on the learning process. Unless the organization is a learning one, and can adapt to its environment, it will not be able to survive or advance.

The Turnaround Strategist (TS)

At the turn of the century, the fifth theme – innovation – became the trend in strategy in the business world. The final approach, the TS (O'Neill, 1986) picks up on this focus. According to this approach, a company should initially identify the main factors that lead to its losses. It suggests that a company must take immediate action to reverse the effect of the factors. The TS usually involves a complete change of the company's culture. Despite the major focus of this approach is to change everything, these changes are usually aimed at short term gains or 'quick fixes'. It is recommended for this approach to be resorted to when a company is in a state of crisis.

O'Neill's (1986) work proposes that a company that wants to implement the TS approach should follow one or a combination of four strategies. The first of these are management strategies and this is essentially either a total change of top management altogether or a distinct set of agreed actions to be taken by the current management. Such actions may be as straight forward as more frequent site visits. Second are cutback strategies. These are the immediate halting of further business decline in ways such as direct cost cutting and optimizing. The third strategy focuses on growth. These are meant to lead to market penetration, market development, product development, and/or diversification. Fourth are restructuring strategies. These are a complete reorganization of the company whether legally, operationally, or structurally (Cater & Schwab; 2008).

O'Neill (1986) further explains that a company should consider six key factors when deciding which of the four or combination of strategies to implement. The first of these factors is the

competitive position of the company; whether strong, average, or weak. The second factor looks at the product life cycle; if the product is at the stage of growth, maturity, or decline. The third factor is assessing whether the industry the company operates in is fragmented or concentrated. The fourth factor considers the company itself and the stage it is currently at. The fifth factor examines if the company's strategic group is stable or dynamic. This is defined by whether the market's key players are known or not and whether competition between these players is well established or not. The sixth and final factor considers the actual cause of decline of the company that may be either administrative, cyclical, or competitive.

Table 1 below highlights O'Neill's (1986) framework of the appropriate choice of implementing either of the four recommended alternative strategies founded on the company's six key factors. These four strategies are considered the main tools available for the TS approach and will be the tool used for my project.

The Four Turnaround Strategies

Key Factors	Status	Management	Cutback	Growth	Restructuring
	Strong	+	+	-	
Competitive Position	Average			+	
	Weak		+		+
	Growth		-	+	
Product Lifecycle	Maturity				+
	Decline		+		
	Fragmented		+	-	
Industry	Concentrated				+
	I	+		+	
Organization Stage	II				+
	Ш			+	
	Stable		+		+
Strategic Group	Dynamic	+	-	+	
	Administrative	+		+	
Decline Cause	Cyclical	-	+	-	
	Competitive	+		+	
	Political	+			

Table 1. Framework for applying the turnaround strategies.

Source: O'Neill, 1986.

Literature yields three main shortcomings to turnaround strategies. These are that they are mostly generic, do not distinguish the causes of decline, and almost all are top-down strategies (Schoenberg et al., 2013). In terms of being generic, most studies assume general prescription to the aches and troubles of the company. That is, the context and surrounding environment of the organization are not given specific attention. Second, the basis of decline is not identified as resulting from industry-wide influences or due to firm-specific ones. Finally, the turnaround strategies could benefit greatly from considering non-classical approaches.

I find that implementing O'Neill's (1986) framework manages to limit the above inadequacies. O'Neill's six key factors aid in applying the appropriate turnaround strategy. In terms of strategies being generic, O'Neill's model tackles this through his first five factors. These tailor the turnaround strategy to each individual company. That is, the approach reviews the company's competitive position, its product lifecycle, the industry it operates in, the organizational stage, and finally the strategic group. As for the cause of decline, the sixth factor deals with the reason behind the decline. It distinguishes the cause of decline by either being administrative, cyclical, competitive, or political. Finally, the critique of the turnaround approaches as being mainly top-down, O'Neill's model recommends in certain situations an altogether change of management as one of its key strategies. Hence, and from practice, the framework serves as an essential starting point for the turnaround of any company that is in crisis.

Conclusion – Literature Review

In conclusion and as can be seen from the review of the literature above, each of the strategic approaches has a specific focus in how to help a company advance. This narrow view has been a shared critique on each approach. This has been fuelled by each proponent of a strategic approach claiming that his/her view is the most prominent cause of change. Although each approach plays a paramount role in a company's success, it must be understood that these approaches build on each other's work. It would be otherwise impossible for one approach to encompass all aspects of a company on its own. Hence, my proposed research model builds on the concept that each strategic approach serves as an important ring in a link that ensures the survival and advancement of any company. Thus, a company that wants to advance and survive must work on its missing approaches and improve the existing ones; ultimately utilizing my seven-approach strategic management model.

Table 2 below is a summary of the seven-approaches of strategic management, the business needs behind the development of each approach, aims the management aspires for, and available business tools for each specific approach. It also illustrates the mapping of the approaches to the five-theme classification.

1. O'Neill's Framework	Profitable Growth	Turnaround the Business	O	7. Turnaround Strategist
1. Senge's Five Disciplines	Alliances / Self-Organization	Adapting to Turbulent Markets / Flexibility & Agility	5. Strategic Innovation	6. Self-Organizer
1. Peters & Waterman 8 Attributes of Management Excellence	Diversification / Global Strategies / Restructuring	Market Selection / Leadership / Competitive Edge	3 & 4	5. Visionary Transformer
urcing 1. Porter's 5 Forces	Restructuring / Re-engineering / Outsour	Sources of Competitive Edge	4. Competitive Advantage	4. Competitive Positioner
Mintzberg's Wanagement Roles	Diversification / Global Strategies	Warket Selection / Leadership	3. Positioning	3. Role Player
1. Ansoff Matrix 2. SWOT Analysis	Long-Term / Growth / Diversification	Long-Term Planning	2. Corporate Planning	2. Design Planner
1. Fayol's 5 Key Tools	Control, Coordination, Rigidity	To Posses Financial Control	1. Financial Budgeting & Control	1. Classical Administrator
Main Business Tools	Main Management Aims	Business Needs	5 Themes	7-Approaches of Strategy

Additional Strategic Theories

As a strategist and researcher, I recognize that the dynamic discipline of strategy must constantly evolve to adapt to the continuously changing business environments. Hence, when strategy is under consideration, it is advisable to stay up to date with emerging theories and strategies. In recent years, among others, there are four theories which evolved to help companies adapt to the emerging developments in business. These are the digital transformation, resilience, agile, and ambidextrous strategies (Zhang et. al., 2023; Marcazzan et. al., 2021; Ahmed, 2021; Wang et. al., 2020).

The first and perhaps the most recognised is the digital transformation strategy. According to Matt et al. (2015), this strategy intends to acclimatise companies, their products/services, and policies and procedures to cope with the technological advances that are taking place. In a sense, it is the company's answer to disruptive technologies that would otherwise hinder its advancement or threaten its mere survival (Vial, 2019; Li et al., 2018). At its core, this strategic view calls for pursuing and utilizing the latest technological applications to drive the digital transformation of a company (Chanias et al., 2019; Hess et al., 2016; Proksch et al., 2021). Finally, it is key to note that research has shown that the digital transformation strategy is positively related to enhanced performances (Tsou and Chen, 2021).

Second, and due to the ever-changing business environment, both internal and external factors continue to add more pressure on companies which led to the birth of the resilience strategy (Marcazzan et. al., 2021). This calls for companies to exercise 'anticipation' tactics such as continuity planning (Davison, 2014). The idea behind this strategy is to possess the capacity to proactively predict significant changes which will impact the company (Duchek, 2020). The aim of this strategy is to ensure the readiness of companies to overcome crisis or to avoid them all together (Weick and Sutcliffe, 2007).

Next is the agile strategy which refers to the company's ability to become flexible and agile to adapt to its environment. This strategy may be applied to different functions of a company to ensure its competitiveness. An example of this is the supply chain agile strategy (Ahmed, 2021, Alfalla-Luque et. al., 2013) in which a company is able to immediately alter its supply chain operation given any unforeseen short-term fluctuations in the supply and demand. This may be achieved

through several tactics, including better relationships with the company's suppliers, customers, and partners.

The last strategy is the ambidextrous one (Wang et. al., 2020). This entails covering both the existing market needs in terms of products and services while simultaneously dedicating the required resources to recognize and meet future ones. This will ensure maintaining a healthy market share and in turn the company's survival and its continuous advancement. Referring back to the ever-changing business environment, if a company focuses only on current market needs, it will eventually lead to its downfall. History shows that there are plenty of conglomerates, such as Kodak and Minolta, that ceased to exist predominantly for neglecting future market needs or anticipating disruptive innovations.

Although the above strategies carry a lot of merit in helping the survival and advancement of a company, I believe the seven approaches comprising my model encompass the main ideas from these updated strategies and that the recent strategies can be mapped back to my seven approaches. It is important to understand that the main aim of any strategic model is to ensure the survival and advancement of companies while continually increasing the stakeholders' wealth; however, the difference between models could be the perspective taken to reach that goal.

There are various reasons I have decided to choose these specific seven approaches for my model. As said above, the main aim of a strategic model is to enhance the performance of a company. Thus, the first reason behind my choice is my previous experience in using these approaches in various companies I have worked for with positive results. The main difference I have noticed is that none of the companies I have worked for or others in the region have a formally put model that utilizes all the approaches together. The second reason I chose these seven approaches is that they fulfil the main business needs a company requires to become successful. Even many of the new approaches developed share rationale with the seven approaches. As an example, CP from my model encompasses the digital transformation strategy rationale. This can be seen in CP requiring a company to continuously possess a competitive advantage. Nowadays, for a company to maintain its competitive edge, it should ensure equipping itself with the necessary technological developments, which is the main aim of the digital transformation strategy. That is, these seven approaches are meant to be comprehensive to encompass all the company's needs and be flexible enough to take into consideration new trends of strategy. The final reason I chose these approaches is that they are

also simple enough to be applied and interpreted in any company, regardless of industry or sector. I have personally applied it in various fields, and it has been easy to replicate.

B. Insider vs. Outsider Predicament

There has been a lot of debate over the positioning of a researcher as an insider or outsider in relation to his/her project. Breen (2007) explains that an insider-researcher is one that belongs to the studied group, whilst the outsider is the opposite. Another description of this is one provided by Banks (1998) which classifies the researcher according to his/her past experience and socialization. This view gives four different classifications: indigenous-insider, indigenous-outsider, externalinsider, or external-outsider. This debate has led to numerous researchers (Dwyer & Buckle, 2009; Merriam et al., 2001; Merton, 1972) having the view that a researcher cannot simply be classified under one category or the other; as witnessed in my working experience.

Regarding my work, my classification as an insider or outsider is based on the person making this distinction. As a strategy professional, it is usually the case that I report to the Chairman/CEO. My job is to identify gaps in operation and introduce corrective initiatives aiming to maximize profits. Hence, this role grants me access to all divisions of the company. According to this, the outside population (those who are not employed by our company) view me as an insider. This same view is shared by the Chairman/CEO due to my performance being evaluated based on overall contribution to the company, as is the case with all other employees. On a personal level, I also share this view of myself as being an insider as I am employed by and loyal to my company.

On the other hand, other divisions within my company, who feel threatened by the role of strategy, view me as an outsider. It is wrongly assumed that my role is to shed light on shortcomings in their performance. As Gerrard (1995) explains, some employees feel that strategy occupies a temporary role in the company. Drew (2006) describes how some see strategists as "seagulls", who are viewed as interfering in other divisions' business and then leaving everything in a state of mess for others to address. In turn, such misconceptions lead to my role being viewed as an outsider and is usually met with resistance and lack of cooperation.

As Dwyer and Buckle (2009) explained, my role will not have a clear classification and I will probably lie somewhere in the "space between" both ends of the spectrum. My classification as an

insider or outsider will change according to the different contexts and views of the different stakeholders.

This fluctuation of being viewed as an insider and/or outsider experienced at my work stems from the different epistemologies in that company. Lassila and McGuiness (2001) clarify that usually all ontologies and epistemologies are created based on a controlled set of vocabulary or language. This language is stored and retrieved in the 'organization-wide knowledge structure' (March & Simon, 1958; Argyris & Schon, 1978; Ginsberg, 1990). This leads to the employees of the company sharing similar views (Prahalad & Bettis, 1986) which results in what I term the 'company insider epistemology'. These organization-wide knowledge structures are dictated by a company's specific norms and guarded by key stakeholders even if these do not conform with evidence from the real outside world (Roberts, 2017). In turn, new and unusual problems end up being dealt with using outdated and ill-suited knowledge structures. Such practice does not usually change unless a crisis occurs or the executive team is changed (Grinyer, Mayes, & McKiernan, 1988).

As can be seen from the descriptions above, my so-called company's insider epistemology gives way to the idea of insider versus outsider. In previous work experience, I have seen that this insider-outsider divide is even further found between departments of the same company. That is, there is a separate 'marketing department epistemology', 'finance department epistemology' and so forth. This insider departmental epistemology places more burden on the role of strategy as separate departments work in isolation for their respective goals. This jeopardizes any collaboration necessary within the company. According to Schon (1982), in the process of tackling any problems within the company, it is often seen that different employees present opposing stories to serve personal agendas. This results in reliance on 'organizational norms' which hinder critical reflection (Mezirow, 1998); key for any company's progress.

My proposed model will also attempt to eliminate these separate epistemologies by replacing them with a new unified epistemology. This new epistemology is founded on two main pillars. The first creates a scale and link between departments. Its purpose is to encourage open communication and form necessary synergies. Hence, there should no longer be separate departmental epistemologies and the whole company will have a unified goal to work for. The second pillar creates a unified company language and knowledge structures. The nature of my model allows for the continuous updating of these knowledge structures matching the changing environmental needs. This ensures the survival and advancement of the company.

Research Study

My research project aims to test a seven-approach strategic model on a water-bottling company causing it to reach its optimum potential ensuring survival and advancement. The model is a framework that can be adopted by any company to make it successful. This model may also be viewed as a checklist to ensure every aspect of the business is considered. Once all seven approaches are 'in-check', the company should survive and advance.

According to the model, survival and advancement of a company is reached when all seven approaches are present. The order of the approach/es implementation depends on the company's circumstances at the time. For instance, if the company is in a state of crisis, it is recommended to start by implementing the TS. Since the water-bottling company in my research is experiencing crisis, the starting point of my implementation of the seven approaches should be this approach. The order in which the rest of the approaches is to be implemented will be based on the results of each cycle and the business need at that time.

From practice, I have learned that the impact of implementing an approach varies from one approach to the other. This impact can be witnessed in as little as a quarter or less, half a year, and/or years; depending on the type of initiative/s being implemented. Each of my AR cycles will commence with a diagnosis of the status as will be explained further in the mythology section. This diagnosis serves to specify which of the seven approaches should be implemented next. It is important to note here that upon the onset of any cycle, the company should consider using any of the seven strategic approaches depending on its needs. That means, a company might resort to reusing an approach that has been previously adopted at a later time due to necessity. On the contrary, at the beginning of each cycle all the approaches must be evaluated, and the best one is to be implemented based on the company's existing needs. Figure 3 below highlights the framework of the model.



Figure 3. Seven Approach Strategic Management Model Framework

There is limited research on strategic management in KSA which shows the importance for projects such as mine. Al Ghamdi (2005) is one example of this scant available research. In his study, a questionnaire about the level of use of strategic management tools was sent to three hundred of the top-performing Saudi companies operating in different industries. The results yielded that out of the seventy-two companies that replied, only a modest 10% of planners used strategic management tools regularly. In addition, approximately half of the respondents admitted to the complete lack of use of any strategic management tools in their business. Al Ghamdi (2005) study raises three main points concerning strategic management in KSA. The first is that despite the large number of companies contacted, only a few responded to the questionnaire. This indicates either a disinterest in the subject matter or that there is a lack of strategic knowledge within companies. Next, since there have been limited studies published since the Al Ghamdi (2005) study, it is pertinent to raise awareness on the importance of strategy in the business world. Finally, this also should fill the gap found in literature on strategy research in KSA.

The research on strategy in KSA (Al Ghamdi, 2005; Varshney & Abdulfattah, 2017) raises yet another important issue. Not only is the research number limited, but it primarily focuses on the availability/lack of strategic management rather than elaborating on its application. However, recently the government sector has started to exhibit great interest in adopting a strategic

management mindset most clearly seen in the KSA Vision 2030 project. The main purpose of this project is to improve the country's stance through its major sectors: healthcare, education, tourism, etc. The project also places great emphasis on enabling the private business sector (Vision 2030, 2016). This supports my decision to run my research project in such field at this time.

The idea behind my seven-approach strategic model originated from my previous professional experience. In 2007, I was the Director of Financial Planning and Budgeting at Telecom Egypt (TE) – the operating arm of the Egyptian Ministry of Communications and Information Technology. My main role was to enhance the overall profitability of the entity. This was done through transformation projects such as a new strategic road map for TE and cost optimization. At that time, I developed my own strategic management model which is an adaptation of the Deming Cycle (Deming, 1993). This is a four-stage model involving diagnosis, design, implementation, and evaluation. This model was developed as a collaboration between a consulting firm that I had been working with on a major project for TE and myself. I have since used this model numerous times and it consistently yielded positive results.

My research question is comprised of two parts. First, I question if there is a link between applying my seven-approach strategic management model and the profitability of the entity? In the second I ask whether this relationship is predictive? I hypothesise that any flaw in the implementation of any of the seven approaches, it will be reflected on the company's profitability. It is essential for a company to utilize all seven approaches to ensure optimum performance. To illustrate, a company may possess a competitive advantage (CP) in the chosen market it competes in, yet the lack of true leadership (RP), proper controls (CA and DP), and overall innovation (VT, SO, and TS) will probably lead the organization to eventually witness decline in profitability. This means that a company should not only implement the seven approaches but should be ready and know when to implement the necessary approach for its need. As an example, TE possessed a monopoly (CP) for over 150 years and was very successful. Despite that, all other approaches were absent from TE which caused a significant decline in market share and profitability as soon as substitute product was introduced.

Methodology

The structure of my research project is an action research (AR) investigation. In this AR, I followed my four stages of the strategic model: diagnosis, design, implementation, and evaluation. These four stages were the vehicles through which the seven approaches were applied. In the execution of the four stages within each cycle, the second design phase consisted of structuring the different initiatives of each approach with the main aim of closing operational gaps and seizing opportunities identified in the diagnosis stage.

The research was conducted via participatory action research (PAR), which is a type of AR. As can be seen from the name, an important characteristic of PAR is participation and action. This entailed working with a group of people who shared the same underlying problem. The aim of this was to collectively decide on the manner of 'action' best suited to solve the problem (Savin-Baden & Wimpenny, 2007; Cockburn & Trentham 2002). One of the main roles of PAR is to create knowledge and raise awareness to lead to the empowerment of the participants to make informed decisions. A key aspect of a successful PAR is that the participants themselves are aware of and involved in resolving the 'issues' (Savin-Baden & Wimpenny, 2007). Another important aspect of PAR is that all participants should consider themselves as co-researchers. The creation of knowledge under PAR is an outcome of the collective reflection-in-action and examination by the participants (Gaventa & Cornwall, 2001). This means that the research is done 'by' the people rather than 'on' them (Savin-Baden & Wimpenny, 2007). Even though the final aim of my research was set by the researcher, it was an aim shared by all employees. As a result, it was a learning process for all; participants and researcher. There was constant collaboration spanning all the cycles with their stages, including all initiatives and their implementation. This learning and collaboration ensured that each participant has taken an active role in the turnaround of the business.

There are various pros and cons in conducting PAR. For my research, some considerations were taken into account for any challenges. First, since PAR is time-consuming and requires commitment from all involved (Gills & Jackson, 2002), time issues and obligations were clearly communicated from day one. A second drawback of PAR is the participants' intent. That is, some might participate in the research to serve personal agendas rather than for the benefit of the research (Young, 2006). Thus, the researcher must lead the project and constantly communicate its purpose to ensure that the overall aim is achieved. Another issue may come in the form of facing power imbalances between the researcher and the participants or between the participants

themselves (Maguire, 1987). Participants should understand that each phase and cycle of the PAR requires different forms of leadership and leaders (Gillis & Jackson, 2002). In my project, my role was to participate and facilitate the work for the first and second phases: diagnosis and design. As for the third phase, implementation of the initiatives, the initiates were given to the concerned stakeholders, including myself, for implementation. My role was further extended to monitor and aid when necessary. Finally, for the evaluation phase, the results were shared with all participants ensuring their understanding of all the positives and negatives of implementation. A final concern under PAR could be gaining access to the business by the researcher. This particular issue did not apply in my case since I was already an 'insider'. Moreover, my role in the group provided me full access to its entire resources. What I might have faced, however, were the 'insider-outsider' and 'departmental epistemology' challenges. A main aim of my project was to address these. Conducting PAR allowed me to work side-by-side with the participants and helped to reduce my being viewed as an outsider. In addition, having the participants all collectively working together, helped in eliminating any existing departmental epistemologies.

According to Coghlan and Brannick (2014) a key point in implementing action research is to start with what they term the 'pre-step'. This is essential because it helps in setting the scene and serves to identify the purpose and need for the project. They refer to this as the 'context and purpose' of the project. At this step the future desired outcomes should be recognized, and stakeholders identified.

In the 'pre-step' of my proposed project, the identified desired outcome was to turnaround the performance of the water-bottling company. In addition, the three stakeholders were the owners, employees, and I. The owners were eager to gain positive return on their investment. With regards to the employees, they were keen to remain working and in a positive environment. As for myself, I was looking to advance more professionally and grow my successful track record.

Coghlan and Brannick (2014) explain that an action research should consist of four main phases divided into constructing, planning, taking, and evaluating. These are in line with my four phases: diagnosis, design, implementation, and evaluation. At the first stage of constructing, a 'dialogic' activity must take place between stakeholders to identify the current troubles so as to better decide on the 'actions' to be implemented. This was achieved in my project through a presentation explaining the broad guidelines of the aspired objectives. The initial focus group also played a major role in discussing and agreeing on the current status of the company and the

changes/improvements needed. The planning action stage witnessed a collaboration between all participants in designing the corrective initiatives through the focus group. At the third taking action stage, participants, including myself, were assigned initiatives that they took ownership of based on their role/area of expertise. The collaboration between all participants extended to the actual implementation of the agreed initiatives. Finally, an evaluation of both the successes and the failures of the implementation were examined and how the outcomes fed into the next cycle were discussed by the stakeholders.

In my PAR, the four stages of diagnosis, design, implementation, and evaluation were applied in each of my action research cycles. In the initial diagnosis stage, the appropriate approach/es from the seven-approach strategic model were decided upon and implemented. Based on the results in the evaluation, a new set of strategic approach/es were agreed upon and implemented in the next cycle.

Data Gathering

According to Patton (2002), one of the best ways to strengthen the results of a research is to perform 'triangulation'. This is when various types of data collection and data analysis methods are used in combination to support the findings. Hence, in my research a triangulation of both quantitative and qualitative approaches was used to ensure the robustness of findings.

Simply put, qualitative research is one that does not rely on the use of numerical data. As Bryman (2016) explains, it is the type of research that utilizes non-quantified information for the purpose of data analysis and collection. Despite its simple explanation, qualitative research can be much more complex due to its use in multi-disciplinary (Brown, 1997) and interdisciplinary (Watson, 1997) nature. One way of clearly distinguishing between qualitative and quantitative research is by understanding what the former is not. First, in contrast to quantitative, qualitative research takes into consideration the view of both the researcher and the participant/s as well. Moreover, the researcher in quantitative research distances himself/herself from the participants; whereas the qualitative researcher is usually entrenched in the context and with the participants. The nature of quantitative research entails an artificial setting with the main aim of hypothesis generalization. This yields data that is hard and reliable. On the other hand, qualitative research is one that is unstructured and where the theory emerges from a natural setting for contextual understanding. In turn, its results are rich, deep data.

Silverman (2004) emphasizes that conducting qualitative organizational research in combination of quantitative methods can increase the value and benefit of the research. He further elaborates that this benefit is felt within the company in four different aspects: observation and analysis of the company's processes, flexibility of design and focus on discovery, holism and complexity, and reframing the company's problems. These can be likened to Eraut's (1994) six categories of knowledge and how qualitative research may lead to this knowledge. To illustrate, there is a similarity between Eraut's (1994) 'process knowledge' (the 'know-how') and in Silverman's practice of determining the 'best practice' for a given company's processes and focusing on 'what goes inside the work process' rather than 'how the work is supposed to be done'. Qualitative research may also be comparable to Schon's (1982) reflection-in-action. This can be seen in Wiener's study (Silverman, 2004) that highlights that qualitative research is flexible and well-equipped to deal with unanticipated matters. This allows stakeholders to engage in iterative processes to manage and take into consideration any unforeseen or unexpected events/information. Despite their differences, both qualitative and quantitative methods are concerned with answering research questions, relating data analysis to research literature, reducing data and error, and being transparent (Hardy & Bryman, 2004).

Qualitative Data

The qualitative aspect of my research consisted of focus group and participant observation.

(i) Focus Group

Bryman (2016) compares a focus group to a group interview. He explains that a focus group consists of having several participants meeting to discuss a specific subject or issue. It blends the concept of 'focus' in the focused interview and 'group' discussion in the group interview (Bryman, 2016). One of the advantages of using a focus group is that it permits the researcher to concentrate on the communication between the participants to generate data (Kitzinger, 1995).

The focus group was chosen as one of the methods in my research project based on several factors. One factor was that it gave me the opportunity to study the participants and understand how they collectively viewed and interpreted the reasons behind their company's troubles. In addition, it allowed me to assess the overall company morale and embedded culture. During focus groups novel ideas and views concerning the status of the company could be expressed through the

participants discussions. During such collective discussions, participants might end up challenging each other's views which could bring up commonly reoccurring matters. In my case, another merit of using the focus group was that this collective collaboration allowed me to evaluate the company's status. Finally, the focus group was a valuable venue to foster open communication whereby I also acted as a mediator to resolve any disputes or conflicts that arose between the participants.

Along with its many advantages, there are various limitations with using a focus group. These drawbacks must be dealt with to ensure that the accuracy of the data is not compromised. The first drawback is that the researcher has less control on the discussion process as opposed to in a one-to-one interview. Furthermore, the data produced can be difficult to analyse. Another problem may arise during transcriptions. It can be difficult to allocate individual participants voices in recording especially at times when they speak simultaneously. A third problem is that the researcher must consider that the participants may present culturally accepted views rather than presenting the actual status of the company. Finally, the focus group is a time-consuming method which should be factored in the project timeline.

For my research, I conducted 8 focus groups. The first was held at the start of the project for the initial diagnosis. The other 7 were conducted at the end of each cycle to discuss the outcome of implementation and next approach selection. It is noteworthy to elaborate on the main purpose of the focus group for my research project, how it was structured, and conducted. First, we must distinguish between the initial focus group and the remaining 7. The main aim for the initial one was to introduce my research project, its purpose, and share with the participants the performance of the company for the past 5 years in order for all to understand the company's status. This set the ground for the participants to understand the importance of the project. In addition, the initial focus group established the link between the company's status and relating it to my seven-approaches strategic management model. As for the other 7, their main aim was to discuss/evaluate the outcome of the implementation of an approach. As well, and just as important, to select the most appropriate approach for implementation next on the basis of the most pressing business need at the time.

I was the moderator for all the focus groups. I ensured that my role encompassed regulating the discussions, facilitating equal participation, and handling any foreseen conflicts. Nevertheless, while doing so, this role slightly differed in the first initial focus group and the remaining ones. For the initial diagnosis, it was key to consider all points of view of the participants on the root cause of

the company's poor performance. Hence, in the focus group the performance trend for the company was shared with the participants, allowing all to express what they felt was the root cause behind such results. For instance, open ended questions were posed to the participants to gain insight on their opinion/views. Questions such as 'from your point of view, what do you think are the main causes of the losses in our company?' Having open ended questions boosted participation, elicited novel responses, and expanded the dialogue to new topics. For example, if one of the responses to the above question referred to insufficient production to match market needs, then this steered the dialogue on further understanding why we have an issue with the production capacity. This could be due to mismanagement, insufficient production lines, and/or frequent production downtime. Ultimately, the key was to highlight themes behind the losses and to map them to the 7-approaches. In addition, the seven approaches and my model were introduced to the participants explaining the needs that are met by each approach (Table 2). For the other 7 focus groups, they mainly covered two points. First, at the start of the focus group, the moderator presented the outcome of a cycle's implementation answering any questions. Second, the participants discussed and finally agreed on the selection of the appropriate approach to be implemented next. Here, as the moderator, I reminded myself and the participants of the seven-approaches (table 2) and emphasized that it is important to consider each approach at any given selection process. Finally, I conducted the voting for the approach selection. For these 7 focus groups, the main question posed was 'what do you feel is the most pressing business need to be tackled in the next cycle given the current context of the company and why?' It is also important to note that at the end of each focus group, it was essential that the moderator summarized the key points discussed, highlighted the themes arising from the discussion, allowed participants to validate the outcome of the focus group, and finally announced the next approach to be implemented.

The following is a list of sample questions used to guide the discussion in the focus groups:

- 1. In your view, what are the main factors contributing to the losses in our company?
- 2. Does the company have effective communication and collaboration between the various teams or departments? And why?
- 3. What do you think are the key strengths of our company?
- 4. From your point of view, what is the most pressing business need that requires immediate attention from the company?
- 5. In your opinion, are there any significant changes in our endogenous and/or exogenous factors that might impact our company? And how?

- 6. Reflecting on the implementation of the previous cycle, what do you think contributed to the success/failure of the implementation? And why?
- 7. In case of not achieving the desired outcome, in your opinion going forward what is required to be changed to ensure better results?
- 8. Before we commence the discussion, would anyone like to share any comments or thoughts?
- 9. At the conclusion of our discussion, does anyone have any final comments or thoughts they would like to share before we wrap up?
- 10. Reflecting on the previous cycle, are you satisfied with the outcome, performance of the company, and your personal growth/achievement/learning?

The participants of my focus groups were split into 2. The first group of participants were present in all 8-focus groups. In a sense, these were considered as a panel for the focus group exercise conducted throughout the project. The First group of participants may be likened to the 'selective' sampling for a focus group. They consisted of the steering committee for the project and the rest of the company's executives totalling 12 members, excluding the owner as his time did not permit him to attend all meetings. The main reason for inviting all the executives to the focus group was to ensure including all the expertise from different departments in the focus group discussions. The second group of participants was open to all employees of the company from any department. That is, all employees were welcome to join the focus group discussions. The main reason for allowing the inclusion of all the employees to participate in the focus group was to empower all the participants, ensure their active involvement in the research project, and eliminate any biases that may arise in discussions.

A final note regarding the focus group is the collection of the data. There are various ways to collect the data of a focus group such as audio and video recording, notetaking, and observation. As with most countries I have worked in, the Saudi Labour Law stipulates that a written consent must be obtained prior to any audio or video recording of a session. Moreover, this consent would be required for ethical considerations and to ensure the participants confidentiality. Knowing this and being accustomed to the local culture and especially that of the water-bottling company my decision was not to record the focus group and to opt for observation instead. The main reason behind this was that it is usually the case that once the participants realize that the session is recorded, this would impact their openness with regards to the subject being discussed fearing that their point of view might be held against them in the future.

(ii) Participant Observation

Morgan (1997) suggests that conducting participant observation along with focus group strengthens the preliminary findings in identifying the root causes of the company's problems. In simple terms, participant observation is when a researcher joins and actively participates with an operating group of people either in their social or work group (Bryman, 2016). By this, the researcher can gain first-hand knowledge (Gillis & Jackson, 2002), through recoding and documenting field notes, while being immersed in the desired setting (Marshall & Rossman, 2006). This means that participant observation can unearth implicit information that could have been overlooked (Streubert & Carpenter, 1995).

In my research participant observation served to validate the information shared during focus groups. Being involved in the day-to-day business provided me with a better first-hand understanding of the situation. Most importantly, my direct involvement with the employees facilitated accepting me as an 'insider', part of the team, which was key to the success of the project. This is because the success of my research model was built on it being implemented collaboratively rather than in a top-down manner. Participant observation was especially beneficial in a country such as KSA where strategy is generally applied top-down. It allowed me to ensure the collaboration of all participants in the implementation of the project. This was done when the researcher worked very closely with the participants allowing him/her to get a better understanding of their experiences and perspectives and made this the basis of the research work rather than just the assumptions and opinions of management.

For my research project, I shared a specific activity per cycle (an implementation of an approach) for my participant observation. The selection of the activity was based on the relevancy of that activity to my research project in general and to the approach being implemented in specific, on its representativeness of the cycle and current context, importance of said activity to the project, and my personal engagement. Right after the activity, I reflected on it, detailing it while the recollection of the activity is still fresh in my mind. The reason behind this decision was that in practice it was sometimes difficult to reflect in during an activity especially if I was part of said activity. For instance, if I needed to present to top management, I was preoccupied with the actual presentation activity. More importantly, and like what has been explained in the focus group section, the participants might wrongly misunderstand my intentions of their observations. They

might wrongly assume that I am judging them in order to evaluate their performance for future appraisals.

With regards to data collection and the validation methods I started with brief notetaking during the participant observation. These notes included descriptions of the setting, participants including various quotes, major incidents (if any), and initial reflexive notes. Immediately after the observation, I detailed the notes while the activity was still vivid in my memory. As for the validation, I extracted major recurring themes and triangulated the information with other data collection methods to compare and cross reference.

Henderson & Parsons (1947) present a classification of six different roles of a participant observer. These roles are based on the different degree of involvement of the researcher in participant observation. The spectrum of roles spans from the researcher's highest involvement to that of the lowest. The scholar terms the first role the 'covert full member'. Here, the researcher becomes a full member of the group while not disclosing his/her researcher status. The second is the 'overt full member' which is the same as the first, yet the status of the researcher is known by all. Then comes the 'participating observer'. This entails the researcher to participate in the group's core activities without being a full member of the group. Next is the 'partially participating observer'. This may be likened to the 'participating observer' with the exception that here the primary source of data are activities such as interviews and documents rather than the actual observation act. Fifth is the 'minimally participating observer'. In this role, the researcher observes the group with minimum participation of the group's core activity. The sixth and final role is the 'non-participating observer with interaction' where the observation takes place without any form of participation by the researcher in the group's core activity. The main sources of data are usually interviews and documents. In my case, my role was more of an 'overt full member'; with the reliance on document analysis, especially financial ones.

Quantitative Data

The quantitative aspect of my research consisted of questionnaires and document analysis.

(iii) Questionnaire

Questionnaires are a data gathering tool that are based on a survey design. They can be likened to 'structured interviews' with the absence of the interviewer who acts as the facilitator in the interview process. This means that the participant is the sole individual responsible for reading, interpreting, and answering the questions in the questionnaire (Bryman, 2016).

In my research, a key reason for using questionnaire was to validate the data gathered from the qualitative methods. Moreover, the questions were designed to confirm the presence, or lack of, each of the seven strategic approaches within the company and whether they were being successfully utilized. The questionnaire was given at the start of the project to measure the baseline. The questionnaire served as the yardstick between the initial diagnosis of the company and the impact of the implementation of the approaches at the end of each cycle. This was possible by the comparison of the change in responses across time. In addition, this change was also linked to the change in profitability in the company. A key advantage in utilizing questionnaires was that the participants' anonymity encouraged them to respond more candidly. Moreover, they cater to all of the participants irrespective to their abilities. I chose the structured type of questionnaire rather than an open-ended one to ensure that the data provided could be analysed efficiently in the time I had for my project. Moreover, it had to cater to all the participants irrespective to their abilities.

As with any other tool, questionnaire come with both advantages and disadvantages. Among the top advantages are cost-efficiency, quick results, and practicality to the researcher and participants. In contrast, the main disadvantages are the response rate, language issues, dishonesty, and skipped questions that may affect the outcome and its integrity.

(iv) Documents - Digital & Paper

According to Bailey (1994), document analysis involves a researcher in extracting relevant information from documents pertaining to his/her topic of interest. Documents may be

differentiated from other sources of data as having 'mediate' access versus other methods that may have 'proximate' access (Scott, 1990). Mediate access is when the researcher has indirect access to information, such as historical events, through examining related documents. On the other hand, proximate access is the direct first-hand experience by the researcher while the actual activity and research are taking place.

For my research, various types of documents were studied. These included the company's financial statements (stored digitally in the company's database), annual reports, board meeting memos, e-mails, government published statistics, competition's publicly published reports, and market intelligence reports which were all utilized from the initial diagnosis till the last cycle of my project. The purpose of these documents was to aid in understanding the status of the company and reasons behind its losses. In turn, this helped in the design of an effective approach to tackle issues faced. For instance, a working financial simulation model and a profit and loss statement (P&L) per stock keeping unit (SKU) was developed to analyse the company's financial performance. In addition, the company's reporting deck was evaluated and enhanced to ensure that decisions are taken in a timely and accurate manner. As with the questionnaire, document analysis was used to validate the qualitative findings. It acted as the measure to evaluate the effect of the impact of implementing the approaches; particularly the financial statements. It is important to note that the entire purpose of this project was to enhance the performance of the company. One of the key accepted appraisal tools of the success of the project is the improvement in the net income. Hence, this information was key in evaluating the results.

An important consideration that a researcher must remember is that documents are normally issued at a specific point in time and reason, which may not necessarily be research related (Scott, 1990; Payne and Payne, 2004). In such situations, the researcher must understand the purpose of the document, its origin, and its intended audience to better extract the relevant information (Grix, 2001).

To evaluate the quality of the documents used in my research, I applied Scott's (1990) four criteria of quality. The first is 'authenticity'. Here, one must check whether the document is genuine and comes from a reliable source. Next is 'credibility' which requires checking whether the document contains any errors or distortions. The third is 'representativeness' to evaluate if the document is a typical one, and when not, what is the extent of the 'untypicality' known. The fourth

and final criteria is 'meaning'. For this, one must inspect the document to ensure that it is clear and comprehensible.

According to Zuber-Skerritt and Perry (2002), there are two projects running simultaneously when performing AR. These are the 'core' and the 'thesis' projects. The 'core' focuses mainly on the project's real impact on a company, while the 'thesis' deals with the thesis writing and novel knowledge contribution aspect of the project. Under my AR, both these projects were present. The 'core' was the implementation of my seven-approach strategic management model in the waterbottling company and evaluating its impact. The 'thesis' aspect was the written academic one. Under the 'thesis', document analysis is key in providing required data. For instance, documents such as academic journals, academic books, and reputable business magazines (such as Harvard Business Review) laid the foundation/background of the major strategic management concepts. This also revealed the experts within the field. Document analysis also played a major role in detecting gaps in the literature. The other three data gathering methods utilized in my project are less prominent in the 'thesis' part. They served more to validate the status of the company, the need for the project, and to ensure the appropriateness of the context of my specific academic research. All methods combined were used to test the before and after results of implementation of the approaches to support my academic hypothesis. Finally, focus group and participant observation shed light on the existing insider versus outsider epistemology, its causes, and how to eliminate it.

Initially, all four methods were used to measure the baseline of the company's status. All these methods were repeated at the end of each cycle to assess the impact of the implementation of the approaches. The company's change in profitability was measured at the end of each cycle. Moreover, the ROI was recorded as it is an acknowledged index for measuring business success (Ansoff, 1965). My hypothesis was tested by performing 'before and after' analyses. This showed the impact on profitability after the implementation of the strategic approaches. Another key indicator of the success/lack implementing of the approaches was the change in results of the questionnaires. This change was linked to the change in the company's profitability.

To better understand the outcome of the cycles, it would be beneficial to grade the four data gathering methods based on the concept of hierarchy of evidence. This concept was first introduced in 1979 and is intended to rank scientific research outcome based on its relative strengths (The Canadian Task Force on the Periodic Health Examination, 1979). That is, the grade, or appointed ranking, illustrates the quality of outcome especially in terms of its effectiveness. Since its

introduction, hundreds of entities and establishments created numerous grading/ranking systems aiming to report their variety of evidence (Schunemann et al., 2003). In doing so, it is common practice to use numbers, symbols, letters, and/or words in grading. For instance, the hotel industry is well-known for utilizing stars (symbol) to rank hotels; whereby the higher number of stars refers to higher quality present.

In designing/selecting the actual hierarchy of evidence to be used, it is recommended that the grade used delivers the intended information both quickly and clearly (Schunemann et al., 2003). In terms of significance, the ranking should consider two main concepts: the evidence 'quality' and 'strength'. The quality of the evidence refers to the confidence of the outcome. On the other hand, the strength of it indicates that the intervention would be more beneficial than having no intervention (Wainer, 1981). A widely used hierarchy of evidence is the Grading of Recommendations, Assessment, Development, and evaluations (GRADE) (Guyatt et al., 2008). GRADE categorizes the evidence under four levels: high, moderate, low, and very low; whereby the spectrum represents evidence ranging from high to very low in terms of 'quality' and 'strength'.

For my research, the GRADE criteria were mapped to my four methods of data collection. However, I slightly modified its ratings to better suit my research. That is, I adopted the 'high', 'moderate', and 'low' ones. On the other hand, I replaced the 'very low' with 'lower'. The reason behind this was that, for my specific research outcome, labelling the outcome of one of the methods as being very low might be wrongly connotated with a 'do not do' ranking (Schunemann et al., 2003). Contrary, the ranking for my methods was intended to indicate the quality and strength of the various outcomes in relation to each other.

The mapping was, therefore, high for the document analysis; especially the CSIS. The focus group was mapped with the moderate and the low with the questionnaire. Finally, the participant observation was mapped with lower. This mapping was mainly a result of the outcome presented under each approach. To illustrate, the CSIS under document analysis was a fair representation of the status of the company after each approach implementation and was bound by external audits. Hence, the ranking of 'high' was due to the high confidence of the outcome in terms of quality and strength. The focus group was mapped with moderate as the focus group was the main venue for the participants to openly discuss the status of the company and how to rectify it; an outcome which benefits all. Various factors made the mapping of the questionnaire low. These included varying response rate, misunderstood questions, and emotional state of the participants while filling the

questionnaire. Finally, participant observation was ranked lower mainly due to the possibility of bias; be it from the participants or researcher.

At the start of the research, there were no other apparent independent variables impacting the results. For instance, the currency exchange rate in KSA and the number of competitors will not change. With regards to the former, the exchange rate in KSA is pegged. For the latter, the government has halted the issuance of new licences for water-bottling companies. Above all else, I believe that the seven strategic approaches cover a wide spectrum of likely independent variables. Nevertheless, in the case other independent variables came up during the span of the project, they would have been considered.

Business Context:

In order to better understand the need for my research project, it is imperative to provide context around the business and environment of the water-bottling company. The first important detail to consider is that the company is a subsidiary of a family-owned group. Founded in 1979, this group started as a small fiberglass manufacturer. It later became a key distributor in the region for well-renowned companies such as General Electric. In the mid-eighties, the group further diversified their business to include capital-intensive, high-track projects locally and internationally; such as titanium dioxide pigment manufacturing. In 2000, the group extended its business to financial services, automobile trading, mining, industrial investment, tourism, and more. These present the three major milestones that shaped the structure of the group as we know it today. Since its inception, the group remains loyal to its founding value 'to invest in the economy of KSA in a sustainable way through a passion for innovative technology and a long-term outlook'. The group's strategy, in partnership with the Saudi government, aims to drive the economy of KSA from a sole reliance on the oil industry.

The current group's structure contains five local and international subsidiaries. These are industrial, interior projects, trading, financial services, and an investment division. I occupy the role of Executive Consultant for Strategy and Planning for the whole group. My role is to oversee the performance of the entire group worldwide. Under the investment division, the group classifies the investments under three main categories: first are the companies that are owned 100%, second are the companies that own majority shareholders and the right of management, and the third are the companies that are mere silent partners. My research project will be conducted on a company under

the investment division subsidiary in which the company owns majority shareholders and the right of management. This is a water-bottling company that has been suffering losses for several years. The total number of employees of the company at the start of the project is 52 employees. At the end of the project, the total number of employees reached 68.

This company has been struggling with extensive losses for over ten years although it possesses various competitive advantages (Porter, 1996). These include the company's location, source and nature of the water, and its relatively low overheads. It has been agreed by the owner and myself that my research project will initially encompass the water-bottling company and upon success the same plan will be applied across the whole group. My project will work on identifying operational gaps, suggesting initiatives, and implementing them to transform the company's performance.

Understanding the current economic situation in KSA provides an incomplete explanation as to why the water-bottling company has been experiencing major losses and why no remediation of the situation has taken place yet. A company's production, efficiency, and growth, and ultimately its profitability, are impacted by both endogenous (internal) and exogenous (external) factors. It is essential for a company to understand both these factors and their impact on its performance in order to design and implement the appropriate strategies for the company; ensuring its survival and advancement (Leonard, 2018). In the water-bottling company, exogenous factors such as fluctuation in exchange rates or competitors entering the market, among others mentioned above, have little effect on the current state. However, the company's main issues clearly stem from various endogenous factors which will be the core focus of the project.

Lately, the region has been undergoing major turmoil. It started with the war between Yemen and KSA in 2015. This situation was worsened when KSA experienced an unprecedented all-time oil price drop. These two incidents caused a great deal of anxiety that could be felt in all sectors of the Saudi economy. By the end of the same year, the Saudi government issued bonds signalling to banks and the world that it may be facing a liquidity crisis; something very unusual for the country. This led the international Monetary Fund to downgrade the forecast of the Saudi Domestic Product. To deal with this, the Saudi government chose to take various austerity measures. These included cutting government wages and partial lifting of governmental subsidies in the country. Towards the second half of 2017, the country experienced a further burden with the Qatar crisis (Nielsen, 2017).

2018 witnessed the birth of KSA's first major initiative under Vision 2030. The aim of this vision is to transform the country politically, socially, and economically. Said vision commenced by the enforcing of the Value Added Tax (VAT), the lifting of even more subsidies, and issuing what is termed 'expat tax' (taxes imposed on all expats and their dependents). All the above contributed to the slow-down of the Saudi economy for the first time in over 50 years (Nielsen, 2017).

The introduction of the Vision 2030 initiatives along with the increased inflation rates had a noticeable negative impact on the economy. For instance, approximately 50% of the region's population is comprised of expats. Hence, the imposed expat tax resulted in what the Saudi General Authority of Statistics named the 'exodus' of expats which placed further downward pressure on the economy. This exit by expats hit several parts of the economy, such as the real-estate sector dropping prices by a significant 25% in less than a year.

Almost all businesses in KSA, including our group, were impacted by the situation. As is the case with many businesses, our group was an overall successful one, yet some divisions/companies were not. This overall success enjoyed for decades, led top management to overlook losing companies. Due to the portfolio's overall significant profits, no one had previously found it necessary to advise the owner to examine individual companies within the group. Given the current situation, the successful subsidiaries within the group can no longer carry the weight of the underperformers. This resulted in a significant drop in the overall profitability of the group and depleted the overall cash-flow. Below is what is termed a 'common size' income statement (CSIS) in the business world. Common size income statement is one where all account lines are stated in a percentage form of total sales instead of figures. It is mainly used to simplify the comparison of financial statements, either year-over-year or between entities (Touvila, 2019). Another reason, a necessity in my case, is to maintain the confidentiality of the company's financial statements. From the table below (table 3), it is clear that the group's overall profitability has witnessed a severe decline of thirty-eight percentage points and a further forty percentage points year over year. Hence, the owner is now forced to manage each company separately. It is for this specific reason that I was hired to join the group.

				% Gr	Growth	
Group Common Size Income Statement	Y1	Y2	Y3	Y2/Y1	Y3/Y2	
Net Revenue	100%	100%	100%	-36.3%	258.8%	
Contribution Margin (CM)	31%	8%	20%			
Other Operating Income	102%	116%	29%			
Gross Profit	133%	124%	49%			
General & Admin Exp.	-11%	-25%	-11%			
ЕВІТ	121%	98%	38%			
Net Income / Loss *	112%	74%	34%			

^{*}Note: Other Income removed for the purpose of the analysis

Table 3: The Group's 3-year common size income statement.

Due to my extensive record in applying strategy to transform business performance in various industries, I was entrusted with this role. Moreover, the owner being overloaded with work and personal pressures, he was in need for a trustworthy person who would act as his 'right hand' and to whom he could delegate a considerable portion of his authority. The owner chose me for this purpose and officially announced to top executives that in the case of his absence I would have final say in all matters related to the group.

Initial Diagnosis:

Since the bulk of my experience, my current position at the company, and the focus of my DBA research are all related to strategic management, an initial diagnosis of the water-bottling company was conducted from a strategic perspective – using my seven-approach strategic management model. Each approach was examined and evaluated to see how well it was implemented (if at all). Since all seven approaches are concerned with strategic management, the use of terminology by the different scholars may be recurrent. However, each approach has its own concepts (focus) on how things should be done. As an example, both the CA (Fayol, 1949) and the VT (Peter & Waterman, 2004) use the term 'managerial'. In Fayol's (1949) six functions, his angle of management is a very rigid, top-down, command role. On the other hand, Peter & Waterman's (2004) eight attributes consider a more lenient view focused more on the 'soft' skills.

This initial overall diagnosis was done through the four data gathering methods: focus group, participant observation, questionnaires, and document analysis. The objective was to identify the reasons for the organization's losses, highlight which approaches are missing, and aid in designing the initial road map of the implementation of the approaches/cycles (research project).

For a fair diagnosis of the company and for the stakeholders to be aligned in their understanding and purpose of the project, it was essential that a unified concept of "company failure" be shared by all. There is no agreed upon specific definition of company failure, its causes, and/or its outcomes (Cameron et al., 1988; Weitzel & Johnson, 1989). However, various scholars have come up with a broad characterization of failure. This entails a company's inability to continually adapt in its markets and an accompanying diminution of its resources (Cameron et al., 1988). Among the main indicators of this are financial shortages, reduction in market share, unlawfulness, and the recording of negative profitability (Cameron, 1983; D'aveni 1989; Hambrick and D'Aveni, 1988; Harrigan, 1982; Benson, 1975; Mellahi et al., 2002; Starbuck et al. 1978); all of which our stakeholders concur are present in the water-bottling company. The below diagnosis will provide further evidence of this.

Even though a company might be enjoying success, I have hypothesized that if any of the seven approaches are not fully utilized, it will eventually experience decline in profitability and an inability to survive and advance. From a bird's eye view of the initial diagnosis of the company, and due to the fact of the cumulative losses that it has been incurring for many years, it can be assumed that the seven strategic approaches are not being fully and/or correctly implemented. The remainder of the diagnosis addresses in detail this assumption. From experience, my starting point is almost always the document analysis, especially the financial ones. To begin with, I analysed the company's CSIS (table 4).

							% Growth			
Common Size Income Statement	Y1	Y2	Y3	Y4	Y5	Y2/Y1	Y3/Y2	Y4/Y3	Y5/Y4	
Net Revenue	100%	100%	100%	100%	100%	-1.3%	26.1%	-23.1%	-26.9%	
Contribution Margin (CM)	69%	67%	26%	68%	75%					
Gross Profit	2%	-7%	-27%	-18%	-13%					
Selling & Distribution Exp.	-8%	-9%	-9%	-6%	-10%					
General & Admin Exp.	-12%	-22%	-24%	-29%	-34%					
Total Operating Exp.	-21%	-31%	-32%	-35%	-44%					
EBIT	-18%	-37%	-59%	-53%	-57%					
Net Income / Loss *	-20%	-43%	-61%	-54%	-59%					

^{*}Note: Other Income removed for the purpose of the analysis

Table 4: Water-bottling company's 5-year common size income statement.

The net revenue (sales) indicates that the percentage growth of sales is very volatile and has been decreasing by double digits for the last two consecutive years. When it comes to contribution margin (CM), although it has been improving in the past few years, it continues to be very unstable. Finally, the profitability of the company witnessed more than double the losses in the past five years. Over the next few paragraphs, and through my four data gathering methods, I will highlight the main causes behind this performance and link the findings to the seven approaches of my strategic management model.

In each approach there is a set of main tools. These tools serve as a guide to correctly implement the main concepts behind said approach. The initial focus group has revealed ten different themes. These themes are the company's reporting, organization structure, accountability, proper commercial practice, management setting a bad example, competitive edge, capacity utilization, vision, lack of cooperation, and mismanagement by the old board. These themes may be categorized under my suggested seven strategic management approaches. When it comes to document analysis, and as stated earlier, to relate the data analysis to my specific research question and literature, to reduce data and error, and to aim at being as transparent as possible (Hardy & Bryman, 2004), I have narrowed the documents analysed for the initial diagnosis down to nine documents that pertain to the seven different strategic approaches. My third data collection method is participant observation. To further triangulate my data/findings, the questionnaire was used to further validate my discoveries. To better understand the results, it was chosen that the mean of the scores of each question/subgroup of questions is going to serve as the measure of change of the

specific approach in the project. The mean is one of three central tendency measures (Ali & Bhaskar, 2016). In analysing the data, the impact of any outliers will be disregarded; whenever necessary. For my initial diagnosis, 78% of the company's population took part in the questionnaire. Three questions were used to measure each approach throughout the questionnaire. For each approach, the questions were designed to measure the degree of employment of the said approach through its main tools. On a score scale of one to ten, one stands for 'strongly disagree' (lack of the presence of the approach) to ten which stands for 'strongly agree' (the approach is present and well utilized).

(i) The Classical Administrator (CA)

In the CA approach, the tools available are the use of surveys to assess past, present, and future desired outcomes, preparing budgets, having proper reporting, and an appropriate organization structure. Another important aspect of this approach is instilling Fayol's six main functions within a company: technical, commercial, financial, security, accounting, and a top-down managerial command of the company. The current analysis reveals that our company is deficient in all. The aim of implementing this approach is to ensure that the company possesses the necessary control and command in areas that it may lack.

The first three focus group themes fall under the CA approach. Reporting is one of the main tools available for this approach. Reporting should be accurate, timely, and of quality. In the discussion, it was raised that the company's reporting, mainly financial, is inaccurate, of poor quality, and most importantly is delayed. In some cases, as we will see in the document analysis section below, the approval of financial statements was delayed several years. This theme was mainly brought to the attention of the group by the owner where he emphasized that without monthly reporting the company will remain operating in the dark and stated, "We cannot continue driving this company blindfolded." The second focus group theme is the company's organization structure. Lack of sales growth, having proper two shifts in production, downtime in the company have all been attributed to the company's insufficient staffing or its misalignment of current employees. This point was discussed by both the manufacturing manager and sales manager to justify the fading top line. The final theme relating to this approach is accountability. Newcomers explained, "Since there is no proper accountability, lack of work ethics is plentiful. In fact, at times even rewarded." This approach has come to be known for its prominence for control; especially by top management. One of the participant's statements in this initial focus group sums up the lack of this approach in the company. He said, "I feel that management is not in control of the situation here."

Four of the nine selected documents relate to the CA. The first (Appendix 1) is a report prepared by the manufacturing manager highlighting the current situation of the company, causes that led to this current situation, and what is required in the future. This report may be mapped to the first tool of this approach; surveys to assess past, present, and future desired outcomes. Despite this, and upon closer examination of said report, the document is poorly written and presented, does not discuss financials nor proper key performance indicators, and mainly focuses on placing the blame on past management. The document is dated end of April 2018. Looking back at previous years and the company's archive, similar reports were never issued. Furthermore, according to Appendix 2 which are the minutes of meeting of the general assembly for the current year, one of the major points in the agenda was to approve the financial statements for the company's past six years. Hence, not only has the reporting not been submitted in a timely fashion, but the approvals have also been delayed for years. This shows the lack of second and third tool for this approach; budgeting and reporting. Appendix 3 supports this point as it is a warning from the Saudi General Authority of Zakat and Tax (GAZT) stating that the financials of the company for previous years have not been submitted to the government. Unsurprisingly, no approved budget documents were present, either hard or soft copy, for the past five years. The final tool (appendix 4) is the company's current organization structure highlighting missing key personnel and positions. For instance, for any given water-bottling company in KSA, the norm is to operate at a two eight-hour shifts per day for twenty-six days per month. However, due to the insufficient number of laborers the company only operates an eleven-hour shift per day for the twenty-six days per month.

In what follows, I will be focusing on the findings of the participant observation for the CA. One of my initial observations is that only a few employees arrive on time to work. In addition to the tardiness, the employees that are present take lengthy breaks and often leave early. On several occasions, I recall arriving on site when there was only a couple of employees present. Moreover, the rate of absenteeism is high. I have experienced an apparent absence of the hubbub of work known in such settings. Many members of the staff are not physically present at their designated spaces. When we are given any task, such as producing financial reports and monthly management business review (MBR) reports, there is no sense of urgency to meet the specified deadlines. To make matters worse, the above is also exercised by senior staff. If we consider Fayol's six functions, we also witness problems. In terms of the technical function, the technical specialist is a hardworking employee, yet according to his own self-assessment does not possess the appropriate competencies to solely maintain the production line. Hence, this explains the frequent production downtime. With regard to the commercial function, commercially the current sales scheme is in

favour of the commercial team over that of the company's. To best illustrate the financing and accounting functions, the finance manager has a low daily workload that he does not fulfil, always complains from lack of subordinate support, and it really comes across that his attitude is one showing a complete lack of care. In addition to this, he exhibits the same behaviour as the rest of the employees. One of the main roles in this approach is securing the company's assets. The role of warehouseman in the company is vacant and has been for a long time. The above observations lead to the substandard managerial function witnessed showing an evident loose control and command of the company.

For the questionnaire aspect pertaining to the CA, the three questions are: Does the company produce a reporting deck? Does the company perform any planning and budgeting activities? Is the current organization structure suitable for the business? The mean scores for the three questions are 4.7, 4.8, and 5.6 respectively. This indicates that the participants view this approach as not fully or properly implemented.

(ii) The Design Planner (DP)

There are various types of tools available under the DP approach such as SWOT analysis (Piercy and Giles, 1989), Ansoff's Matrix (1957), Political, Economic, Socio-cultural, Technological, Environmental and Legal influences (PESTEL Analysis) (Lynch, 2015), and the Strength Opportunities Aspirations and Results (SOAR) Model (Stavros & Hinrichs, 2019). The two most popular tools used in the region under this approach are the SWOT analysis (Piercy and Giles, 1989) and Ansoff's Matrix (1957). The main goal of implementing these tools is to have a solid long-term guide or a plan for the company to follow. Such tools place a great emphasis on the company's market share, revenue streams, and a sustainable growth. Through the same data collection methods, the analysis here also exposes that the company does not implement this approach. For the DP, the aim is to ensure that the company has appropriate plans for sustainability and future growth.

I have reported earlier that the initial focus group identified ten different themes. Theme four, proper commercial practice, fits with the DP approach. Surprisingly, one of the main supporters of this theme in the focus group is a senior employee in the commercial division. The employee attributed the company's turnover 'failure' to five main points, three of which are related to the DP approach. The first point is the lack of commercial/sales plan and an inactive sales force. This highlights how the company did not consider its alternative options of action as explained by Ansoff

(1957) and that the sales team does not have a set plan to fulfil. The second point raised by the employee relates to the present product/SKU mix of the company. Since the company does not have a set targeted route to work on commercially, either market penetration and/or development or product development (Ansoff, 1957), the SKU mix offered by the company does not cover the different available market demands. The third and final point stated by the employee is the need to have a differentiated product to secure a better market share.

For the document analysis, I have selected one document (Appendix 5) to illustrate the lack of the DP approach in the company. The document circulated is a new pricing scheme for some of the company's products. The document was prepared, approved, and circulated by the manufacturing manager. The process of a company's pricing of its products/services is known as pricing methods (Ingenbleek et al., 2003). There are various pricing methods for a company to adopt. Three of the most common methods are value-based, competition-based, and cost-based pricing (Abratt & Pitt, 1985; Piercy, 1981; Tzokas et al., 2000; Udell, 1972). In case of our company, the new pricing scheme, as explicitly written in the memo, is cost-based. However, in today's complex environment, a company's desire to establish dominance in terms of pricing will have to engage in more than just these methods (Monroe, 1990). Pricing should consider all available information with regards to the products/services and markets. For example, the competition may exert downwards pressure on pricing, while internal cost structure might do the opposite (Monroe, 1990). In our case, none of these factors were considered, the commercial manager had no real input in the decision, and important external variables were not considered. Moreover, the pricing decision should be in-line with long-term planning/target that should be enforced by implementing this approach.

As for the actual practice of implementing the main tools for this approach, SWOT analysis and Ansoff's Matrix, the document search, hard/soft copy, for the past five years did not yield any records of any SWOT analysis performed. This shows that management has never studied how it could capitalize on the company's strengths, overcome its weakness, exploit opportunities, and/or evade threats. Moreover, Ansoff's matrix is usually the starting point of the preparation of any budget. Hence, as seen above in the CA that there are no approved budgets, any records of the choice of the available alternatives within Ansoff's matrix were also not found.

For the participant observation related to this approach, the following has been experienced. When it comes to Ansoff's Matrix and its four basic long-term growth alternatives, the

company is unable to focus on increased market penetration as the company's production utilization is low. When probed about the root cause of this foremost matter, the technical specialist confirmed that this is due to two main reasons. The first is the number of working shifts as the company operates a single shift. The second reason is the significant downtime of the equipment, which has led to the diminishing of the products' market share. I worked closely with the plant manager to calculate the actual production utilization. The result is that the company only operates at 35% of its capacity. Another problem is that the production lines are interrupted frequently. When this occurs, the laborers take long breaks rather than aiding the technical specialist in trying to remedy the situation. When it comes to market development, naturally the management have not attempted to pursue new markets given the insufficient supply of the products for current markets. There were initiatives taken before in terms of product development but were mostly unsuccessful. My investigation highlights that lack of product availability is the main reason behind the failure of any initiative. Finally, diversification was considered by previous management. I have visited an adjacent blanket-production company that was constructed alongside the company under the same management to utilize the synergies of operation. However, upon closer inspection of this adjacent company, I realized that it has its own troubles. For instance, barriers to entry of the blanket industry are high in KSA and this company is not operating at its full capacity.

The questionnaire aspect of the research further validates the findings from the two previous sources. The DP's questionnaire are: Does the company have a clear long-term road map? Did the company ever produce a Strength, Weakness, Opportunity, and Threat (SWOT) analysis or any similar analysis? Did the company ever consider market penetration, product development, market development, and/or diversification strategies in deciding the best route to take? The results indicate a clear absence of this approach in the company. The mean results for the three questions designed for this approach are 4.6, 3.9, and 5.1.

(iii) The Role Player (RP)

The RP approach emphasizes the ten main roles of management (Mintzberg; 1987). These ten roles are classified by Mintzberg under three categories: - interpersonal, informational, and decisional, which are considered the main tools. The initial diagnosis indicates that management has failed in living up to these main roles. The objective of implementing this approach is to have a robust general guide for all management. This will both aid and ensure the proper fulfilment of their respective roles.

Theme five of the initial focus group, management setting a bad example, falls under the RP approach. The main proponent of this theme in the focus group is the CEO and the government relations manager. The first role of this approach is the interpersonal, which revolves around the manager being a true role model for the employees. In the focus group, one of the employees in finance questioned the lack of interference by top management, especially that of the holding company, for the past years. Moreover, the government relations manager accused management saying, "They only care about collecting their wages with no real output." The second category is informational. The role under this category is concerned with the available information and how it was dealt with. Once again, it was mentioned that based on the company's circumstances there were no correct decisions taken nor any real actions. As for the last category for this approach, the decisional, which covers the utilization of the company's resources and conflict management, the CEO explained, "Old management misused the resources made available by the holding company by investing these resources in non-operational ways (such as stocks) and losing the resources. In addition, this decision was taken by the old management without the appropriate approvals by the holding company." In the focus group, there was almost a unanimous consent by the participants on the shortcomings of the managerial roles within the company especially that of the vice president of the company.

Document analysis also revealed the shortcomings of this approach. One of the critical roles that management should undertake is to be a 'liaison', which falls under the interpersonal category. As the key role of 'liaison' is to be responsible for external and internal communication, in line with the findings of the focus group, the manager responsible for such affairs, as stated earlier, failed in updating any company's legal documents, spanning from the company's registry to issuing the required documents to the GAZT (Appendix 3). Moreover, the manufacturing manager failed to act as a 'negotiator' with the Saudi Food and Drug Authority (SFDA). The production was halted until the intervention by the holding company.

When it comes to the participant observation, the following are the findings. Until this diagnosis, the vice president, was given full authority to manage the company. Right from the onset, it was noticed that he was unattainable to the staff most of the time. On several occasions when I tried to meet him, he was not present at the company. Thus, one can see that he shared the rest of the staff's lack of punctuality; he was either late, left early, took lengthy breaks, or was altogether absent. Moreover, given the cumulative losses of the company, it was deemed by the board that the quality of his output/management role was unsatisfactory. The resentment towards management is

extensively felt throughout the company, especially that of which the staff feels that management is sitting on its high pedestal unaware of the daily problems faced within the company. For instance, while working with procurement, several employees complained in my presence that top management including myself are not aware of the reality of the situation on the ground.

The questionnaire survey revealed the same as the findings above and lean towards the RP approach being missing within the company. The questions are: Do you view your manager as a role model? Does the manager communicate the necessary information with the staff? Does the manager take the necessary work decisions? The mean results for the three questions pertaining for this approach are 7.1, 5.7, and 5.3. A possible reason why there is a higher mean for the first question is that it may reflect fear on the part of the participants in evaluating their managers. The culture within the company is not familiar with such practices as 360-degree feedback (Church & Bracken, 1997).

(iv) The Competitive Positioner (CP)

The main tool under the CP approach utilizes Porter's (2008) five forces: rivalry among existing competition, bargaining power of suppliers, bargaining power of buyers, threat of new entrants, and threat of substitutes. Despite the company possessing various aspects that contribute to competitive advantage, the diagnosis shows that it fails to employ these aspects to its benefit. The main aim of correctly implementing this approach for the company is its ability to understand the market and the competition, and to position itself strategically.

From the initial focus group, the sixth theme that emerged is the company's competitive edge and how it is not utilizing it over rivals. This theme arose when the owner stated, "The company's products enjoy a high pH and low sodium levels. Our water is naturally healthy." (PH stands for 'potential of hydrogen' and is the amount of hydrogen present in the drinking water.) The owner further elaborated, "We must capitalize on this and we can immediately raise our selling prices by at least 30%." Another competitive edge raised by the CEO is the fact that the company is among the pioneers in the Saudi market. Moreover, the CEO stated, "The government has put a hold on issuing any new licenses for the production of bottled water." A third competitive edge raised by the commercial manager is the actual name of one of the company's main brands; which is a famous historic landmark in KSA. On the other hand, it was mentioned by several, such as the government relations manager and the manufacturing manager, that there are several areas in terms of the

company's competitive edge that requires the management's attention. For instance, the company's relationship with both the suppliers and the customers is very unstable.

When it comes to document analysis, one main document (Appendix 6) was selected as it highlights one of the key competitive edge for our company; unutilized to date. The document is the guide issued by the 'Saudi Standards, Metrology, and Quality Authority' (SASO). All bottled water in KSA must follow this guide. Failure to do so results in governmental fines, temporary halting of production, and eventually the confiscation of the permits by the SFDA. Among the specifications present in the guide is one for the pH levels allowed in the bottled water ranging between 6.5 and 8.5. In recent years, pH levels have been the centre of attention in the local markets. Riding on the wave of Saudi's Vision 2030 and the accompanied health consciousness trend, companies with higher pH levels witnessed a strong advantage in the market; including charging a premium price for their products. The pH level advantage has been utilized by all key players in the market as a major marketing tool in differentiating their products. For instance, the pH level would be clearly indicated on the packaging of the water and in advertising. Generally, there are two main sources of drinking water: privately-owned well-water, and other water that comes from public water treatment facilities. In our case, the source of our water is a well owned by the company. Usually, well-water requires less treatment than surface or tap water. Hence, the company should have higher CM. Furthermore, most wells naturally contain alkaline water which have a higher pH level. In our case, the pH level is 8.5, which is the maximum allowed for bottled water. Despite the company possessing this major advantage, at relatively low cost, it is still not promoted in any products.

The participant observation in connection to this approach raised several main points. The first observation is related to Porter's (2008) force of rivalry among the existing competition or its inability to compete in its market. Analysing the market indicates that the company's products are almost non-existent. On several occasions, I have accompanied one of the sales representatives on his designated route and they almost always failed to discuss/convince the client of the competitive edge of our products. The sales representatives only focus on the rebates/discount negotiations with the customers. Another main observation is that of the capacity utilization of the company's production. In terms of production, as mentioned earlier, the company is utilizing only a mere 35% of its capacity. The volatility in production is causing a chain reaction on all the remaining factors present in this approach's main tool. Participating in negotiations with the suppliers and consumers, it has been seen that this directly impacts both the suppliers' prices and the company selling prices. Attending meetings between procurement and suppliers, I noticed that suppliers almost always tie

the packaging quoted prices to the ordered quantity. That is, the higher the quantity ordered, the lower the prices. From the customer's end, they push down the company's prices based on the irregularity of delivery by the company. Hence, the gross profit is both very volatile and below industry benchmark; approximately 39.4% in KSA (Aljazeera Capital, 2017; Almarai, 2018).

In terms of the questionnaire, the mean scores for all questions relating to the CP approach again supports the findings and showing that the results are leaning towards the misuse of this particular approach. The questions under this approach are: Does the company have leverage over the buyers? Does the company have leverage over the suppliers? Does the company take any necessary action concerning competition? The mean scores are 5.8, 4.8, and 4.6 respectively.

(v) The Visionary Transformer (VT)

The VT mainly focuses on having clear unified vision, mission, and values for the company (Peters & Waterman, 2004). Furthermore, a great deal of importance is placed on communicating and embedding said vision into the culture of the company. One of the main tools available under this approach is Peters & Waterman's (2004) eight attributes. These are bias for action, closeness to customers, autonomy and entrepreneurship, productivity through people, being hands-on/value-driven, sticking to the knitting, having simple form/lean staff, and finally having simultaneously loose-tight properties. The main aim of implementing this tool is for the company to aspire for reaching its full potential; business excellence.

The focus group's eighth theme is the company's vision. This theme was introduced in the initial focus group by the owner of the water-bottling company asking all who were present in the discussion, "Do we continue the business or not?" That is, he was looking for answers from all participants for questions that are posed by this approach. Questions such as the company's purpose, values, how it is managed, where it places itself in the market, what is its culture, and finally how it is coordinated. The answers received concerning this theme were mainly unsatisfactory. In fact, the participants, especially the senior ones, took a very defensive stance. For instance, one of the participants replied, "Past management decisions, policies, even product sales mix should not be questioned." Acting as a mediator in this specific incident, I interrupted and responded, "The purpose of this discussion is not to accuse anyone or point the blame to specific people or past decisions. On the contrary, we are all here participating together to resolve our

company's aches." From the onset of the diagnosis, both the owner and I were aware that the company did not possess a clear vision.

The document analysis revealed that the company does not hold any official documentation stating an approved vision, mission, or values statement. From my experience, it is usually the practice that you see the vision, mission, and values of the company either as statements written on different posters throughout the company, on leaflets around offices, circulated by memos, or on some other form of printed material. This was not the case in the company.

Participant observation revealed the true culture within the company. It is one where the employees do not share a common goal to collaborate and work on achieving. In fact, it is almost as if the staff are numb towards the company's net losses and that this is the norm. Contradictory to what this approach calls for, the company has no bias for action as can be seen in the downtime of the machines. The company is also not close to its customers as the commercial team does not place in the market the necessary SKU's that are in demand. In addition, the staff lacks the autonomy and entrepreneurship in the sense that they never undertake any initiatives to better the situation. In summary, my experience in the company showed me that each division has its own agenda, and as long as the holding company ensures the pumping of finances, all is content with the status quo. To perfect Peters and Waterman's (2004) eight attributes, the concept of 'management by wandering around' to achieve excellence is highly recommended (Peters & Austin, 1985) This has not been observed in the company. In fact, the 'soft' skills encouraged by Peters and Waterman (2004) are completely overlooked within the company. To illustrate, while attempting to manage by 'wandering around', the employees became defensive. Some later explained to me that my actions made them wrongly assume that I was spying on them. Reflecting on these comments made me realize that the employees are not used to usually having management in close proximity and being hands-on.

Referring to the questionnaire, since the company has no vision, mission, or values statements, and does not adopt open communication, the mean score for this approach shows the lowest mean score of all the approaches. The questions here are: Does the company have a clear vision, mission, and value statement? Does the company foster open communication? Is top management easily accessible by all? The mean scores for the three questions are 4.7,4.0, and 3.4 respectively.

(vi) The Self-Organizer (SO)

For the company to cope with the everchanging external environment, it needs to be a 'learning' one (Senge, 1990). To achieve this, the SO approach instructs the use of one of its prominent tools; Senge's five disciplines: shared vision, systems thinking, mental models, team learning, and personal mastery. Possessing this approach for the company will prepare it to cope with the prior mentioned transformation that is taking place in KSA accompanied by the launch of 'Vision 2030'.

Lack of cooperation is the ninth theme raised in the focus group. This theme was first brought to the attention of the focus group by the government relations manager. He simply stated, "All staff should participate and work together to succeed in the change, or just shut down the company." This translates to Senge's principle that all employees of the company must collaborate to reach the desired goals. The apparent lack of cooperation was felt by both ends of the spectrum: top management and staff. Top management said, "We are experiencing uncooperativeness from the staff." On the other hand, the staff are saying the same about management.

When it comes to document analysis, only one type of document could be found related to this approach. This is the 'commissioning' sector of any contractual agreement for a new line for the company (Appendix 7). This section usually stipulates a period of training for the relevant parties to properly operate the new line. This is the only formal training document that is found connected to the staff of the company enhancing and/or bettering their competencies. No other official records of training, workshops, seminars, and/or conferences attended by the staff could be found. This contrasts with what this approach is endorsing, which is continuous learning at all levels (Day, 1994).

Participant observation further confirms the findings for this approach. For the company to survive and advance, it requires to be flexible, receptive, and adaptive to change (Burack et al., 1999). The company does not possess the appropriate tools, whether competent staff, solid enterprise resource systems (ERP), or a unified culture to practice the said flexibility, receptivity, and adaptivity to change. To further illustrate, it has been witnessed that at all levels, there have been no attempts to achieve what Senge terms personal mastery. That is, neither management nor staff have taken any real measure to halt the losses. The staff is inadequately trained for optimum job performance. As an example of this, inspecting the raw and packaging warehouse, one cannot help but notice the huge packaging (plastic bottles) waste. Some employees revealed that management

has not attempted to resolve the high production waste and that the technical specialist is unable to understand the problem. They elaborated that there has been no attempt to sell the plastic waste for recycling purposes to recover some of the incurred costs. In addition, during working alongside finance, I noticed that the current ERP system is outdated. There are several newer versions released during the past years for this specific ERP, which would enhance work, output, and their quality.

Finally, the questionnaire questions related to this approach are: Do you feel that the company fosters learning? Do you feel that the company empowers its employees? As an individual, have you taken any initiatives to improve your skills? The mean scores of this approach are 5.0, 4.9, and 8.1 respectively. It is worth noting here that the high mean of the third question may be a reflection of what scholars refer to as self-evaluation bias. Individuals overstate self-evaluation mainly in an attempt at 'self-protection' or 'self-enhancement' (Baumeister, Tice, & Hutton, 1989). The first stems from the desire to avoid negative inferences while the second refers to the wish of having a positive one. In our case, the participants feel the need to disassociate themselves from having any hand in the company's troubles.

(vii) The Turnaround Strategist (TS)

The last of the seven strategic approaches is the TS. According to O'Neil (1986), in times of crisis, companies should apply an amalgamation of four strategies to turnaround the business. These strategies are the tools present under this approach. The tools reconsider the management, cutbacks, growth, and/or restructuring. Choosing which of the four tools, or a combination of tools, available depends on six key factors in relation to the status of the company; its competitive position, its product lifecycle, the industry it operates in, at what stage the company is, the strategic group of the industry, and the decline cause. For example, the first key factor to consider is the company's competitive position and whether it is strong, average, or weak. Based on this, a decision is made on one of the tools to be utilized. The aim of having this approach is to have immediate halting of further losses.

The tenth and final theme emerging from this initial focus group is the mismanagement by the previous board. The owner summarized this theme very well by stating, "We were very unlucky with previous management of the company." This statement was almost unanimously accepted by all participants. Moreover, participants supported this theme with their own interpretation of previous management's misconduct. For instance, the current CEO explained, "Our previous

management misused the company's financial resources and lost most of it in stocks." In addition, the government relations manager stated, "Outdated documents such as the company's statute places unnecessary external pressures." Finally, a participant from the commercial team questioned the decision by old management to dismantle/replace one of the main production lines. Along with the first three themes of the CA, this theme appropriated a big share of this focus group.

The document analysis under this approach explicitly reveals how the partial or inaccurate implementation of any of my seven strategic approaches is insufficient to remedy a company's trouble. For this approach, I narrowed down my document analysis to one, which dates back to the year 2017, and concerns the hiring of a VP who was given full authority over the company. One of the four strategies to be implemented under the turnaround approach is to reconsider the management. In the beginning of 2017, the company attempted to do so by this hiring. However, and due to improper and full implementation of this approach, the situation for the company remains critical. Under the new VP, the organization structure has not been revisited, the expenses of the company have not been optimized to aid in reducing the losses, and no restructuring attempts have been made for the company. It is also worth mentioning that, as seen above, most of the other seven strategic approaches were not reconsidered even under the new head, which contributed to the company's status quo.

From the participant observation, the initial diagnosis confirms that the hiring of the new VP did not have any impact on the staff. No attempts at enhancing the work environment were made. This included instilling punctuality, holding the negligent accountable, and enhancing the production of the company. Moreover, the lack of trust, non-compliance, and motivation continues within the company. For instance, after the VP hiring, the punctuality issue remains the same as previous years.

Similar to previous approaches, the outcomes of the questionnaire indicate that management has never attempted to use the tools explained by O'Neil (1986). Here, the questions are: Do you feel that the management has taken serious steps to halt the losses of the company? Do you feel that previous managements were competent enough to halt the losses? Are you confident that the current management will turnaround the business? The mean scores for this approach are 5.4, 3.7, and 6.9 respectively. Question three scored a relatively higher mean than other questions; almost seven on the scale. We can take this as an indication of a positive attitude towards the project, the new management and steering committee, and myself.

The above concludes the initial diagnosis of the company which serves as the baseline for my project. It illustrates that the company does not possess the appropriate strategic approaches or that they are improperly utilized for it to survive, let alone advance. There are two key additional factors that necessitate my research project. Aside from the significant drop of the overall profitability of the group mentioned earlier, Vision 2030 (discussed in the business context section) brought with it two unprecedent and important initiatives to the Saudi markets. Vision 2030 houses 13 different programs one of which is the National Transformation Program (NTP). NTP focuses on three main pillars: to achieve governmental operational excellence, improve economic enablers, and enhance the standard of living. The program aims to achieve this through digital infrastructure projects to identify the current problems faced in the country, create the necessary solutions, and aid in their implementation (Vision 2030, 2016). The NTP's digital transformation initiative in all governmental and private sectors brings us to the first of the two critical factors. The automation of all government entities requires companies to interact/access the government services via specialized portals. Some of these portals contain deadlines for submission of company documents to the appropriate government entity. For instance, the deadline for the annual financial statements of a company must now be uploaded to the GAZT portal by April 30. Failure to meet the specified deadline results in fines and eventually the halting of all governmental transactions for the company; including importation/exportation. This places a higher burden on the water-bottling company as the process is now completely automated. That is, failure to meet deadlines results in imposing fines, halting the operation, and eventually revoking of permits. Prior to this, such processes were done through human interactions which could impact which companies are to be penalized and when (due to personal connections). The second key factor is the wave of changes witnessed in 2016 and 2018 in KSA Corporate/Commercial law. Most importantly in our case, is the decree that a company must record/inform the Ministry of Commerce and Industry via an electronic portal within 90 days of becoming aware that its losses have reached 50% of its paid-up capital. Moreover, the shareholders are to convene and agree on either the dissolving of the company or its continuation. Again, this agreement is to be recorded on the Ministry's portal. Failure to do either, a company is automatically deemed legally dissolved (Al-Louzi & Al-Fawzan, 2016).

Thus far, our company has not fulfilled either of these 2 factors making the owner place pressure on all of us to act immediately. This highlights the urgency to act fast and implement my strategic approaches to avoid dissolution. Moreover, it explains that for the company, implementation needs to be immediate and time efficient. The company still managed to exist

legally. However, once the strategic implementation starts to rectify the situation, the government systems will allow us little to no leeway.

Considerations:

Scholars have defined culture in various ways and distinguished between the definition of culture on a national and organizational level. One definition by Louis (1980) states that culture is a unified meaning shared by a certain group of people, which can be tacit and specific to that group. Culture, in this sense, is compulsory for the joining of any new member to the group. Another definition, by Drennan (1992), is summarized as 'how things are done around here'. This definition pertains to the unaccepting of any deviation from the norm within that culture (Senior & Swailes, 2016).

Within any company, there will be a formal and informal structure (Mullins & Christy, 2016). There are usually multiple cultures present within any given company (Senior & Swailes, 2016). However, the overarching culture of the company is dictated by and mainly develops within the informal one. French & Bell (1999) describe this reality as the 'organizational iceberg'. That is, the visible part of the iceberg represents the formal structure along with any concrete formal aspects of the company; such as the company's strategy, approved structure, and the products/services. The invisible part of the iceberg, which is under the water, is the informal company. Here, the real culture of the company is observed. That is, the values attitudes and beliefs of the company, the 'insider' versus 'outsider' epistemology, is all found here (Senior & Swailes, 2016).

In the water-bottling company, the informal structure is very palpable. From the outset, it is evident that the company is divided into five different opposing groups. These opposing groups are not representative of the formal organizational structure rather they tend to be based on ethnicity. Each of these opposing groups' main concern is to maximise their own gains even if at the expense of the overall company. The first is sales which is powerful. They divert the sales schemes to their benefit at the cost of other groups and the company. The second group consists of finance, quality control, and warehouses. It was formed based on their nationality. Then comes the procurement and the government relations division. The fourth group is the laborers of the plant in the company. This group is based on the ethnic background. The fifth and final group is the manufacturing manager, as an individual, who is isolated by all the other four groups. The remaining members of

the company are insignificant in terms of power. These opposing groups found within the informal structure result in what is known as organizational conflict.

Organizational conflict may be defined as individually possessing goals that contradicts or obstructs that of the organization (Mullins & Christy, 2016). The observed result in these different opposing epistemologies is a major contributor to the company's losses. Krogh et al. (1994) refer to 'corporate epistemology' as being the basic principle as to how and why companies come to learn. The scholars primary focus is directed towards this knowledge and how it is shared between the employees. They state that three basic notions must be present within a company for the creation of knowledge. These are that the knowledge must be shared by the employees, is 'scalable' (can be eventually implemented on the ground) and relates to the company's history, and allows for 'languaging' (syntax, signs, and codes). When it comes to our company, all three notions are absent. These opposing groups do not share their individual and/or divisional knowledge, do not set realistic and achievable goals and consider the history of the company, and finally they do not share the same language. In fact, as mentioned earlier each group is loyal to itself rather than to the company. For instance, the finance division is aware that the financials of the company have not been officially submitted to the government for years. Yet, they choose not to share this information or take any action to resolve it. Also, the government relations division is aware that the company requires immediate action to settle important statutory requirements. Once more, they choose not to communicate this information or take any corrective actions. Another example, the sales force refuses to discuss any new sales schemes despite that fact that from the initial investigation the current scheme might not be ideal for the company. This all is reflected in having each group working on isolated islands in the hope of achieving their own goals. In this regard, the proposed seven-approach strategic management model will aim to eliminate the different epistemologies leading the company to have a new unified epistemology. This desired outcome will be reached mainly through what I term 'value transformation program' to be implemented under the VT approach.

It is evident from the above that the informal structures of the water-bottling company are the ones dictating the ontological, epistemological, and axiological aspects of my project. There is a constant power struggle between each of the opposing groups with the mindset that the victorious group will gain the most. Due to this mindset or culture, the initial resistance to the project and to me, as a researcher and strategist, is expected to be significant. These groups will wrongly assume that their power/control will diminish. However, and as explained earlier, I have learned from

previous experience that this is typically the norm when implementing a strategic transformation project within any company. The main difference will be the magnitude of this resistance.

One of the key factors to consider in my project is the different departmental epistemologies present in the water-bottling company. As is the case in many companies, the different departments represent different disciplines. This means that when an issue arises, each department interprets and tackles it from its point of view; relying on its own perception, knowledge base, and common language. For the company to benefit from this departmental epistemology, instead of having different departments operate in separate silos, it must acknowledge and utilize the diverse knowledge present in each department. It must also foster collaboration and knowledge sharing between all. This is also a main aim in implementing my seven-approach strategic management model and adopting PAR for the project.

Through-out the project, there will be various activities that involve the entire company to work for a shared goal. Each department will see in action how their specific knowledge can be used in unison with others to reach the overall goal, signifying how collaboration is key to the success of the project. Another way to instil this collaborative spirit would be by unifying some of the language shared across departments. An example of this is using the term "business need", which is not specific to any department or knowledge base. In addition, as the company is now working collaboratively, towards a common goal, it is expected that departments support each other. That is, if the current business need requires a specific department to take a lead on a cycle, cross-departmental support will be encouraged. This will further enhance the communication within the company and its departments allowing for sharing of knowledge and terminology between the departments. Ultimately, this leads to an overall shared creation of knowledge for the entire company including developing a unified language.

Because I had anticipated this resistance, I embarked on the project with a clear plan. My previous experience in similar situations has taught me that applying certain tactics can be used to ensure winning the trust of the participants. I knew that this would aid the effective implementation of my model and in turn result in a successful enhancement of the company. To begin, I plan to emphasise whenever possible that the role of strategy is a support one. This may be done by simply repeating this phrase in all meetings conducted to constantly remind the participants that we are one team supporting each other. Second, I will ensure the involvement of all the participants in all the steps that are being undertaken to enhance the performance of the company. When the

participants experience this involvement first hand, they will know that their role is actually important in practice and not just words. By ensuring this involvement, they will acquire the necessary knowledge and experience first-hand the benefits of my model. Finally, an important aspect which I find usually neglected in practice is the sharing of the outcome with all the participants and evaluating both the successes and the failures as a result of the change implementation. This highlights the positives and how it benefits all and helps in avoiding mistakes in future implementations.

My seven strategic approaches may be compared to Maslow's hierarchy of needs. That is, the sequence of implementation of the seven approaches of strategy depends on both the status and the 'needs' of a company. For instance, for a company to have the basic 'physiological' needs to survive, it must at least cover the CA approach. As the company fulfils the requirements (needs) of each approach, then an alternate approach should be sought for further advancement. Hence, as Maslow (1943) indicates, the order of implementing his hierarchy is not a fixed one.

As stated earlier, each of the cycles in my research project will follow the four stages of my strategic model. In other words, each cycle will have its own diagnosis, design, implementation, and evaluation stages. Since the initial 'diagnosis' of the water-botting company was exhaustive, it will constantly be referred back to in each of the design stages of all the different cycles.

Cycle 1:

As per schedule, my project launched on April 1, 2019. I started by giving a presentation to all participants; the company's employees. The objective was to share the purpose of the research project, findings of the initial diagnosis of the company, what is to be expected from the participants, and finally the desired outcome – to turn around the performance of the business. In addition, extra emphasis was placed on the role of participants as it is vital for the success of the project. In the implementation phases of the project, details of the nature of participation will be explained. It is worth noting that in our case the performance of the business does not solely refer to the profits, but to the complete organizational system.

From the onset of the project, an AR steering committee headed by me was established.

This committee consists of the owner, CEO, plant manager, government relations manager, and myself. The main role of this steering committee is to monitor the overall project and follow-up on

the milestones. It may be likened to what Coghlan and Brannick (2014) refer to as the 'pre-step'. Among other things, the committee must understand and communicate to all the current setting, necessity of the project, external and internal forces that shape the status of the company, and clearly identify the desired future state. Moreover, as the head of this committee, I will be responsible for the final outcomes. More importantly, the steering committee will have the role of aiding me in ensuring that the project is progressing on the intended track. Hence, it has been agreed that the steering committee is to convene at least twice a month. Figure 4 is a Venn diagram illustrating the relation between, the participants (all employees), the AR committee, and myself.



Figure 4. Venn Diagram illustrating the relation between participants, AR committee, and myself.

A key factor to the success of the PAR is the actual involvement of all participants at all levels of the company. It is also crucial to understand that depending on the context of the company and the specific approach, the role of participants may vary in terms of the degree of involvement and ownership. For each approach, the initiatives will be assigned an owner/s to ensure its proper implementation and the involvement of participants at each level of the company. That is, initiatives dealing with procurement will be assigned to the procurement team. Members of the steering committee including myself will also be assigned initiatives.

The steering committee is the highest committee overseeing the entire project. During implementation of approaches, sub-committees will be set. These sub-committees are made from

participants at all levels depending on the requirements of the approach. Their main task is to tackle the implementation of each initiative factoring in the various departmental perspective. The outcome of the sub-committees is then reported to the steering committee. For example, initiatives that involve technical matters require a sub-committee consisting of engineers, technical support, and some labourers. The idea behind having this steering committee and sub-committees is to ensure the involvement of all participants and allow for efficient and proper delegation. Moreover, this will foster an environment for open communication eliminating the different separate epistemologies discussed earlier and replacing them with a new unified one.

Open communication in the workplace is the ability for all employees to express their ideas and opinions and be considered by top management. One of the easiest ways to encourage that is by creating a unified language for the entire company. Many scholars and practitioners have stressed the importance of open communication and its role in forming a company's culture (Men & Bowen, 2017; Grunig, Grunig, & Dozier, 2002; Sriramesh, Grunig, & Dozier, 1996). Successful open communication leads to a positive emotional culture (Men & Yue, 2019) which deals with the feelings of its employees rather than their behaviour. Research has shown that the importance of a positive emotional culture is that it leads to the company possessing unified employees and team success (Swanson & Kent, 2017). Most importantly, this allows for transmitting a shared goal for the entirety to work towards (Mayfield & Mayfield, 2018). Collectively, this contributes to the overall company success. An added advantage to implementing my suggested seven-approach strategic management model is that it aids in eliminating the different epistemologies discussed earlier. It will accomplish this by including all employees in the goal setting, approach selection, initiatives design and implementation, and outcome evaluation. It will always ensure that employees will be involved and have a chance to express their views.

The epitome of open communication produces organizational citizenship behaviour and employee advocacy (Organ, 1988). This refers to employees exerting extra efforts beyond their roles and responsibilities to ensure the company's success, while employee advocacy occurs when the employees feel a strong association with their company and promotes its products/services to the external world. When this is reached, true employee loyalty and pride is accomplished which correlates with business success (Katzenbach, 2003). As demonstrated by the above, open communication plays a big role in affecting how a company functions. Despite that, not much research (Men & Yue, 2019) has focussed on the emotional aspect of open communication. An interesting question future research could consider is what defines open communication for

companies in KSA and whether the country in which a business resides plays a role in aspects of its open communication.

Launching of the Project: First Approach Selection

The selection of the appropriate approach to be implemented is pivotal to the success of my seven-approach strategic management model. The first step in this selection process is awareness of the company's current status (Finkin, 1985). This will facilitate in understanding the company's need at the time and in taking the right path forward. The selection process itself must be extremely thorough and should always consider all seven approaches.

In the first meeting, having understood the current situation of the company, the steering committee, participants, and I had to identify the most imminent business need at the time. We began the selection process by me providing a comprehensive summary of the seven approaches and the corresponding business need/s each meets (table 2). I explained that the classical administrator (CA) meets the need of wanting to have control over a company. This is done through embedding 6 main functions: technical, commercial, financial, security, accounting, and management (Yoo et al., 2006). These allow for the continuous monitoring of the performance of all aspects of the company like technical, operational, or financial. This control permits the company to detect any red flags as they appear, fill any major gaps, enhancing the profitability, the welfare of the employees, and regaining confidence of the shareholders (Wren, 2001).

The second approach discussed was the Design Planner (DP) and it meets the need of planning for future growth. It is intended to train a company to become more proactive. That is, by identifying its current market position and where it aims to be, a company will be able to grasp the available opportunities and avoid surprises on the way (Martinet, 2010).

Third is the Role Player (RP) and it addresses the business need of leadership and role of management. It does that by distinguishing between the role theory (advocated under the RP) and the process theory. The former places a great emphasis on specific activities to be performed by a manager as opposed to the latter which is concerned more with the general ones (Snyder & Wheelen, 2017).

The fourth approach in my model is the competitive positioner (CP) and it meets the need of taking advantage of your company's competitive edge. One of the main strengths of this approach stems from it encompassing the outside-in perspective (Oikonomou, 2018). That is, the focus of the business should include adding value to the customers and not only on the company's products.

Next approach is the visionary transformer (VT) and deals with the need of having a clear and proper vision for the company. Under this approach, the company must create or update its vision. It should also ensure that said vision is well communicated, understood, and properly followed to reach business excellence (Capon et al., 1991).

Sixth is the self-organizer (SO). It addresses the need for the company to continuously learn and evolve to deal with today's turbulent market (Reese, 2020). Viewing the company as a human system rather than a financial one (De Gues, 1997) and utilizing Senge's five disciplines in doing so, provides the necessary foundation for continuous innovation (Hoe, 2020). This continuous learning allows for the advancement of a company.

The seventh and final approach to be considered for selection is the turnround strategist (TS). TS focuses on the business need to provide quick fixes/immediate gains and crisis management. It deals with management, evaluation, emergency, stabilization, and return-to-growth (Bibeault, 1982).

This summary left the participants understandably overwhelmed. Comparing this to the results of the initial diagnosis, they realized that none of the business needs under any of the approaches have been implemented. Everyone was aware that the company has been suffering losses for years. Prior to this, no one had linked the failure to concrete factors. It is here that I reminded everyone that the purpose my model was to eliminate any feelings of stress. The model serves as a guideline to follow to find the best corrective action going forward. I also emphasized that at this point, the most pressing matter was to identify the current business need that must be met.

At this point, I urged the participants to think back to the initial diagnosis and share what they thought the immediate business need was. Replies included the company being currently in a state of crisis (especially financially) and there being an apparent rift between management and staff. I agreed and elaborated that our company is facing crisis that may lead to insolvency, we need

new leadership that will embark this turnaround journey, and major cost optimization to halt the unnecessary cash-outflow. Here, I referred to the summary table (2) and everyone could see that the TS was the approach that focuses on our current needs.

The first selection process did not witness a real debate over the approaches. Given the findings of the initial diagnosis and my explanation of the selection process (the available approaches and their respective tools) it has been agreed that the most pressing business need is crisis management. Using a show of hands, 81% of the participants were in favor of implementing TS for cycle 1.

Cycle 1 Design: The turnaround strategist initiatives

Pandit (2000) suggests that a need for substantial change (turning around of a business) is required when the current circumstances of a company are no longer suitable. At the moment, the company will not be able to survive if there are no immediate changes applied. According to O'Neil (1986), in times of crisis companies should apply an amalgamation of 4 strategies to turnaround the business. As mentioned in the literature review, these strategies are reconsidering the management, cutbacks, growth, and or restructuring. The initial diagnosis confirms that there has been no previous attempt to hold accountable and/or change the current management, except for hiring a VP, despite the continuous losses of the company. Furthermore, examining the financials of the past five years indicates that costs have been increasing year over year. Moreover, the current management has not taken the initiative to cut any additional cost to reduce the losses. Growth strategies have not been tackled/discussed as indicated earlier in the initial diagnosis under the DP. Finally, restructuring has never been introduced into the organization since it was founded.

The CEO encourages what he terms 'mini-brainstorming sessions' within and across departments, depending on the topic at hand. For instance, the legal division would convene with the HR and the manufacturing divisions to discuss a complaint raised by a former employee to the Saudi Labour Office. Such brain-storming sessions also will aid in the design stage of the initiatives for the various cycles to be implemented. In one of these 'extended' brain-storming sessions all participants, including myself, were discussing the notion of survival and advancement of the company. As a strategist, in these sessions I emphasise to the participants the concept of 'organizational sustainability' and how it is often mistakenly linked only to financial sustainability. In

addition, I frequently stress on the direct and indirect factors affecting the company's profitability and the importance of dealing with the often-neglected indirect factors.

The term organizational sustainability has been defined as fulfilling todays needs without compromising that of the future (Tsai et al, 2013). For the purpose of my research project, the end result of applying my seven-approach strategic management model is for the company to both survive and advance. If we split the concept of survival and advancement, then we will have survival referring to the present while the advancement deals with the future state. Moreover, the suggested model encompasses both the direct and indirect factors impacting the profitability of the company. The income statement of a company is affected through direct and indirect factors. In their research, Tsai et al (2013) identified a total of 16 factors affecting profitability. Out of the 16, only 3 factors are considered direct while the remaining 13 ones are all indirect. The direct factors are the economic, environment, and the social ones. Those that are considered indirect covers a wide array of factors from innovation, knowledge, human resource management, and supply chain. An example of a direct impact on the income statement is the advertising expense. On the other hand, and indirect factor such as innovation creates, supports, and maintains a competitive advantage of a company over competition maintaining a healthy top-line sale. That is, the product/service provided maintains its market demand. This highlights the importance of understanding and dealing with the indirect factors, just as the direct ones, in running the company.

O'Neil (1986) states that 6 key factors should be considered in the choice of the four-turnaround strategies: competitive position, product lifecycle, industry, organization stage, strategic group, and decline causes (see table 1). To begin, the company's 6 factors need to be mapped onto O'Neil's (1986) framework to design the appropriate overall strategy (the corrective initiatives) and implement them. Table 5 below is our company's 6 key factors mapped onto O'Neil's (1986) framework.

		The Four Turnaround Strategies					
Water-bottling Company Key Factors	Status	Management	Cutback	Growth	Restructuring		
	Strong						
Competitive Position	Average						
	Weak		+		+		
	Growth						
Product Lifecycle	Maturity				+		
	Decline						
	Fragmented						
Industry	Concentrated				+		
	1	+		+			
Organization Stage	II						
	III						
	Stable						
Strategic Group	Dynamic	+	-	+			
Decline Cause	Administrative	+		+			
	Cyclical						
	Competitive						
	Political						

Table 5. The water-bottling company mapped onto O'Neil's Framework for applying the turnaround strategies.

According to the initial diagnosis and O'Neil's mapping, the appropriate strategies to be implemented under this approach is management, cutback, and restructuring. The mapping also indicates that the company should also consider at some point growth tactics. However, and from what has been explained throughout the initial diagnosis, the steering committee has decided that

the company will not be able to implement at this stage any growth strategies and that this is to be handled subsequently in different cycles when the company is ready for it.

Management Change:

The first initiative to be adopted under this approach is management change. Usually, the change in management commences by the replacement of the company's CEO. According to scholars (Stopford & Baden-Fuller, 1990), this action is a signal that the company is in trouble and that urgent action is required. It is considered as a message to both the external and internal stakeholders that the situation of the company is no longer acceptable, change is sought, and the turnaround of the company is well on its way (Arogyaswamy et al., 1995; Boyne & Meier, 2009; O'Neill, 1986; Daily & Dalton, 1995). A second main reason for this required change is that the current CEO may turn a blind eye to current issues, whether willingly or unwillingly (Bibeault, 1982; Gopinath, 1991; Kesner & Dalton, 1994) or tackle problems with outdated solutions (Arogyaswamy et al., 1995; Barker & Patterson, 1996). O'Neill (1986) also adds that management strategies may also be performed by the same top management team, yet entails new attitude, more presence, and frequent motivational speeches.

Up until now, the VP has had full authority over the company. In fact, and because of the overwhelming tasks placed on the CEO by the owner of the group related to other projects, the VP was acting as the CEO of the company. Hence, the first approved initiative is to cancel the position of VP, relieve the current VP of his position, and for the CEO to dedicate his entire time and assume full responsibility of the company. This initiative is intended to also bring with it new dedication, constructive approach, and bias for action (Grinyer et al., 1988). The second initiative is the creation of the strategy division within the company reporting directly to the CEO and to be headed by me. The role of this division is central in the implementation and follow-up of the initiatives and the research project. Another key role is to ensure that the turnaround of the business is not exclusive to the operation, systems, and/or structure of the business, but that of the behaviour and attitudes of the employees as well (Schoenberg et al., 2013); the embedded culture of the company. Both the plant manager and the government relations manager are newcomers to the company. They have both assumed these roles late 2018 and are on-board with the transformation of the business. The fourth and last initiative under management change in TS is the frequent site-visits by those that are not based in the plant, mainly the CEO. It has been stipulated that site-visits are to be at least bimonthly. These site-visits, among other things, should resolve such issues as the lack of trust

between the staff and management, noncompliance, and lack of motivation witnessed in the focus group of the initial diagnosis.

Cutback:

The second initiative implemented under TS is 'cutback'. I personally prefer labelling this strategy as 'cost-optimization'. This is mainly to avoid impacting the employee morale and commitment to the job (Barker & Mone, 1994). One of the main aims of cost-optimization is to have short-term quick wins, such as an enhanced cash flow, until further intricate initiatives are put in place (Bibeault, 1982; Hambrick & Schecter, 1983; Sudarsanam & Lai, 2001) without impacting the overall business. It is easily and quickly implemented, almost always has immediate effect on the business, and usually requires no or minimum capital investments (Hofer, 1980; Robbins & Pearce, 1992). Among the most used cost-optimization initiatives are putting a halt on advertising and marketing (A&M) expenses, freezing all pay increases and/or bonuses, reducing inventory, collecting and reducing accounts receivable, and increasing accounts payable (AP) (Hambrick & Schecter, 1983; Hofer, 1980; O'Neill,1986; Stopford & Baden-Fuller, 1990; Sudarsanam & Lai, 2001); all of which are the initiatives agreed upon to be implemented for the company.

Restructuring:

Restructuring is required when a company finds itself unable to operate successfully. That is, it can no longer sustain its liabilities or even generate any profits (Malacic & Malacic, 2016). In general terms, the process of restructuring a company entails a change in the company's current structure and the relations with all other stakeholders (Malacic & Malacic, 2016). It is an activity that involves performing an existing task in a different way (O'Neil, 1986). Various classification of restructuring exists. These span from physical structures (organizational structures) to mental structures (the mentality and morale of employees within the company) (Bartoli & Hermel, 1986). A widely accepted and used classification is the two-fold division of restructuring: financial and operational restructuring (Dubrovski, 2011). Financial restructuring deals with changes required in financial sources while operational restructuring ensures the company is abreast of its business environment to be able to compete (Dubrovski, 2011). For my project, it has been decided throughout several brainstorming sessions and ultimately by the steering committee that initially (in Cycle 1), the company is in urgent need of financial restructuring. The company has a significant amount of cash tied-up in various stocks. Due to the previous management's inaction on several

fronts, such as failing to update the required legal documents for the banks and the Saudi Stock Exchange (Tadawul), the company cannot currently proceed with sales of the stock. The current management's role is to remedy the situation and obtain this cash. This, in turn, will pave the way to implementing the initiatives decided next for the other approaches. Obtaining the finances is perhaps the most important initiative for this approach (cycle 1) as without it the research project is at risk of being halted.

Table 6 is a top-line summary of all the initiatives for TS under cycle 1. The table also highlights the intended impact of implementation, ownership, and main key performance indicator (KPI)/deliverable of each initiative. Table 7 is also a top-line summary of the timeline allocated for all the initiatives. The timeline is crucial as it highlights when an initiative deliverable is expected to be due. Although it is not the case in cycle 1, it is usually customary that some initiatives are dependent on the completion of other ones. Hence, any delay in the fulfilment of an initiative may cause an entire shift of the time plan for the whole project. At the end of the cycle, the new findings of the cycle 1 focus group, document analysis, participant observation, questionnaire, and ultimately the change in the overall profitability of the company will be reported and compared to that of the initial diagnosis findings. It is worth noting that the initiatives designed reflect the main tools that are present in the approaches discussed earlier in the literature review section.

Appendix 8 is the approved strategic document for cycle 1. This document details all the initiatives, the ownership of each initiative, the expected timeline of completion, and the budgetary and manpower requirements; if any. Prior to implementation, a meeting was set to recap all initiatives using this final approved document and its contents with all participants. The purpose was to ensure that all participants had a clear picture of the coming steps for this cycle and a chance to discuss any concerns they might have; if any. A similar document and meeting will be replicated in each cycle.

Initiatives	Expected Outcome	Owner	Main Key Performance Indicator (KPI) / Deliverables
	The Turnarou	und Strategist	
Cancelling the VP Position/CEO to dedicate 100% of his time to the water-bottling company.	 Send a signal to all stakeholders that change is imminent Enhance the confidence of the employees towards management 	• CEO	 Ending the VP Contract. CEO to be physically present at premise. Open Door Policy. The witnessed change in attitude towards management by employees.
2. Creation of the Strategy division	Aiding in the proper implementation of the strategic approaches	CEOHRStrategy	 The adding of the Strategy function in the organization chart. The active role of the function in implementation.
3. Frequent site visits	 Number of visits by the CEO. Better access to top management and improved morale 	• CEO	 The physical site visits taken by the CEO and impact on the employees; mainly the labors.
4. Immediate freeze of all A&M	Enhanced cash flow for operation	CEOSales / Marketing	 The freezing of all A&M memo to be circulated. Impact on the expense.
5. All pay increase and/or bonus temporarily postponed	Enhanced cash flow for operation	• CEO • HR	Enhanced cash flow.
6. Reduction in the days inventory on hand	Enhanced cash flow for operation	Manufacturing	Reduction of the days of inventory on hand.Enhanced cash flow.
7. Collection of AR, extending AP, & cash sales only	Enhanced cash flow for operation	FinanceSales	Reduction in AR.Postponing APEnhanced cash
8. Securing of funds for operation through the sale of stock	Obtaining the funds from the sale of stocks.	CEOStrategyGovernment Relations	Sale of Stocks.Obtaining the cash.

Table 6. A summary of the initiatives and expected outcome for cycle ${\bf 1}$

Cycle 1: Initiatives Timeline Summary

Initiatives for Cycle 1 have been identified and a timelines have been defined Initiatives 1 2 3 10 11 Cancelling the VP Position/CEO to dedicate 100% of his time to the water-bottling company. Creation of the Strategy division Frequent site visits Immediate freeze of all A&M All pay increase and/or bonus temporarily postponed Reduction in the days inventory on hand Collection of AR, extending AP, & cash sales only Securing of funds for operation through the sale of Initiatives Deadline Upon completion, the initiative is to

Table 7. A summary of the initiatives' timeline for cycle 1

continue until further notice

Each initiative is given a specific deadline for completion. Some initiatives, due to their nature, will continue with us even after the deadline. For instance, the immediate freeze of A&M is to happen in the month of April. However, this freeze is to continue until further instructions are given depending on the circumstances and the context at the time.

Cycle 1 Implementation: The turnaround strategist initiatives

Based on the outcomes of the design stage of this cycle and the first initiative, the CEO dedicated his full time to the company from the onset of implementation. His first act was to relieve the VP of his position and terminate this position altogether from the organizational structure. Despite all participants involvement in the design stage and having prior knowledge of this initiative, an immediate rift could be felt throughout the company. There were those that welcomed and supported the decision and others that did not. The reaction is a result of years of inaction within the company. Perhaps, some participants had expected that all this would only be theoretical with no real actions taken; as was the case in previous years. This initiative was designed mainly to serve as a strong message to all stakeholders that change is imminent (Arogyaswamy et al., 1995; Boyne & Meier, 2009; O'Neill, 1986; Daily & Dalton, 1995). To avoid unnecessary problems, the CEO opted to allow the former VP to submit his resignation rather than being dismissed. The VP is close to

retirement and wanted a straightforward exit, which he received. It was agreed that the VP would submit his resignation stating personal family and health reasons and receive all his end of service.

To manage the situation better and ease the impact of this change, the CEO gathered all employees and gave a strong 'motivational' speech. This speech was intended to solidify the confidence between the employees and top management. This transition has been made easier simply because the CEO is not a newcomer. The main difference is that the CEO made it clear that from now on he is the one who will be personally managing the company including the day-to-day operation. In the same speech, the CEO, as agreed under the third initiative of the TS, pledged that he will be present at the plant-site more often and adopt an open-door policy in a bid to be more accessible. This promise was kept throughout this cycle. He conducted 4 planned site-visits and 2 others unannounced.

The next major change brought by the CEO was the creation of the strategy division; the second initiative under TS. Responsible for strategy, the first step I took was to invite all division heads and give a presentation (Appendix 9) reminding all the purpose of this function, my role, and our overall aim of survival and advancement. The intention was to send a clear message that this division is a support one and is created to aid not evaluate. The feedback was positive, and the managers welcomed the concept of help; which was new to most. This could be witnessed by the positive interaction that took place in the meeting. For instance, in the post-presentation discussion, the procurement manager explicitly requested the division's support in the discussions with the suppliers and the government relations manager with the correction of any official documents of the company.

The next four initiatives (4 - 7) deal with cost optimization. Once more, the CEO approved and circulated internal memos with the immediate effect of freezing all A&M and any pay increase and/or bonuses. The memo also instructed the immediate reduction of the days inventory on hand, collection of all accounts receivable, extension of the payments for AP, and finally the acceptance of cash sales only. Reflecting on the reaction of the employees, I noticed that all memos were well received except that of the delay in any pay increases and/or bonuses. Upon further contemplation, I attributed this that the employees had been already complaining of inflation. As explained earlier, KSA's vision 2030 brought with it VAT for the first time in the region, lifting of subsidies, and expat tax. The steering committee, especially the CEO, communicated clearly that this harsh measure is only temporary until the company overcomes this crisis.

The last initiative is selling of stocks to secure cash for operation and is under restructuring in the TS approach. This was initiated by the board approving and handing the right of sale of stocks to the CEO. This initiative was allocated a period of two months to be completed. Our company's Tadawul (Saudi stock exchange) account/license had been suspended by the Saudi Arabia Monetary Authority (SAMA). SAMA requires ten different documents to be presented prior to its granting of a license to an entity to practice any sort of money exchange. In our company, these documents needed updating prior to the sale of stocks. This task took the full allocated two months because some of these documents were altogether not ready/available. For instance, we had to complete the financials of previous years. On the other hand, the completion of this task laid the foundation for the continuation of the research project.

Cycle 1 Evaluation

Since the company's profitability is a key measure of its success (SoFi, 2021), the evaluation will start with a top-line summary of the common size income statement (CSIS) which falls under document analysis at the end of each cycle. Despite it being secondary data, the CSIS will reveal the financial effect of the implementation of the selected approach. Next, I will focus the evaluation on the questionnaire, participant observation, and then to the focus group conducted at the end of the cycle.

The last initiative under the TS approach is the securing of funds through the stock sales. Reflecting on cycle 1, this initiative proved to be the most difficult one to complete. Perhaps this may be because this initiative required dealing with external counterparts, unlike the other initiatives for the cycle. Appendix 10 is a bank statement belonging to the company indicating the sale of stocks and depositing a significant amount into the company's account; approximately 2 million GBP. From the onset of the project, the owner, the steering committee, and all the participants understood that there are two significant hurdles that must be met immediately if the company is to survive. One of them falls under TS and is financing. Without the proper financing, the company will not be able to operate.

The following table (table 8) is the outcome of cycle 1 represented by the CSIS. The TS mainly aims at quick fixes. Given the company's situation as explained in the initial diagnosis section and the contextual changes witnessed in KSA as a result of Vision 2030, management had no other choice but to place extremely challenging deadlines for the implementation of TS initiatives. If the

short-term quick fixes do not materialize, then the existence of the company is at risk. The below CSIS table highlights the actual outcome of implementing the initiatives (shaded in grey), its comparison with the previous 2 months, and the corresponding months of the previous year (PY). The table also shows the outcome variance versus the previous months and the PY months. It is noteworthy to mention here that there is no comparison with the budget figures as the company does not have any to date.

Cycle 1: Common Size Income Statement	PY (April + May)	Actual 2019 Previous 2 months (Pre initiatives implemetation)	Actual 2019 Cycle 1 results	Variance vs. A 2019 Previous 2 months	Variance vs. PY
Net Revenue	100%	100%	100%	74%	5%
Contribution Margin (CM)	75%	83%	83%	0%	8%
Gross Profit	5%	-18%	4%	22%	-2%
Selling & Distribution Exp.	-8%	-18%	-17%	2%	-9%
General & Admin Exp.	-25%	-54%	-25%	29%	0%
Total Operating Exp.	-34%	-73%	-42%	31%	-8%
EBIT	-28%	-91%	-38%	53%	-10%
Net Income / Loss *	-29%	-94%	-39%	54%	-10%

Table 8. The common size income statement outcome for cycle 1.

The company witnessed a substantial double-digit growth in net revenue (sales) of approximately 74% versus the previous 2 months of the same year and 5% versus PY. This growth may be attributed to initiatives 1-3. These initiatives were the CEO relieving the VP of his position and taking control of the business, increasing his site visits, and creating a strategic department. The new management which intended on signalling to all stakeholders, both internally and externally, that change is imminent, and that previous work ethics must be altered managed to put pressure on employees to perform better. Contemplating this, perhaps the biggest impact came from terminating the VP as the employees were accustomed to lack of accountability at all levels. Losing one's job due to non-performance is a very new concept introduced through this initiative and immediately affected top line and gross profit. The company has seen a very volatile gross profit over the past five years. The implementation of TS managed to turnaround the gross profit of the company from a -18% to +4%. This positive gross profit is due to two main factors, the increase in CM from PY and the growth in top line sales. However, we cannot neglect the effect of seasonality and competition on our business. For instance, summer and back-to-school season increases sales of

bottled water. Hence, top management is expecting the growth to slow down a little towards the end of the year. Moreover, there are a couple of dominant companies that consistently increase their market share. We are currently witnessing huge top-line growth as the company is starting from a very low point. However, as we increase our sales, it might be more difficult to compete with such companies.

As for the cost optimization initiatives (4 & 5), selling and distribution (S&D) expense and the general and admin (G&A) expense, both recorded savings of 2% and 29% respectively versus the previous months. However, despite the 74% growth in sales and these cost optimizing initiatives, the S&D expense is higher than that of the PY and the G&A expense remain unchanged. The main reason behind this is that for the company to achieve this 74% increase in top line, a one-time maintenance cost representing 7% was incurred. Without this expense, the S&D would have been almost on par with the PY making the net loss like that of PY. All the above yielded an improvement in the EBIT and ultimately the net loss of the company by approximately 54% in comparison to the previous months prior to implementation. The company is still operating at a loss and is still 10% below the PY.

As can be seen from the CSIS, the company is still operating at a loss. However, the evaluation indicates that the company is heading in the right direction. Moreover, the CSIS for the company had hit an all-time low prior to the implementation of TS; a net loss of -94%. Despite still recording losses, the TS approach managed to bring down the losses to approximately what it was in PY. This approach also manged to secure the necessary funds to survive and continue with the project – perhaps the most important aspect of cycle 1. The fact that the company still operates at a loss also indicates that there is still deficit in the remaining strategic approaches.

Initiatives 4-7 all dealt with cutting costs to enhance the bottom line and free-up cash. The freezing of A&M and pay increases effect can also be seen in the CSIS. As for initiative 7, collection of accounts receivable and extending of AP, finance managed to do both successfully. Accounts receivable has been decreased by 5%. As for AP, approximately 60% of the provisioned expense is for the Zakat (Tax). The company communicated with the Saudi GAZT requesting to schedule the amount due to Zakat since 2010 (Appendix 11). The AP decreased by a mere 1% by the end of cycle 1. Finally, the days on hand inventory (initiative 6), despite the spike in sales, did not witness any real improvement. The days of inventory on hand remain around approximately 90 days. Inventory ties a large amount of operational capital. That is, for the company to better manage its working capital, it is a necessity to shorten this duration.

The next data source used in evaluation is the change recorded in the questionnaire undertaken at the end of cycle 1 after implementing TS. The change in response to the questionnaire explains how the participants' mind set has changed/unchanged after the implementation of an approach versus that of the initial diagnosis. The response rate for this cycle was 67%. The first question asked whether participants thought management has taken serious steps to stop the company's losses. As can be seen from the mean score, it increased from 5.4 to 6.2 (table 9). This could be an indication that the participants are starting to believe more in the new management and what it is trying to achieve. This could also be because of the new management adopting an opendoor policy. Another plausible explanation to the witnessed change in the participants response is out of fear of losing their own jobs as with the VP. Hence, this could be seen as the participants signaling to the new management that they now understand that this time around things will be different; more serious. The second question inquired about the old management's competence. The mean slightly decreased from 3.7 to 3.3. The creation of the strategy function and the conducting of the presentation with its intended role perhaps led the participants' opinion of old management to worsen. This could be seen in their feedback voiced to me to the given presentation and their enthusiasm about the project. Another explanation is that the participants never had a direct open-communication line with top management. They now view the strategy function as the platform where their voices will be heard. The final question is concerned with the new management and its ability to turnaround the performance of the company. The mean score did not change much which may indicate that participants are still sceptical about the new management; especially that the company is still operating at a loss. This may also be due to the fact that it is human nature to resist change. Hence, it is expected to witness some resistance towards the new management.

The Mean Results	Question	Initial Diagnosis Mean	Initial Diagnosis Standard Deviation	Cycle 1 Mean	Cycle 1 Standard Deviation
	1	5.4	3.4	6.2	2.6
The Turnaround Strategist Approach	2	3.7	3.7	3.3	2.8
	3	6.9	3.2	6.7	2.0

Table 9. Cycle 1 questionnaire mean results and the comparison with the initial diagnosis.

The third data gathering method is participant observation. The most appropriate activity to highlight the essence of cycle 1 is a meeting held between the owner and his siblings (shareholders

in the group). The purpose of this meeting was to vote on either the continuation or dissolvement of the company as required by the new corporate/commercial law explained earlier. At the end of the day, the company is a family business. The chairman of the group is the eldest brother whom I officially report to. The family constitutes of three brothers and two sisters. For the family to a have a collective decision, they vote on all family matters, including their business. The voting process is divided in equal shares out of 5 (a share per sibling). The chairman instructed that this meeting be limited to the siblings, the CEO, and myself.

Attending the meeting, I personally felt quite uneasy about my presence. From the start, I sensed that I was 'caught between the siblings'. Looking at the CEO, he also seemed slightly uncomfortable; albeit less than I as he has been working with the family for many years. The eldest brother, chairman, walked into the meeting room along with the youngest one. The youngest brother is an extremely introverted person and rarely speaks. He always sides with the chairman in most decisions. We waited anxiously for approximately 25 minutes for the rest of the siblings to arrive. The chairman had explained to me prior to the meeting that my role as an executive consultant for strategy is to explain strategically the importance of continuing this business. The middle brother walked in and with him the news that the sisters declined the meeting last minute; perhaps signaling to all that they are not agreeing with what is going on. Looking at the middle brother, the first thing I noticed is that he walked in with his full formal attire; which customarily only done with visitors/outsiders. The middle brother sat down and looked very irate. The chairman asked the CEO to explain what is required. The CEO started explaining that a vote needed to be taken on whether the company would continue or not. I reminded myself that the chairman had already agreed to my project and is for continuing if we succeed in obtaining the funds. As for the younger brother, he has never stood against the chairman. The sisters were a no show. Hence, by simple math, the middle brother's voting would be the decisive one. Abruptly interrupting the CEO, the middle brother slammed his right arm on the table rather hard and said with a high-pitched voice, "For the past ten years, you have wasted millions on this and other companies with no real return". This was directed towards the chairman. The CEO, being sarcastic in nature and in an attempt to ease the tension felt by everybody, joked with the middle brother reminding him to give credit for this entire 'conglomerate' to its rightful owner; attributing the group's success for over 30 years to the chairman. I glanced at the chairman as his middle brother slammed the desk. The chairman is a man of few words and uses his facial expressions very sparingly. Yet, one could not but notice that his face turned red. He calmly looked at me and requested that I share with his middle brother why we believe that we should support this company now.

At that moment, I felt that all the burden fell onto my shoulders. Moreover, I was not a stranger to the middle brother and his short temper. On the other hand, I believe in my project and its aspired results. I pulled out my laptop and opened a mini presentation, shared previously with the chairman, focused solely on financial matters. I decided on this because I knew that the middle brother only cares about figures. The chairman and the CEO participated in the discussion on several points. With time, the middle brother started to look more relaxed flashing a quick smile from time to time confirming to me that what I was sharing was hitting home. Towards the end, the chairman interrupted and stated that as a family they are not going to inject any more funds and that management are to deal with the financing. I believe that this particular comment sealed the deal for the middle brother. This was apparent from a statement he made as he stood up to exit the room. He said, "In this case, we have nothing to lose, and I hope that what I saw in the presentation will materialize." Consequently, the CEO stood up and bluntly asked him about his vote; which we got. The chairman thanked us indicating that it is also our turn to exit. However, before withdrawing from the meeting, I asked him if I may comment about a specific point. I shared with him my concern that if the brothers at the highest level of the group are not unified, how do they expect us to succeed in unifying the culture of the whole company at all levels and have one epistemology. I further added that at these tough times, we need all to unite to set an example for all the participants.

A major similarity between the field of strategic management and PAR is the use of reflection; with all its different types (Mintzberg, 1994; Greenwood, 1998). Several scholars even encourage having a dedicated step specifically for reflection at the end of each cycle (Susman & Evered, 1978). On the other hand, as a strategist, I am in favour of employing said reflection throughout a cycle; not only at the end. However, I also believe that it is beneficial to reflect on each of the cycle's outcome relating it to the main objectives of the research project; enhancement of the performance of the business, personal and professional development, and introducing novel knowledge to the field of strategy.

For cycle 1, there are a few indications to show that TS has been implemented with various elements of success. First, we managed to secure the funds and obtain the green light from the owners to proceed with the company. Second, we also managed to increase the top line sales and stop unnecessary costs. Finally, and perhaps most importantly, we have met the business need for this approach which is to place the company on the right track to turnaround the performance of the business; in other words to survive.

Next Strategic approach selection process

The final of the four data gathering methods in my evaluation is the focus group; held at the end of each cycle. It will also be where the participants discuss and agree on the selection of the appropriate approach to be implemented next. In addition, it will give the participants the opportunity to engage in more open communication, using a unified language, as they are all working towards a common goal. The initial focus group conducted in the diagnosis stage yielded 10 different themes. The tenth theme was the mismanagement by the previous board (top management). It has been resolved mainly by the first 3 initiatives under TS for cycle 1: the relieving of the VP and cancelling of the position, the CEO taking full authority and control of the company including performing frequent site visits to assert his presence, and finally the creation of the strategy function.

The focus group was split into two main parts. The first is a small discussion concerning what had taken place in the past couple of months. This discussion was mainly focused on reactions on some of the implemented initiatives. As for the second part of the focus group, it was a discussion pertaining to the next steps. When it comes to the first part of the discussion, there was a wave of requests mainly from sales representatives being discontent about the postponement of all pay raise. One of them requested frankly, "We demand a pay raise immediately." To avoid the focus group turning into a small 'protest', the CEO immediately interfered by firmly stating, "Since I took control of the company, I have stood by all decisions I have taken; I have kept all my promises. We are a new management; try us and perform your duties and you will receive all the pay raises and bonuses you demand. We still have a long way to go before the company is in good shape." With that said, the CEO paved the way for the remainder of the focus group to decide on the next best approach to be implemented.

The second part of the focus group was mainly a discussion of how to proceed next; the selection process of the next approach. As explained at the launch of the project, my main duty here is to remind all participants of the seven approaches and the business needs they meet. Also, that it is important to consider each approach at any given selection process. After that, I summarized our implementation of TS and how its results were satisfactory. That is, the agreed initiatives were implemented properly and the desired outcome for TS was achieved.

The discussion turned to the current business needs required after TS implementation. At this time, most participants agreed with the statement of the manufacturing manager that the company needs first to tackle the second major set of obstacles faced which are abiding by the statutory requirements and the need for more control on all aspects of the business; be it operational or financial. For instance, the technical specialist commented, "There is still a lack of punctuality and low attendance rates among some divisions." This discussion yielded that placing controls on the business is the most pressing matter at the time. In reference to table 2, we matched this need to the most appropriate approach; the classical administrator (CA). Through a show of hands, 78% of participants selected CA. From a strategic point of view, I also agreed with this choice.

Cycle 2:

Cycle 2 commenced June 2019 and lasted for 5 months. Prior to the implementation of TS in cycle 1, the P&L of the company had hit an all-time low. TS managed to put an immediate halt on further decline of the business. As the findings of the initial diagnosis indicate, viewing the company through Maslow's hierarchy of needs, the company still lacks the basic 'physiological' requirements to survive. These requirements can be met through initiatives such as proper organization structure, budget, proper management reporting deck, and proper controls; all of which are found within the classical administrator (CA) approach. In today's business, CA is known for its methodical arrangement and integration of all the company's functions (Yoo et al., 2006) and deals with achieving of proper coordination, control, and rigidity for the company. Hence, this supports the decision that given our company's context, the CA is the most appropriate approach to be implemented next.

Cycle 2 Design: The classical administrator initiatives

The tools under CA are the general survey, business plan/budget, reporting, minutes of meeting, and organization chart. The general survey is employed to review the history of the company, assess its current situation, and consider alternatives for the future. The business plan/budget ensures the alignment of all functions to the desired overall goal. Reporting measures the performance of the business versus the budget. Minutes of meeting here refer to the importance of management to hold frequent meetings to discuss the budget, reports, and/or any additional events that may affect the company. Finally, the purpose of the organization structure is to have a concrete official document depicting roles and responsibilities (Breeze, 2002). The findings

of the initial diagnosis revealed that the above is absent from the company. The first three themes discussed in the focus group were the lack of reporting, incomplete organization structure, and finally accountability. It has also been seen in the diagnosis that Fayol's (1949) six main functions are missing. It is in the integration of these six main functions whereby the company is able to properly manage a successful business (Yoo et al., 2006).

General Survey:

Consequently, the first approved initiative under CA is to resolve the statutory requirements for the company based on the outcome of the survey conducted in the initial diagnosis. The survey will also serve as the benchmark/basis in which the impact of the implementation of the various approaches will be measured against. The immediate resolving of all statutory requirements for the company eliminates the risk of the company ceasing to legally exist. Moreover, the change taking place in KSA under the Vision 2030 is placing even tighter control and scrutiny on companies.

The remaining 4 initiatives under CA:

Alongside the general survey, there are four other main CA initiatives. For ease of implementation, two of these four have been further split into two: the budget and the organization structure. Hence, for the purpose of this research, cycle 2 will consist of a total of seven initiatives. First, the budget has been divided into two initiatives. One is to prepare a budget for the company; its first. The other is to calculate the break-even point for the company and to have a working template for the business. Going forward, this working template must be maintained and updated. This will serve to build various future scenarios for the business in relation to the market and the changes that are taking place.

The fourth initiative is to have a solid MBR report to be published monthly. Next comes the steering committee meetings with other management and staff and which should be held bimonthly. The meetings here are meant to discuss the progress of change, any bottlenecks in the implementation, and any new developments.

The sixth initiative has also been split into two different ones. One is completing the organization chart filling key vacant positions by competent prospects. The final seventh initiative is

for the company to have a personal/development review (PDR) for all employees including top management.

Like cycle 1, Table 10 below is a top-line summary of all initiatives for CA under cycle 2. It is worth noting that the number of initiatives in the table for the CA is seven with my split as explained earlier as opposed to Fayol's (1949) 5. The table highlights the intended impact of implementation of each initiative, the ownership of said initiative, and finally the main KPI/deliverable.

Table 11 is the top-line summary of the timeline allocated for all the initiatives. As stated in cycle 1, it is usually customary that some initiatives are dependent on the completion of others. In cycle 2, this is seen in the fact that initiative four is dependent on the completion of initiative two; the monthly MBR being dependent on the preparation of the budget. This is because an integral part of the MBR is to highlight the company's performance versus that which has been approved prior in the budget. The timeline is also useful in clearly highlighting those initiatives that may be implemented in parallel without impacting the intervention process.

It is critical that the implementation of CA fulfils Fayol's (1949) missing six main functions in the company. The design of the initiatives must encompass these functions. In our case, the 7 initiatives have been mapped to the six main functions to ensure they are covered. The first function is the technical one and is covered by initiative 1, 2, 5, and 7. Second comes the commercial one which maps to initiatives 2 and 4. Initiatives 2 and 3 deals with the financial function. The fourth function is security, and which is covered by initiatives 4, 6, and 7. Next comes accounting covered by initiative 2 and 4. Finally, the sixth function, managerial, is dealt with under initiative 5.

Cycle 2, and future cycles, will replicate cycle 1. At the end of the cycle, the new findings of the focus group, document analysis, participant observation, questionnaire, and ultimately the change in the overall profitability of the company will be reported and compared to the initial diagnosis and prior cycle. Appendix 12 is the approved strategic document for cycle 2. Once more, as was the case with cycle 1, prior to implementation, a meeting was set to recap all initiatives using this final approved document and its contents with all participants.

Initiatives	Expected Outcome	Owner	Main KPIs/Deliverables
	The Classical	Administrator	
Survey / Resolving the statutory requirements of the company	Obtaining the updated required legal documents to operate	Gov. Relations/Legal	The updated legal documents for the company; especially the MOA
2. Preparation of Budget	 An approved Budget by the Board (Tighter control on Business) 	 Strategy Finance Head of all Divisions	An approved Budget Document
Break-even analysis and a working template	An approved break-even analysis document and excel working template	• Strategy • Finance	An Excel working template Break-even scenario P&L (using the template)
4. Monthly MBR	The issuance of a monthly MBR for management More comprehensive, timely, and higher quality output	 Strategy Finance Head of all Divisions	A monthly MBR report
5. Bi-monthly meetings (Steering Committee and Management/staff)	No. of meetings Increased sense of responsibility	Steering Committee All employees of the company	 Recording of number of meetings.
6. Organization Chart	Hiring of the key vacant positions	• CEO • HR	A complete organization chart with the filling of all key vacant positions
7. PDR forms for staff	PDR FormsDetailed obligations and duties known to all	• HR • Divisions	PDR forms for all employees signed by the head of each division and the employees.

Table 10. A summary of the initiatives and expected outcome for cycle 2.

Cycle 2: Initiatives Timeline Summary

Initiatives for Cycle 2 have been identified and a timelines have been defined

	I-141-45		Monthly Timeline (2019)										
Initiatives		1	2	3	4	5	6	7	8	9	10	11	12
1	Resolve the statutory requirements of the company									 			
2	Budget												
3	Break-even analysis / working template												
4	Monthly MBR – dependent on initiative 2 (Budget)												
5	Bi-monthly meetings												
6	Complete Org. Chart												
7	PDR Forms					! ! !							

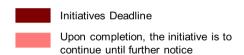


Table 11. A summary of the initiatives' timeline for cycle 2

Cycle 2 Implementation: The classical administrator initiatives

The first initiative implemented under CA is resolving the statutory requirements for the company. Due to the new commercial law and vision 2030 in KSA, explained earlier, this initiative must now take precedence. The government relations manager had to lead the implementation to make sure that the company will in fact survive; that our license to operate will not be revoked. This initiative proved to be challenging. By the end, the new management succeeded to update/amend all the statutory requirements for the company. Now, the company is at least able to survive legally. The implementation for this exceeded its allocated time by approximately 20 days. One of the important documents that required immediate attention by management is the Memorandum of Association which required a long-overdue update (Appendix 13). Thankfully, this delay did not impact the implementation of any other initiative as no other initiative was dependent on the completion of this one; as seen in the timeline for cycle 2 – table 11.

The second initiative under CA is to have an approved budget. This task was to be headed by finance and myself and to be completed in the month of June 2019. To kick-off this initiative, a detailed timeline for the preparation of the budget was prepared, discussed, approved, and circulated to all stakeholders (Appendix 14). The kick-off meeting was positive. The purpose of this exercise is to instil the culture of planning into the company. The steering committee did not foresee any problems with the exercise as half the year has already passed and that all required budgetary information is present with the head of departments. All that was needed is for someone, Finance and Strategy, to put all the figures together in a dedicated template. The first ever approved budget was issued for the company at the allocated time; a detailed description of the account is found below under cycle 2 evaluation section for the participants observation activity.

The third initiative is preparing a break-even analysis and a working template to produce and analyse different scenarios. This initiative started with the budget. The reason is that in the future this template should be utilized in running different scenarios for the budget exercise prior to the final approval. In fact, and from experience, it is common practice to have two separate budgets for the same year; one which is approved by the board and the second is an internal one that management works on achieving. This budget is usually called the 'internal' or the 'stretched' budget as it is usually higher in sales and profits than the approved one. Due to my experience in this matter, I had a big role, with finance, in conducting the break-even analysis, design, and building of the working template. Both the break-even analysis and working template were presented by myself

to the steering committee and top management within the allocated time for the initiative. Appendix 15 is a sample of chosen slides from the presentation given to top management showing various price/volume analysis and highlighting the break-even point for the company. In addition, this presentation was the vehicle that introduced the working template to the company were a live demo of the template was shown. It was decided that the final custodian of the template will be the strategy division, yet inputs from all divisions will be needed for its updates; especially that of finance.

Next initiative is for the company to have a monthly MBR published. This report will be of higher quality and more comprehensive than previous ones. It should also be accurate and most importantly in our case timely. The ultimate responsibility of producing the report was placed on the strategy function. However, the report gathers information from all divisions; especially finance as the monthly financials is key in the report. The steering committee agreed that the report is to be issued no later than the fourth working day after the closing of the month. The first report to be issued is for the month of July 2019. One of the main reasons for setting this date is that by then the company would have an approved budget. Hence, variances to the budget could be analysed and corrective measures taken. The owner and CEO had a lot of input in the report design as well. As a start, it was agreed that the report would include, among other things, a bright/hot spot slide for the month, detailed financials with breakdown, and machine efficiency (capacity utilization). It was also agreed that as we go along the report is to be enhanced based on the company's needs. As of July 2019, a monthly report is being issued and shared with top management with the said points (Appendix 16).

The fifth initiative is the AR steering committee and the management/staff meetings to be held bi-monthly. This initiative was welcomed by all participants. The meetings were used by the staff as a podium in which they could voice their ideas, suggestions, and complaints to top management. In fact, the manufacturing division elected to increase the number of meetings to be held in a month. Manufacturing decided to meet the beginning of every week; even if the meeting lasted for a few minutes. Attending a couple of these meetings, their purpose is to discuss the bright spots / hot spots of the previous week, the expectation/s of the new week, and any other new updates. Furthermore, another purpose for this initiative is to cement open communication. This will allow such practice to be the norm within the company's culture; a pro-active step to eliminating the different epistemologies within the company.

Starting June 2019, and parallel to the implementation of the budget, the human resources (HR) department along with the CEO had to ensure the filling of key vacant positions in the organizational structure and complete the PDR form for all staff. It is important to note here that in both the first and second cycle, it is by design that we make sure of the heavy involvement of the CEO in the implementation of most initiatives to establish his presence in the day-to-day operation. As mentioned earlier, the CEO created the strategy division reporting directly to him. One of my roles here was to hire the required headcount needed to help me create this function. As a start, I informed the CEO that I will be needing two additional employees with me in the department. During the month of June, I recruited 2 new employees. The first is a graduate of London South Bank University specialized in engineering product design and the second is a marketing designer. The engineer will aid in the operation aspect of the business while the designer will help in the marketing and public relations aspect of the company. The next issue with the current organizational structure is the operational division and how it is understaffed; unable to operate the daily two-shifts. The steering committee discussed with HR that they have come to know that a sister company has excess workers that can be better utilized in the company. Hence, and since the CEO has the transferring authority from one entity to another, the decision was taken to do the transfer. The next weakness in the organizational structure is that the sales representatives are also understaffed and stretched thin. As a result, a sales supervisor with a strong track record was hired and given the task of re-building the sales force. If proven successful, this new supervisor will eventually replace the current sales manager. Another flaw is found in the finance function. A major contributor to the past failure of the company meeting the statutory requirements was due to the lack of appropriate financial documentation. Hence, a new experienced CFO, whom has been working in KSA for the past twenty-five years, was hired. He brought with him an accountant, who is temporarily going to assume the role of the warehouseman, and the cashier role will be temporarily combined with the financial controller. Finally, the role of IT is still pending as HR still could not manage to find a suitable candidate. The CEO decided that in the meantime, any IT related matters can be handled by the IT department in the holding company until the position is filled. Appendix 17 is the new amended organizational structure.

The final initiative is to have a PDR form for all employees. For this, I offered my help to HR and provided a PDR form as a sample from previous work. In turn, HR made some minor amendments and translated the PDR into Arabic customizing the form to suit our company better. Appendix 18 is a sample of my completed PDR form. The same has been done for all employees within the company; including the CEO.

Cycle 2 Evaluation

Table 12 below is the CSIS outcome for cycle 2; the document analysis. It presents the results of the cycle (shaded in grey), the corresponding approved budget, and the results of the previous cycle (cycle 1). The table also presents the outcome's variance.

Cycle 2: Common Size Income Statement	Budget 2019 Jun Oct.	Actual 2019 Cycle 1 results	Actual 2019 Cycle 2 Results	Variance vs. Cycle 1	Variance vs. B 2019
Net Revenue	100%	100%	100%	148%	29%
Contribution Margin (CM)	76%	83%	76%	-7%	0%
Gross Profit	-7%	4%	14%	10%	21%
Selling & Distribution Exp.	-8%	-17%	-8%	9%	1%
General & Admin Exp.	-42%	-25%	-32%	-7%	9%
Total Operating Exp.	-50%	-42%	-40%	2%	10%
EBIT	-57%	-38%	-26%	12%	31%
Net Income / Loss *	-59%	-39%	-27%	12%	32%

Table 12. The common size income statement outcome for cycle 2.

Although it ran over the scheduled time, initiative 1 was implemented successfully; with the delay having no impact on the progress of the project. The company could now focus on operation. In cycle 2, the company witnessed a double-digit growth in net revenue (sales) of approximately 29% versus the budget. This growth is mainly attributed to initiatives 2 – 4. These deal with the preparation of the budget, break-even analysis and developing a working template, and the issuance of a monthly MBR. Setting targets through the budget and monitoring the performance of the company and the staff by the MBR, led to growth versus the budget, PY, and cycle 1. This spike in growth could also be due to initiative 7; the PDR. A main purpose of the PDR is to identify the roles and responsibilities of each employee and hold them accountable at the end of the period. The effect of this is having employees that are aware of their job descriptions, what is expected of them for the period, and that they will be assessed based on their performance versus the agreed PDR. As with cycle 1, the sales growth also yielded a significantly higher gross profit; 14%. As explained in cycle 1, the increase in gross profit is mainly due to the growth in sales. On the other hand, the CM still suffers from fluctuations as neither of the initiatives in cycle 1 nor 2 deals directly with the CM. It is worth noting here that the magnitude of the growth in our case is because the base figures for the

company is still substantially low. As the different approaches get implemented and the growth of top line continues, margins and net profit are expected to increase at a slower rate.

As for the selling and distribution expense, it matched the budget. The filling of key positions within the organizational chart (initiative 6) was a major contributor to the increase in the G&A expense. However, as the performance of the company continues to improve, this percentage is expected to decline. Cycle 2 implementation yielded an improvement in the EBIT and ultimately the net loss of the company by approximately 32% in comparison to the budget; a performance that the company has not seen for 5 years (Table 4 above).

As can be seen from the CSIS, the company is still operating at a loss. However, the various discussions being held in the bi-monthly meetings (initiative 5) and from the latest evaluation of cycle 2 indicates that the company is at this point heading in the right direction. Finally, perhaps the most important aspect of the implementation of cycle 2 is that the company can now survive and operate legally within the statutory requirements of KSA. Reflecting on the fact that the company still operates at a loss, I saw this as an indication that the remaining strategic approaches are still underutilized.

The remaining key tool under CA is the six main functions within a company: technical, commercial, financial, security, accounting, and a top-down managerial command of the company (Fayol's, 1949). In the implementation, the steering committee focused on the technical and commercial functions to increase production and ultimately sales (as seen from the sales growth above). This was done through target setting, accountability (such as the PDRs), and motivation. For instance, one of the noticeable tendencies in the initial diagnosis is the lack of punctuality by the employees. Appendix 19 is a memo stating that all must abide by the working hours of the company and the lack of punctuality will be reflected in the monthly wages. The second document in appendix 19 is an example of an attendance sheet to be signed by all until an automated system is set. The financial function is seen in the decisions taken to direct the finances to more urgent matters such as governmental dues. The next function is security of both human and property assets. A new security room with a new security system was installed; consisting of 16 new cameras covering all the critical areas of the plant. Then comes accounting, which is implemented in the preparation of the budget, issuing monthly financial statements, and issuing monthly MBR report. Finally, the managerial function, mainly dealing with the command and control of the company, was firmly conveyed to all by the CEO's and the steering committee direct involvement.

In the questionnaire for cycle 2, the response rate was also approximately 67%. The following table (table 13) is a summary of the mean results for the second cycle. It shows the mean results for the initial diagnosis (the baseline), the mean results for cycle 2, and the standard deviation for both.

The Mean Results	Question	Initial Diagnosis Mean	Initial Diagnosis Standard Deviation	Cycle 2 Mean	Cycle 2 Standard Deviation
	1	4.7	2.9	7.7	0.5
The Classical Administrator Approach	2	4.8	2.9	6.7	1.7
	3	5.6	3.2	6.5	1.2

Table 13. Cycle 2 questionnaire mean results and the comparison with the initial diagnosis.

Under the CA approach, the first two questions ask whether the company produces any reporting decks and whether it performs any budgeting/planning activities. The mean score jumped significantly by 64% and 40% respectively as almost all participants contributed to the preparation of the budgeting exercise performed (initiative 2). In relation to the MBR, the participants can now see that the company does have an MBR whereas it did not in the initial diagnosis. As for the budget, the increase in the mean scores reflects the participants' involvement in the budget preparation exercise and thus their awareness of its existence. The final question under this approach deals with the organizational structure of the company with no substantial change in the mean score. This could indicate that the participants are still not confident or comfortable with the newcomers. In fact, it could be reflecting a fear on the part of the old employees on their jobs from the newcomers. On the other hand, this might be related to departments, such as sales, still feel that they are understaffed. Upon further contemplation of the outcome, the CA initiatives may have been more tangible and easily experienced than those in the first cycle to all the participants. For instance, initiatives 2 – 7 all have concrete physical output; such as a budget, MBR, and PDR forms.

For participant observation, the budget preparation (initiative 2) activity was chosen. In the case of the company, the budget exercise was a true test of attempting to relink all the isolated divisions and their staff to collaborate and produce one output. To me, the success of the budget exercise is a simplified model of having all participants working together for a unified goal and may

be replicated in all business matters; another major step towards eliminating the opposing groups found within the informal culture of the company (Senior & Swailes, 2016).

Appendix 14 is the detailed timeline for 2019 budget. The timeline has been distributed to all function heads and the kick-off meeting for the budget was set for May 30, 2019. The main propose of this meeting was to go over the timeline and clarify any point if necessary. The attendees were all function heads plus anyone they deemed appropriate to be present. In the kick-off meeting, I noticed from the onset that some function heads opted to bring with them their 'right-hand man' while some chose to attend alone. For instance, the new CFO who officially joined the company 1st of June chose to attend the kick-off meeting with the finance manager. The CEO commenced the meeting by explaining the importance of having an approved budget. He then allowed strategy and finance to discuss the timeline in depth. Most participants seemed to welcome the meeting; eager to learn and take part in the exercise. Contrary, I sensed some resentment from a couple of functions before we even start the discussion. For instance, from the body language of the finance manager, it was apparent that he was apprehensive from more work thrown onto his function. This was supported by my previous interactions with him where he constantly complained from work-overload, his income, top management, and subordinates. Despite that, the appointment and presence of the new CFO was reassuring, at least to me, as he comes with 'fresh' objectives.

The second resentment came from procurement. The procurement manager is a loud and contradictory person. As I expected, he came to the meeting alone, and he voiced his disagreement with the final deadline; being one month only. The CEO covertly signalled that I should ignore this comment. I respected the CEO's gesture, but I had all the intention to defend the tight schedule from the onset of the meeting. Hence, I knew I was going to indirectly respond to the procurement manager's comment.

I took the floor to walk the participants through the timeline and clarify more what is expected from each. I started by explaining one of the most important templates that will be circulated on the second of June for all participants. This template is a unified excel spreadsheet which will not only be used in the budget preparation, but will also simplify the process of preparation and consolidation for finance and strategy. The spreadsheet will contain the information and actual figures for the past 2 years and for 2019 H1; for indicative purposes. As I was presenting the spreadsheet, I further clarified that each function is to go through the rows of the template and fill their forecasts (monthly); be it expenses and/or sales. I also added that finance is to fill all the

shared 'accounts' (rows) mainly payroll and related costs, rents, and zakat (taxes). Once the templates have been completed by the divisions, as per the deadline stipulated, finance and strategy shall consolidate the figures, discuss with the divisions when required, and present the findings to all. Presenting the findings will be done through the 3 recap meetings inserted in the timeline (Appendix 14). At this point, observing the participants' non-verbal cues indicating eagerness to hear more and to commence the exercise, I explicitly asked whether there were any questions so far especially concerning the shown template. I also added that strategy and finance will be available for any on-hand support during the actual filling of the template by each division.

After a moment of silence, I moved on to the second point I wished to share with the participants in the meeting; the actual budget process. I turned to the finance manager and asked whether he would like to refresh our memory concerning the budget process, but he left the floor to me. Perhaps he did that because he felt that since I had a major role in developing this whole process, then I would explain it simply and comprehensively. Another possibility was that he and some other participants still felt distant from top management. It could also be that the finance manager considers me imposed on the company rather than being an 'insider' taking part in this PAR. An additional factor that could be affecting his morale is the appointment of a new CFO.

I explained to the participants that we can simply split the exercise into 3 main sections; the 3 main recap meetings. The first one is for sales to identify the monthly target top line sales (volume/SKU/channel). Then comes the role of procurement to determine the raw and packaging material required for this top line; to calculate the margins. Finally, the third section is for the rest of the functions, including sales and procurement, to identify the operating expenses required to meet the agreed upon sales target in the first section. As for the procurement manager's comments concerning the deadline, at the end of the meeting I questioned whether after going through the templates and the process whether anyone feels that the plan is unachievable. Finally, I assured all that finance and strategy will support all functions at any time; as/when required.

Reflecting on the outcome of this cycle, and despite a minor delay in the timeline, the overall implementation of CA was successful. This was evident by the fact that the company has met its business need at this time. These are possessing the necessary financial control, coordination, and rigidity. Moreover, some initiatives by now have become embedded in the company's culture. For instance, under the PDR (initiative 7), attendance and accountability remain dynamically active in the company. Appendix 20 is a memo circulated informing employees that the new attendance

policy is now automated via a newly installed fingerprint system. As for accountability, the employment of one of the employees was terminated due to misconduct.

Next strategic approach selection process

From the ten different themes which arose in the initial diagnosis stage, three themes fall under CA. These are the company's reporting, organization structure, and accountability. In cycle 2, these themes were tackled by the issuing of the monthly MBR for the reporting one, the new hiring of key positions for the organizational structure, and finally by having a PDR for all employees of the company for the lack of accountability one.

Cycle 2 focus group commenced by the new CFO stating, "I would like to praise the steps taken to put in place more accountability and commitment to work." The CEO stated that, "As I always say in most of my meetings, despite the improvement witnessed, we still have a long way to go. Now that the basics are in place, we still are far from focusing on our core business" implying that now we need to direct our attention on the next business need.

I started with a brief summary of the seven approaches, the outcome of the implementation of the selected two approaches thus far (TS & CA), and explained my views as to the next steps. I, for one, recommended that the next cycle should now focus on the implementation of design planner (DP). I explained that given our new status (after the implementation of cycles 1 & 2), the most pressing matter for our company is the availability of our products in the market. In other words, our capacity utilization must be enhanced (our business need). This is achieved under DP. The manufacturing manager argued that the real problem is sales not capacity utilization by saying, "We all know that if we continue increasing our sales, we are going to be fine." That is, our margin is strong, our fixed costs are reasonable, and our real problem is the top line figure. On the other hadn, agreeing with my explanation, the commercial manager interrupted sharply by saying, "We need more output. We are losing customers because we do not have enough products. We are doing our jobs." The commercial manager and various sales representatives concurred on the fact that the production capacity is not enough, that our competition is fierce, our presence in the market is weak, and that we are not utilizing our competitive edge. The technical specialist supported this by stating, "We still have issues with the old lines, we need new ones to support." The CEO noticing that the discussion was starting to be confined to competition, marketing positioning, and our competitive edge (the DP and CP approaches) asked the group, "If our capacity issue, quality issue,

brand positioning, etc. are to be solved, will all of you give us your 100%?" The commercial manager replied on behalf of the group and said that they always do. Furthermore, he started to discuss some matters in more depth; such as limiting sales to the wholesale channels and going more retail provided that we enhance our fleet.

The steering committee, in its last meeting prior to the focus group, had come up with some preliminary action items to be considered for the third cycle. However, the final decision was agreed to be taken after the feedback of the focus group. The direction of discussion, by which the selection of the next approach has been narrowed down between DP and CP, enticed the CEO to divulge some of his plans for the company and informed the group that, "When the time is right, we are considering a complete relaunching of our brand. We need to focus on our core business. Moreover, to succeed in doing that we need to first ensure that we are working at our maximum capacity."

Sensing a debate between the participants about whether to implement DP or CP for the next cycle, I directed the discussion to identifying our most pressing current business need as this will help us make the most suitable decision. At this point, I explained that to compete in the market we need to first have sufficient products that will allow us to do so. That is, it would be futile to implement CP before DP. Through nodding and other gestures of approval, I sensed that the participants agreed with my statement. To confirm this, I requested that we vote. With a show of hands, 54% of the participants opted for the DP.

The focus group for the cycle and the debate between whether to implement CP or DP next prompted me to further think about the importance of the selection process. A deficiency in several approaches within a company might result in a debate on which approach should take precedence. It is essential that both internal and external factors are considered in the decision process. For instance, for our company, it would have been a mistake to implement CP instead of DP next as the company currently is still unable to utilise its full competitive edge to successfully implement the said approach. For instance, the capacity utilization of the company is still low not allowing it to properly compete in the market. Hence, the impact of the sequence of implementation of the approaches depends on a company's context. The mismatching between the required current need and the implementation of an approach may well lead to an undesired effect; negatively impacting the company.

Cycle 3

Cycles 1 and 2 dealt with the immediate needs/changes for the basic survival and controls of the company. The participants now see that the next important step is to put emphasis on the products; hence implementing the design planner (DP) in cycle 3. This cycle commenced November 2019 and lasted until the first quarter of 2020.

Cycle 3 Design: The design planner initiatives

The two main tools available under DP are SWOT analysis (Piercy and Giles, 1989) and Ansoff's Matrix (1957). SWOT analysis is key in allowing the company to achieve its goals. It identifies the company's 'strengths' to be utilized appropriately, internal 'weaknesses' and external 'threats' to be avoided that might impede advancement, and opportunities to be seized (Ansoff, 1980). It is important to know that SWOT analysis is the tool most widely accepted/used in the region. Ansoff's Matrix (1957), as explained in the literature review, consists of four quadrants: market penetration, market development, product development, and diversification. Market penetration is the use of current product mix and attempting to increase top-line sales (and market share) in the company's existing market. In contrast, market development is using the same current product mix in a totally new market. Product development is the introduction of a new product in the company's current market. Finally, diversification occurs when a company opts for a completely new route with new products and markets (Ansoff, 1957). A study conducted by Al-Bostanji (2015) showed that in the KSA FMCG market, there was a statistically significant positive impact on companies that utilize the tools under Ansoff's matrix.

The initial diagnosis yielded that the company lacks any proper commercial practices. This was evident under theme 4 in the initial diagnosis focus group. Moreover, instead of carefully considering Ansoff's Matrix options, previous management chose diversification as its first solution. A sister blanket company was established which also proved unsuccessful.

DP has six initiatives. The first is what is known as strategic issue management (SIM) (Ansoff, 1980). The SIM is created to identify any impending internal or external developments and assess their impact on the company. In my change project, the SIM will be a sub-committee overlooked by the steering committee and consists of a nominated contact person from each division That is, the steering committee will have management control over the SIM. Its main role is 'real time'

examination of the everchanging aspects of the internal and external business contexts (Ansoff, 1980). Hence, it is critical for the SIM to represent all divisions to ensure proper surveillance of all aspects of the business. Ultimately, this allows for identifying 'red light signals' early for timely corrective actions. It is also a daily monitor on the implementation of approaches and report any bottlenecks. Lastly, the SIM enhances the involvement of all participants throughout the project by guaranteeing that employees' expertise in different departments is utilized when necessary. For instance, in dealing with the new imposed VAT, the SIM will ensure that the perspectives of all departments have been taken into consideration. According to Ansoff (1980), the SIM is management by 'action'; which my PAR intends to instil in the company. Figure 5 is the summary of the above.

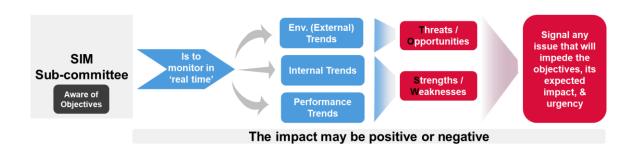


Figure 5: The SIM role (adapted from Ansoff, 1980)

Performing a SWOT analysis is the second initiative under DP. A specific day will be assigned for a brain-storming session to complete this initial SWOT analysis for the company. The reasons I chose a one-day retreat session is that in most companies I have worked at, including Almarai (a multinational food and dairy company), we usually completed SWOT exercises in one-day sessions. According to Parsons (2018), a successful SWOT analysis may be completed in one day or less provided that the representation of all the different departments within the company are present. This will allow for the consideration of all possible perspectives. At the end of the day, based on its outcome, the decision is to be taken whether we need to set another session for this exercise.

The SWOT document is a dynamic one and evolves with time depending on the everchanging context. Moreover, and as stated earlier, the SWOT analysis focuses on a general perspective to provide general solutions which serve as a guide to more specific ones going forward (Dergisi, 2017). Hence, for the company, this document is to serve as the starting point for defining the long-term road map. In addition, the exercise is to aid in the amalgamation of the participants

input into actionable and measurable items. Furthermore, and especially given our status, we must ensure avoiding the cost risk associated with prolonging this exercise (Dergisi, 2017). It is mandatory for both the members of the steering committee and the SIM to attend; as the SIM will be the body ultimately responsible for the SWOT updates. As for the rest of the company's employees, attendance is optional. It is critical to realize that the SWOT analysis output (template/report) is a dynamic one. The role of the SIM here is to continuously amend/update the SWOT analysis as/when required.

The third initiative deals with the fourth quadrant of Ansoff's matrix: diversification. It is key to bear in mind that Ansoff (1957) advises considering the first three alternatives and opt for diversification if all other scenarios fail. However, as seen in the initial diagnosis, the company only chose diversification by setting-up a sister blanket company. Due to diversification being the hardest to implement, third initiative is to divest (sell) the sister company. First, this will free more working capital for the company. More importantly, it will allow management to focus on the company's core business; selling of bottled water.

Next initiative is market penetration from Ansoff's matrix which focuses on increasing sales within the existing market and SKU mix (Ansoff, 1957). The aim is to resolve the company's production capacity issue and review its current SKU mix. This is to increase the current production capacity from 35% to at least 60%. As mentioned in the initial diagnosis, the equipment experiences significant downtime which leads to low production utilization. Tackling this issue will allow the company to increase sales and penetrate its market. This new production capacity will require a two-shift production, considered the norm, instead of the current one shift.

The fifth initiative of cycle 3 is market development (Ansoff, 1957). It utilizes the company's current products in new markets. For the company to perform this, it must consider expanding its current production lines. This will be done in our company through the installation and commissioning of a new production line. The reason behind this is that even after the successful implementation of initiative 4 above (35%-60% increase in capacity utilization), the newly produced volume will remain insufficient to allow for venturing into new markets.

The sixth initiative for DP is Ansoff's product development. Based on a prior conversation with the CEO, I suggested to the participants the concept of brand enhancement. The idea was met with unanimous approval. We began brainstorming and decided that the best way forward would be

to add a new premium SKU to our range of products. At this point, the sales department emphasized that this new premium SKU must have an enhanced packaging (bottle), modern labelling, and attractive branding. In return, this will eventually enhance the company's overall brand image.

Appendix 21 is cycle 3's approved strategic document. As has now become customary, the document has been shared with the participants prior to implementation through a meeting to recap all initiatives. Table 14 is a summary of cycle 3 initiatives for the DP approach. The table highlights the initiatives' owners and the main KPIs/deliverables hoped for.

Initiatives	Expected Outcome	Owner	Main KPI's / Deliverables
Strategic Issue Management (SIM)	Ensure early identification and fast response to changing environments	Steering Committee Head of functions	The creation of the SIM
2. SWOT	SWOT analysis report'Identification' and 'Acting' upon the SWOT	Steering CommitteeSIM	Approved SWOT template
3. Ansoff's Matrix – Ending Diversification (Sister Co.)	 Divesting of the sister company (blankets) Raising more working capital funds Focusing on the core business 	• CEO • Strategy	Sale of the sister company (blankets)
4. Ansoff's Matrix – Market Penetration (Resolve current capacity issue & review the current SKU mix)	Increase top line sales	CEOManufacturing ManagerFinance	Increase the production capacity from 35% to at least 60%
5. Ansoff's Matrix – Market Development (New Line)	Increase Products' reach	CEOStrategyManufacturing	Commissioning of the new line
6. Ansoff's Matrix – Product Development (New Premium SKU)	New Product (Packaging & Label)	CEO Strategy Sales	Production of the new premium SKU – with the new packaging & label

Table 14. A summary of the initiatives and expected outcome for cycle 3.

Initiatives for Cycle 3 have been identified and a timelines have been defined

	In Markhae			Monthly Timeline (2019 / 2020)											
	Initiatives	11	12	1	2	3	4	5	6	7	8	9	10	11	12
	Strategic Issue Management (SIM) creation														
2	SWOT analysis document (Dependent on SIM)														
3	Ansoff's Matrix – Divesting of sister company														
4	Ansoff's Matrix – Market penetration – production capacity and SKU mix														
5	Ansoff's Matrix – Market development – commissioning of new line														
6	Ansoff's Matrix – Product development – new premium SKU		:												
	Initiatives Deadline	Commissioning of the new line													
	Upon completion, the initiative is to continue until further notice	new inte													

Table 15. A summary of the initiatives' timeline for cycle 3.

Cycle 3 Implementation: The design planner initiatives

Implementation commenced with the SIM sub-committee creation – initiative 1. The CEO called for a meeting with all the head of divisions. He chose to explain the SIM concept to all attendees. He emphasized the importance of the SIM, especially in the implementation of the initiatives. The CEO further clarified that division heads must nominate an individual from each division for the SIM sub-committee. These nominated individuals are to be the contact person for all matters relating to their division; including the monitoring of both the external and internal environment. With this, the sub-committee will always have a 360-degree view of the business. For example, the sales candidate should share the information from the customer relation management (CRM) tool, used by sales, with SIM. This data will be utilized appropriately for specific business needs, future proper customization of the CRM, and finally will ensure cross-departmental cooperation (Kotorov, 2003). Consequently, SIM will also aid in replacing the separate departmental epistemologies with a unified one through improving the channels/frequency of interdepartmental communications. The CEO requested that all required discussions and nominations be completed in three days. Upon receiving the list of nominations, a second meeting was conducted with the nominees (the SIM members). Its purpose was to ensure that the concept and role of SIM is clear. It was agreed that the SIM is to convene on a weekly basis.

The second initiative is conducting the SWOT analysis. It was implemented right after SIM sub-committee creation. This is so because, going forward, the responsibility of 'real' time maintenance/updating of the SWOT analysis will be done by SIM members. The steering committee and the SIM decided that it would be beneficial that SWOT analysis exercise would be in the form of a one-day activity outside of the company's premises. The CEO decided to hold the activity in a nearby hotel. He thought that this idea, originating from the SIM itself, is going to strengthen the interdepartmental business links. The attendance of both the steering committee and the SIM is mandatory for the SWOT analysis activity, while the invitation to the rest of the participants (employees) was optional. The CEO also extended an invitation to the owner of the company believing that his attendance would further boost the employees' motivation. The owner of the company is a member of the steering committee. However, due to his busy schedule he does not always have the luxury to give us full day meetings.

On the set date, the owner, the steering committee, SIM, and a few other participants attended the activity. This is the activity chosen for the participants observation of this cycle. Thus, a detailed description is provided below in the evaluation section. However, it is important to indicate that the owner and the CEO were content with the completed SWOT document by the end of the day. The owner conveyed that the SWOT list is a good start to feed into and validate our decisions for Ansoff's 4 quadrants. On my part, I further elaborated that nowadays, we cannot rely on the 'static' SWOT analysis tool. For this document to feed into Ansoff's Matrix continuously and properly, it must always be evolutionary and correlated to the given context (Vlados & Chatzinikolaou, 2019).

The SWOT exercise performed confirmed our decisions going forward with the implementation of this cycle. According to the outcome, our strengths (mainly the source of water and name of the brand) will be covered by initiative 6 of this cycle (new premium SKU). Our weaknesses of lack of management and production down-time will be tackled through initiatives 3 – 5 in which we are going to divest the sister company freeing up both the management time and cash, resolving the capacity issue through maintaining the old lines and adding an additional new one. Furthermore, we are going to grasp the opportunity targeting most of the population who are young by the new catchy premium SKU (initiative 6). Finally, we will avoid the threat of witnessed inflation by retaining our low prices. With this, initiative 2 was completed successfully. This constitutes the guidelines of the company's long-term plan. That is, we will start working on them

during this cycle, putting the wheels into action, impacting the company's future. Table 16 is the summary of the approved SWOT analysis for the company.

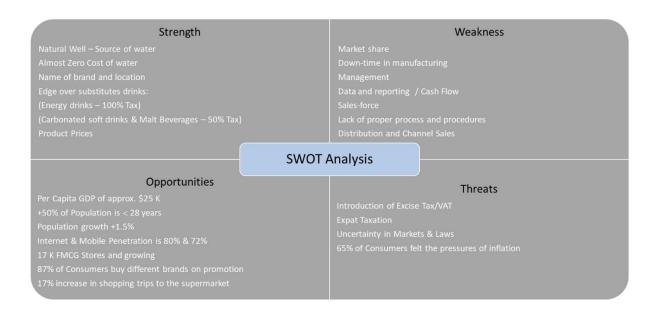


Table 16. A summary of the SWOT analysis for the water-bottling company – initiative 2 for cycle 3.

Initiative 3 is the divesting of the sister company (blankets). At the start of this cycle, the CEO had a conference call with the manufacturing, finance, and sales managers of the sister company informing them of the decision to sell. Since the managers have been in the field for years, the CEO asked if they knew of any potential buyers. The finance manager right away replied that one of the wholesalers had approached him several times inquiring about the possibility of either entering a joint venture or a complete takeover of the business. The CEO instructed that the wholesaler be contacted immediately. The buyer met with the CEO and me to discuss the sale price. Upon agreement, the buyer drafted a memorandum of understanding (MOU) for the purchase. In the MOU, it was stipulated that 15% of the amount is to be paid by the end of the current year. The remaining agreed amount is to be paid in three equal monthly instalments. The receiving of the MOU marked the completion of implementing this initiative.

Initiative 4 deals with market penetration. For this, most participants decided that for our company, the best way to increase our sales is to resolve the current capacity issue and review the current SKU mix. That is because the market demand for our products is high. In a revenue per litre per SKU analysis, it was identified that the SKU sales mix is skewed towards the lower revenue per litre. That is, instead of focusing on selling more of the SKUs with the highest revenue per litre, the

previous management focused on selling the ones with the low revenue per litre. In turn, this lowered the CM and the profitability of the company. Working with manufacturing and finance, using the developed excel template (Cycle 2), yielded that selling more of the company's SKU with the highest revenue per litre may be enough to transform the company from loss to profit. Especially that this SKU is in high demand in our market. To resolve the current capacity issue, it was agreed that the supplier of the main lines of the above SKU would be contacted. This supplier would come to our company to fix the down-time issue of our lines. The main goal here is to increase the capacity of the SKU with the highest revenue per litre to penetrate our market and improve our profitability. As stated earlier, the aim of this initiative is to bring the production capacity to at least 60%.

The supplier of our current main lines for the specific SKU is Chinese. The CEO obtained his contacts from procurement and contacted them immediately. Their response was positive as we have an established business relationship with them, and this meant more business on their side. During the call, it was agreed that the supplier is to send us an email with an official estimated quote and time for the engineers to visit us and evaluate the situation. Moreover, it was clearly communicated that this maintenance is to be performed as soon as possible. The agreement was finalized, and the Chinese engineers were present and working on the company's lines for a duration of approximately 3 weeks till mid-December 2019. It is also worth mentioning here that the new KSA e-Visa that was launched on the 27th of September 2019 as part of the Vision 2030 transformation of the country facilitated the process of bringing the engineers into the country promptly.

It is important highlighting here the rich relationship between China and KSA. Since the early 90's, both countries have expressly enriched each other through major projects such as 'energy cooperation' (Al-Tamimi, 2014). This strong relationship is also replicated in our company with our strong ties with many Chinese businesses in various industries such as the automotive one. In fact, the owner is among the pioneers to call for the establishment of the Saudi Chinese Business Council. These augmented ties facilitated the implementation of Initiatives 5 and 6.

Initiative 5 of DP is Ansoff's market development. There was a unanimous agreement that purchasing a new line would best achieve this. The main reason behind this is that even with the enhanced production capacity utilization, the current company's capacity barely covers its current market. In our case, increasing our capacity will be achieved through the commissioning of an additional new water-filling line. Due to our strong ties with Chinese counterparts (mentioned

above), the first step was to ask our Chinese representative office for a list of qualified water-filling lines manufacturers. Based on the recommendations, the CEO contacted 6 different companies with a request for proposal (RFP) for a new filling line. The purpose of obtaining more than one RFP is to evaluate each according to a pre-set criteria. These are technical specification, cost, time of implementation, and finally the résumé of the supplier/company. For instance, one of the key technical aspects of the RFP is the 'bottle per hour' capacity of the new line. The evaluation, done by procurement, allows the company to choose the most appropriate offer given its needs and circumstances.

Based on the RFP evaluation, the CEO contacted the fifth company and a date was set for him and I to travel to China and personally meet with them. Alongside acquainting ourselves with the Chinese company, the travelling decision was taken to further negotiate the contract and its terms, view the manufacturing plant, agree on the final project schedule, and sign the contract. For the project, the final schedule and delivery date are of utmost importance; especially that we remain under pressure externally and internally. An example of the external factors is the new laws and regulations, and an internal one is the owner pressing for rapid results. Our stay in China was form the 18th till the 23rd of November 2019. First, visiting the actual company confirmed our decision to choose this company. They were professional, had an efficient manufacturing plant, and were very hospitable and cooperative. Expectedly, the final project schedule was the topic that took the most negotiation on our part. We informed them that we would like to receive the new line in KSA and have it commissioned by the start of March 2020. In our negotiations, we had to consider the Chinese New Year, starting on January 24, and lasting for 7 days, and the shipping time of the line which takes approximately 3 to 4 weeks. The idea behind requesting the March deadline is to assess the initiative's impact on the business at the end of this cycle. After considerable negotiations, we managed to reach a satisfactory agreement and the contract was signed. Appendix 22 is the final agreed new line project schedule prepared by the sales manager from their side.

Initiative 5 required three main tasks from our end. The first is to prepare the layout of the new filling-line. This must occur either with the expansion of a current line or when considering a new separate line altogether (Hiregoudar & Reddy, 2007). During our China visit, the CEO and I shared with the manufacturer the necessary layout documents for our company, and we thoroughly discussed with their engineers the best layout for our new line. Several layouts have been tested and shared with our manufacturing manager for his input. Finally, the best layout design was selected. Based on this, our water-bottling company's manufacturing manager had the responsibility of

preparing a new hall that would house the new filling-line. Moreover, this preparation must be completed according to the agreed schedule. Our second main task was to ship to the manufacturing company 1,000 pieces of preform and caps to be used in sample testing by the end of week 3 of manufacturing of the new line. This testing needed to be done using local materials to ensure the proper functionality of the machines. The third and final job was to provide the Chinese manufacturer with the design of the new bottle; also shared by week 3 of manufacturing.

The final task (above) brings us to the last initiative of cycle 3; product development. Initiative 6 is to develop a new premium SKU. In the design stage of the cycle, after deciding on initiative 5, our marketing designer recommended that the new line should be fully dedicated to a new premium SKU. This decision was welcomed by all. According to the schedule, this premium bottle design should be delivered by week 3 to the manufacturer. In terms of the bottle design, the new engineer hired in the strategy division stepped-up and volunteered to design the bottle inhouse; particularly that he specializes in product design. The CEO and I discussed the matter with the owner and agreed that the engineer would be handed this task. This would not only save the company cost, but would also make participants feel that their skills are appreciated and utilized. Our only direction to the engineer was that we wanted this new design to be something not previously developed in the KSA market.

Enthusiastic about his new project and set on proving his capabilities, the engineer first conducted a comprehensive market research. He then requested to separately interview some of our managers including myself. During our meeting, I reminded him of the SWOT analysis and that our brand name is an important historical landmark in the region; not only KSA. I was also keen that he fully understood our time constraints. Following that, the engineer met with the CEO, sales, manufacturing, and procurement. I chose not to interfere in these meetings aiming at practicing and giving the engineer true employee independence. I always attempt to encourage this behaviour in all our managers, including the CEO, in our day-to-day activities to have a strong and loyal second line. According to a research conducted by Page (2018), employees thrive with open communication, having a sense of direction, and entrusted with their roles and responsibilities. This is yet another way to promote and foster an open communication culture. In the span of a week, the engineer produced several ideas for the new bottle design. However, he explained that he was in favour of 2 specific designs and the others may be backup. He explained to me that he used a software called Autodesk Alias and that once the final selection is made, the files could be sent to the manufacturer in the same format. Images 1 and 2 show the suggested newly designed bottles.

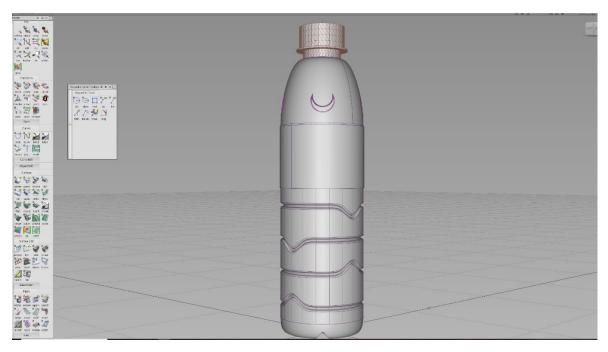


Image 1. Option A – new premium SKU bottle design.

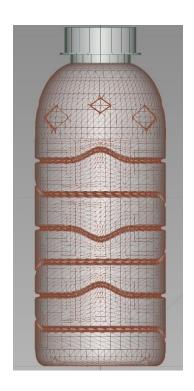


Image 2. Option B – new premium SKU bottle design.

Both designs unique in the KSA market, through a show of hands 87% of participants voted for option A. This option design was more appealing and more importantly a crescent was embedded towards the top of the bottle symbolizing our brand name and the landmark. Indeed, the design was a major upgrade to our current one. To illustrate, the following image 3 is a comparison between the selected new bottle design (option A) and the current bottle.





Option A. New premium SKU design

Current bottle design

Image 3. Comparison between new premium SKU bottle design and the current one.

Next step was to email the design files to China. Following, the manufacturer inputted our design into their software and requested our confirmation in the form of signing and stamping their document. This confirmation required several iterations and conference calls with our counterparts in China to ensure that our design would be implemented correctly. Appendix 23 presents some of our feedback on several iterations received. Once amendments were satisfactory, our CEO approved, signed, and stamped the final document (Appendix 24). With that, the water-bottling company met its requirement for the new bottle design according to the agreed schedule.

Upon completion, to finalize this last initiative (6) a new label design was required. This also needed to be unique, modern, and appealing. The idea behind the new bottle design and label was to enhance the company's overall brand image. This time, the new marketing designer in strategy expressed her desire to take lead with this task. She explained that she has a lot of acquaintances in the field that can help in the design. Consequently, she set a meeting with one of the local design offices where I discussed what was requested. The sales manager was also present in the meeting

for his input. The designer came back with 8 different label designs. The labels all had the same concept, but with different colour variations. However, through collective voting done by show of hands in a meeting, many participants including myself had no clear favourite. This was mainly due to none of the colour schemes being vibrant and attractive. Therefore, in a second meeting we further discussed our concerns with the designer to which she produced a final new version. This proved successful; winning the approval of the participants and the owner. Image 4 below is the approved label design for the new premium SKU versus image 5, the current label. An added plus to using this office being friends of our marketing designer, earned us a 35% family discount for the work done. With this, the implementation of the last initiative of cycle 3 was completed.



Image 4. The final approved label design for the new premium SKU



Image 5. The current label being used for the water-bottling company SKUs.

COVID-19

In his book *New Age Globalization*, Ahmad (2013) explains that globalization is the enabler of global society as it allows for superior trade of goods and sharing of knowledge and information (A Fair Globalization, 2004). With its many advantages, globalization has also contributed to the increase in the global spread of harmful diseases such as bird flu, swine flu, and most recently Covid-19. Covid-19 has had a devastating impact on the world economy. In a survey conducted by Duff & Phelps (Cohn, 2020), two-thirds of fund managers expected that Covid-19 would result in a decline in GDP of at least 3% with an impact lasting throughout 2021. Many businesses across the world in different industries experienced an unprecedented decline (Cohn, 2020). For example, the airline industry was severely affected as almost all flights were stopped. Another case is Hertz US filing for bankruptcy (Isidore, 2020). As for KSA, a country relying mainly on oil exports, it has faced a budget deficit as oil prices plunged to its lowest point in 30 years. This had a direct impact on many local businesses including our company.

Due to this force majeure, our company found itself in front of two main questions; especially that it is certain that the KSA government will take austerity measures to tackle this unprecedented deficit. The first is the impact of Covid-19 on the business; in turn the research project. The second question is how the company will deal with this impact going forward. Prior to answering these questions, it is important to review the sequence of Covid-19 related events.

According to World Health Organization (WHO) (2020), Covid-19 is a new strain of the coronavirus disease originating in Wuhan, China. First reported on 31 December of 2019 and due to globalization, Covid-19 had managed to infect 199 different countries by end of March 2020. Spreading at a rapid speed, in a short span the number of Covid-19 cases reported within USA had surpassed China. Figure 6 presents the exponential growth of Covid-19 until the end of the first quarter of 2020 (Cycle 3). Table 17 below shows the top 10 countries impacted by the Covid-19 by the end of the same period.

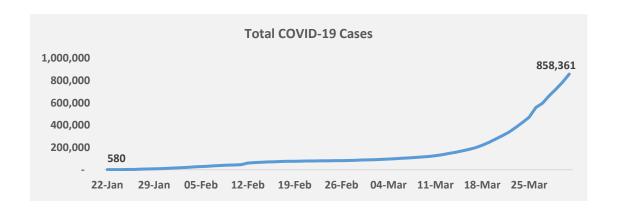


Figure 6. Total Covid-19 reported cases worldwide till end of March 2020.

Source: <u>www.worldometers.info</u>

					% from
Country	Total Cases	% - MIX	Total Death	% - MIX	total
					cases
USA	85,906	15.4%	1,307	5.2%	1.5%
China	81,340	14.6%	3,292	13.0%	4.0%
Italy	80,589	14.4%	8,215	32.5%	10.2%
Spain	64,059	11.5%	4,858	19.2%	7.6%
Germany	49,344	8.8%	304	1.2%	0.6%
Iran	32,332	5.8%	2,378	9.4%	7.4%
France	29,155	5.2%	1,696	6.7%	5.8%
UK	14,579	2.6%	759	3.0%	5.2%
Switzerland	12,311	2.2%	207	0.8%	1.7%
South Korea	9,332	1.7%	139	0.6%	1.5%
Saudi Arabia	1,104	0.2%	3	0.01%	0.3%
Others	98,306	17.6%	2,104	8.3%	2.1%
Total	558,357	100%	25,262	100.0%	4.5%

Table 17. Top 10 countries impacted by Covid-19 till end of March 2020.

Source: www.worldometers.info

Since the virus hit the world during Cycle 3 of my research, it would be beneficial to map the Covid-19 timeline to our business and my project. Figure 7 shows the Covid-19 WHO timeline. Initially reported in December 2019, on 30 January 2020 WHO officially announced the outbreak a public health emergency of international concern. The following month the international community asked for U.S. \$675 million to help protect those less fortunate. Finally, on 11 March 2020, Covid-19 was declared a pandemic. The global timing response towards this pandemic differed, yet similar

measures were taken to contain this pandemic. These included halting all travel within and between countries, instilling strict curfews, and moving work and school to a virtual platform.

COVID-19 WHO Timeline

The CEO & I visit China to discuss initiatives 5 & 6 for cycle 3 A pneumonia of unknown cause detected in Wuhan, China. 1st reported to the WHO Country Office on 31 December 2019 International community asked for US\$675 mill. to help protect states with weaker health systems as part of its strategic preparedness and response plan Nov. 2019 Dec. 2019 Jan 2020 Feb 2020 March 2020 COVID-19 declared a pandemic March 11 Cycle 3 of the research project

Figure 7. WHO Covid-19 timeline till end of March 2020.

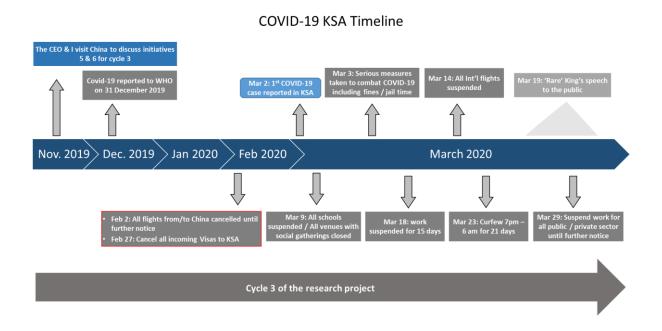


Figure 8. KSA Covid-19 timeline till end of March 2020.

Figure 8 is an adapted KSA timeline to Covid-19 response based on WHO milestones. Its relevance is that it will allow us to map the impact to Cycle 3. As stated earlier, the CEO and I travelled to China to discuss and finalize initiatives 5 and 6 of this cycle unaware of the drastic future changes. In fact, we were fortunate to have managed to return home prior to the flight suspension. This was so as KSA's first milestone impacting my research project was an indefinite suspension of flights from / to China as of February 2, 2020. Next, all visas to KSA have been cancelled. I was immediately aware that initiatives 5 and 6 (new line and premium SKU) were under jeopardy. This meant that the arrival of the new line could be delayed, and our Chinese counterparts would be unable to come to KSA for commissioning.

The next milestone for KSA was March 2, 2020 when the first case of Covid-19 was reported. Since this day, the measures escalated rapidly. On March 9, 2020, all academic institutions were closed and switched to virtual/online. On the same day, any social venues such as malls, cinemas, and restaurants, were also shut. This was soon followed by suspending all international flights on the 14th. On the 18th, the government issued a work suspension for a duration of 15 days on public and private entities; except those that are considered vital. The operation of entities deemed a necessity were allowed only 40% workforce to be present on site, while the rest is to work remotely. Luckily, our company is considered staple and was not susceptible to full closure. This meant that my research would be impacted, but not stopped. Towards the end of cycle 3, on the 23rd of March a curfew was placed across KSA from 7 pm until 6 am; unless a justified permit is obtained. Finally, on the 29th of March, the suspension of work has been extended from the earlier stated 21 days indefinitely.

Cycle 3 Evaluation

Cycle 3 was launched pre Covid-19 and luckily most initiatives were either fully or in the process of being implemented. This was a major contributor in limiting the pandemic's impact on my research. Also, our products being a staple allowed us many exceptions from the measures taken in KSA. This was done despite being restricted to only 40% of employees on site. To elaborate, since my physical presence does not affect the production and distribution aspect of the business, I was one of those restricted to work from home. The installed security cameras from cycle 2 facilitated this by giving access to view the workflow remotely.

The effect of the pandemic on Cycle 3 was most significant with initiatives 5 and 6; commissioning of the new line and introduction of the premium SKU. Despite the fact that all the work related to these two initiatives had been completed, including the new bottle design and branding, the pandemic delayed the arrival of the new line to KSA by approximately a month. Although the line eventually did arrive, we were still faced with the issue of halting all travelling and visas to KSA. This meant that the Chinese engineers would remain unable to come to commission the line. To deal with this, a virtual meeting was set by the committee and the SIM and it was agreed that the only option available would be to put these last two initiatives on hold for the time being. Therefore, the DP approach will eventually have to be re-visited once the context allows.

The evaluation section commences with the analysis of the CSIS document for cycle 3 (table 18). For this cycle, the statement represents the period from November 2019 till end of the first quarter of 2020. The cycle's results are shaded in grey and are compared with the corresponding approved budget and with the results of cycle 2.

Cycle 3: Common Size Income Statement	Budget (Nov Dec. 2019) + (Q1 2020)	Cycle 2 Results	Actual Cycle 3 Results	Variance vs. Cycle 2	Variance vs. B
Net Revenue	100%	100%	100%	184%	27%
Contribution Margin (CM)	78%	76%	78%	2%	0%
Gross Profit	33%	14%	36%	23%	3%
Selling & Distribution Exp.	-12%	-8%	-12%	-4%	0%
General & Admin Exp.	-19%	-32%	-17%	15%	2%
Total Operating Exp.	-30%	-40%	-29%	11%	1%
EBIT	3%	-26%	7%	34%	4%
Net Income / Loss	3%	-27%	7%	35%	4%

Table 18. The common size income statement outcome for cycle 3.

Initiative 1 of this cycle was creating the SIM. Upon completion, the SIM is now the body responsible for the SWOT (initiative 2). For this initiative, the company managed to benefit from its first SWOT analysis; prior to the pandemic. According to the SWOT, the main strengths of the company are its source of water, brand name, and prices. Hence, we ensured that they were all emphasized in the new label design. On the other hand, the SWOT showed that our weaknesses are distribution, low market share, and cash flow issues all resulting from the main problem of low

manufacturing capacity. This main issue was dealt with under initiative 4; resolving the capacity utilization. In terms of opportunities and threats, and due to Vision 2030, the market has witnessed inflation. We now know that 87% of the Saudi consumers shop based on promotions, so the company must maintain its price advantage. This is especially so as the current company prices are less than 50% than some competition. Initiative 3 was the diversification of the sister company. To finalize the deal, we received the 15% of the total sale amount by the end of 2019 agreed to earlier.

Initiatives 1-3 of cycle 3 have an indirect impact on the company's P&L. For instance, the sale of the sister company (initiative 3) will allow management to focus more on the core business and will avail more funds. This will indirectly enhance the overall business performance and with it the P&L. Conversely, initiatives 4-6 have a direct impact on the P&L. Initiative 4 was meant to raise the production capacity from the current 35% to at least 60%. Upon inspection, the Chinese engineers arriving for this initiative submitted a report with their findings. In summary, there are two main problems with the current lines causing the frequent down-time; the main air compressor and some spare parts are required. After resolving these issues, the new production capacity reached 74%; higher than expected.

Despite this overachievement, the participants believed that the P&L for this cycle would still fall short from plan because initiative 5 and 6 remain on hold due to Covid-19. Especially that these initiatives carried the most weight to finally turnaround the performance of the company. In reality, when the P&L for the cycle was presented, the results indicated top line growth versus the budget of approximately 27%, increase in gross profit of 3%, and finally the recording of a positive net profit of 7% instead of the budgeted 3%. Noteworthy, the absolute figures, whether top or bottom line, are still extremely low especially for this industry. Particularly, the bottom-line percentage is still less than half of the benchmark in KSA; approximately 15% (Aljazeera Capital, 2017; Almarai, 2018). The company still managed to record a positive number for the cycle.

Cycle 3 results warrant more in-depth analysis of the figures, given the last 2 initiatives have not fully materialized. Working closely with finance, I decided to conduct variance analyses (volume and price). Here we examined the differences between the budgeted and actual figures along with their root causes. The volume variance formula is the result of the budgeted volume subtracted from the actual one multiplied by the standard price. On the other hand, the price variance one is the result of the budgeted price subtracted from the actual one multiplied by the actual volume. To understand the results of the top line, we must first understand the budget assumptions. The budget

was built based on the assumption that the production capacity is to reach 60% beginning of 2020. In addition, as of March of the same year, the new line would be operational. In actuality, the production capacity reached 74% and the new line was not commissioned altogether. However, the pandemic compensated the later shortfall when inflation resulted in our average prices increasing by about 26% for the period.

The analyses of the top line were split into two sections. The first is the impact of the production capacity increase and the second is our inability to commission the new line. The analysis of Q1 2020 indicates a favourable volume variance of only 6% and a spike in revenue of 35% versus the budget. The net effect of increasing the capacity higher than the budget and the loss of volume due to not having the new line yielded a mere 6% increase in volume. However, the 26% price increase witnessed generated the 35% variance. This is noticeably clear once the volume and price variance is calculated. That is, 82% out of the positive 35% performance is due to the price variance, while only 18% is due to the volume variance. A final keynote related to this cycle's financial outcome, especially the positive net income, is the fact that this result validates the break-even analysis and the different scenarios performed in cycle 2. The cost structure of the company (its fixed and variable costs), despite all the problems it is facing, is still considered a healthy one. This means that, as seen in cycle 3, if the company maintains this rate of production, the fixed costs are going to be covered allowing the company to record positive results.

Due to Covid-19, cycle 3 questionnaire had a lower response rate (54%) than previous cycles. The three questions under DP are: Does the organization have a clear long-term road map? Did the organization ever produce a SWOT analysis or any similar analysis? And did the organization ever consider market penetration, product development, market development, and/or diversification strategies in deciding the best route to take? Table 19 is a summary of the mean results for cycle 3 and initial diagnosis, and the standard deviation for both.

The Mean Results	Question	Initial Diagnosis Mean	Initial Diagnosis Standard Deviation	Cycle 3 Mean	Cycle 3 Standard Deviation
	1	4.6	3.1	8.4	0.9
The Design Planner Approach	2	3.9	3.4	9.0	0.6
	3	5.1	3.3	9.0	1.2

Table 19. Cycle 3 questionnaire mean results and the comparison with the initial diagnosis.

As the table shows, the mean results of DP questions are significantly higher than the initial diagnosis. This may be attributed to having no past records of any long-term plans. An alternative explanation to this is that usually such discussions pertaining to such matters were only reserved for a select few in top management. As for the second question, the current SWOT exercise utilized expertise of all departments ensuring that not only everyone was aware of it, but everyone contributed to the final outcome; another aspect in which I encourage the company to foster an open communication culture. The current score reflects that the participants now have a good, hands-on understanding of SWOT analysis and a document was produced as physical representation for future records. Finally, the third question deals with implementing of Ansoff's matrix. Unexpectedly, and despite not being able to commission the new line due to the pandemic, the question related to market and product development scored a change in the mean score from 5.1 to 9.0. Reflecting on this, this may be due to a couple of reasons. First, all the required work, approvals, as well as physically receiving the new line at the premise may have impacted the mean score. That is, the mindset of the participants is hopeful that this situation will be short lived, and the commissioning will take place; as it is the only step remaining. Another explanation is that the participants did not want to acknowledge that all their hard work in this task should be ignored. The task was completed successfully, and the premium SKU did exist, and that extraneous circumstances is delaying the launch. The participants even held a prototype of the new SKU. Perhaps the result reflects their desire for this whole situation to be outlived soon. Finally, it is in this cycle where the participants see a positive net income for the company for the first time. However, the pandemic with its physical and emotional impact dampened this success.

As mentioned in the implementation of initiative 2, the SWOT analysis activity was chosen for participant observation. For this, a one-day workshop was conducted in a nearby hotel. Along with the steering committee and the SIM, the owner and all other departments heads were present. The room was divided into four quadrants. In each quadrant, a big white paper was hung on the wall behind the table. Refreshments were placed at the right corner of the room. From the start, the atmosphere in the room was noticeably light. Everyone was dressed casually, smiling, and engaging in side-conversations.

While having our first tea/coffee, I explained the 4-group split in the room. Each group is to be assigned one of the quadrants representing a letter of the SWOT. That is, group one is to be 'S', group two 'W', and so forth. Each group will be allocated twenty minutes to write down all ideas falling under their assigned letter. Once the time is up, the four groups are to rotate. In other words,

group one is to move on to 'W', group two to 'O' and so on. Once the four groups have completed all 'SWOT', we are to summarize and discuss the ideas. Finally, someone is to volunteer to write the final agreed points on each of the four white papers put on the wall. At the end of the day, we should have our first SWOT analysis.

At the start of the activity, as an icebreaker, I encouraged volunteers to share a funny experience from their past. This allowed us to start with a light note while allowing the participants to bond further. In turn, this will hopefully aid in eliminating the different departmental epistemologies present in the company. To kickstart, I was the first to share a story. Following that, the HR manager told us of an incident when he was still at university and wanted to attend a party during exam time. Upon his father's refusal, he convinced his father that he was going to a study group instead. Unluckily, the next morning, his dad was reading the newspaper and found pictures of his supposedly studying son dancing at the party.

As seen from the participants' reactions, the icebreaker was effective. Moreover, it helped build momentum for the SWOT analysis activity. The activity was performed as explained and all participants were eager to positively contribute to the exercise. Perhaps for the first time since joining the company that I do not hear any complaints or disagreements in the background. It was gratifying seeing different departments unified the way they did at this day. By the end of the day, after rich discussions of all the various recorded points, the four papers were collected with the approved SWOT analysis.

Experiencing something as life altering as the pandemic, has made me reflect on much more than my project. Perhaps the most significant impact came from living through a lockdown where it felt like we had no control over some of our most basic rights. Expectedly, aspects of cycle 3 were interrupted. However, the main business need to be met by implementing DP was setting the long-term plan for the company. Through the SWOT analysis, increasing the production capacity, and taking the first step in commissioning a new line and revamping the brand image, this cycle has fulfilled most of what it has set out to. The remaining aspects are to be revisited when the context permits.

Endogenous and Exogenous Factors: A new reality for the water-bottling company

A company's failure may be attributed to either endogenous and/or exogenous factors; (Bhattacharyya & Malik, 2020). Endogenous or internal factors may be grouped under the resource-based view (Thornhill & Amit, 2003), knowledge-based view (Storey & Barnett, 2000), and dynamic capabilities (Ambrosini et al., 2009). That is, they deal with the management and its handling of the company's available resources (Gaskill et al., 1993). On the other hand, exogenous or external factors are those that are outside of the company' 'boundary' whereby it does not have complete control over (Bhattacharyya & Malik, 2020). For example, these are political, legal, social, technological, and environmental. A defect in either of these factors can result in a downward pressure on a company's profitability and in turn its sustainability.

The purpose of this project with its seven-approach strategic management model is for it to provide an optimum solution for any context a company is experiencing or might face. This may be a result of endogenous or exogenous factors, or both. The success of the model depends on identifying the company's most pressing need at the time of crisis. The arrival of Covid-19 along with unprecedented changes in the KSA government and economy have forced us to put equal weight in the consideration of exogenous factors and their impact on our business and my project. These changes include extremely volatile oil prices, inflation, and news about levying taxes; all of which have never been experienced prior in the region. Going forward, these factors must be considered carefully when choosing and implementing the next approach. Having experienced Covid-19, I realized the weight that the selection process has is truly vital to the success of the model. To elaborate, one might think that since Covid-19 is a crisis, it is best suited to be handled using the TS approach. However, in our case, an increase in capacity utilization through DP proved to be beneficial.

Next strategic approach selection process

My final data gathering method is the focus group. It was different in nature as it took place at the peak of KSA pandemic resolutions. This time, the HR manager sent out an email requesting all concerned parties to attend the focus group and the discussion was done via Microsoft Teams. I also invited the IT manager from the holding company to attend this meeting.

The discussion this time was troubling. The positive financial results for the cycle were almost forgotten. Mixed emotions were witnessed on the participants being afraid of the pandemic, to feeling fed-up from lockdown and curfews, and finally the fear of the unknown future. A member from the SIM, the government relations representative, started by updating the attendees with the new current context. He shared a governmental document presenting the expected business threats due to Covid-19 and suggested solutions to help ease the threats on the economy (Appendix 25). For instance, one of the main challenges faced is having liquidity. Among other things, this will impact a company's ability to repay its loans. The solution the government is proposing is to delay the repayment of loans (principal & interests) for a period of 6 months to free cash for operations.

After giving the necessary time for all participants to digest the Covid-19 document issued by the government, I explained to all that what we are facing here is yet another business context that we must deal with. Moreover, my seven-approach strategic management model should be the go-to model to aid a company in overcoming any situation it faces. Likewise, in terms of my research, this will serve as a strong test to the resilience of my model; given the severity of the situation. Hence, once more, I reminded the participants of the approaches in which three have already been implemented; TS, CA, and DP. Taking into consideration what I have just said, discussing the government document that was presented, and the current situation the company is facing yielded 3 main themes, categorized under 3 different approaches, and supported by three opposing groups. The first was led by the manufacturing manager and advocated cost cutting. This entails the revisiting of the TS approach (cycle 1) as it is the suggested approach for crisis management. He heatedly interrupted the conversation and said, "If the government is allowing companies to reduce up-to 40% of all payroll-related expenses, you guys do not want to consider any cost cutting?" The second theme arose from the group led by the CEO in favor of taking advantage of the situation and attempting to work on and capitalizing on our competitive edge. That is, the next cycle should focus on the CP approach. In relation to this, the CEO stated, "We have finally started seeing some light (referring to the company's financials). We should capitalize on this immediately. We must push harder to increase our top line, negotiate better margins, and maintain our control on expenses." The third group, headed by me, promoted the third theme of working on a digital strategy to cope with the current pandemic as it is advised by almost all consulting houses. This means that cycle 4 should consider the SO approach. In defense of my recommendation, I asserted, "A complete lockdown of the country is eminent. Besides, fear of Covid-19 is on the rise. We should focus more on retail and on the end-consumer. Given the current situation, probably the only way to achieve this is by having a digital footprint; currently non-existent for our company". I further explained, "We

were lucky these past couple of months, and I am not sure if this luck will continue; unless we take proactive measures." This logic is the main reason I ensured the presence of IT in this meeting. After considerable deliberation and examining all the pros and cons of each suggestion (along with the remaining 4 other approaches), CP won the majority votes with a 51% for implementation next; despite my recommendation of SO.

Cycle 4

In cycle 4, the competitive positioner (CP) approach was implemented. After experiencing the pandemic and its repercussions, understandably, the CEO and the participants were apprehensive regarding the uncertain future. In a bid to see tangible proof of improvement, the CEO directed that going forward the company will assess an approach implementation on a quarterly basis. At the end of each quarter, a detailed financial review is conducted using the MBR. Both the owner and the CEO instructed that it would be advisable to also review the progress of an approach being implemented and whether the cycle should continue; or select a more suitable approach. Based on the results and given context at the time, the company will either continue with the current implemented approach for another quarter, decide on a new approach, or revisit a previously implemented one.

At first, I was unsure of this decision and its impact on my project. Discussing my concerns with the CEO, I realized that his decision was a result of panic, fear of the unknown (due to the pandemic), and finally continuous pressure from the owner for results. It is then when I had to remind the CEO and myself of the true purpose of my project. My seven-approach strategic management model aims to ensure the survival and advancement of a company through providing a pool of solutions for any possible problems. That is, instead of a company wasting its efforts on various probable ways to tackle the issue, it can simply revert to this guideline and select the most appropriate of the seven approaches. Therefore, I explained to the CEO that going forward, we must place even more emphasis on the diagnosis and selection process of the approaches to ensure that we are taking the best route. Moreover, the only way this may be achieved is that all the participants are in-line and diligently working towards this.

The CEO's decision prompted me to further consider an especially important aspect of strategy; implementation. When it comes to strategy implementation, many scholars (Freedman, 2003; Ready & Cogner, 2008; Wright et al., 2013) focus on the factors impacting (either positively or

negatively) implementation rather than on the process itself (Merkus et al., 2019). A more recent view examines the development of a company due to implementing a strategic approach as opposed to merely reaching the outcome (Merkus et al., 2019; Langley et al., 2013). This concept is based on performative practice which entails changing organizational routines and ideas to alter the reality of the company into one which fits the desired strategy (Merkus et al., 2019; D'Adderio, 2008; Feldman, 2003). Breaking routines and replacing them with new ones that are in-line with the core principles of strategy will instil the intended strategy into the company (Hodgson, 2008). According to this, the process of strategy implementation itself and aligning all employees with the intended goal is key to its success.

Reflecting on my research project, I realized that to make the most out of my seven-approach strategic management model, all the employees must be willing to be completely immersed in the strategy implementation process. This starts from an exhaustive diagnosis where at any context, all the seven approaches must be considered. When the employees are involved in every aspect of the process (diagnosis, design, implementation, and evaluation), it becomes easier for their mindsets to be directed towards development and execution of the strategy to reach the desired goal; whereby it could be argued that the process itself takes precedence to the duration of strategy implementation. Thus, based on the performativity view of strategy, this process of the 'next-approach selection' must be 'routinized' within the company for it to survive and advance. The type of practices and/or language used to encourage this performativity practice, especially in the Middle East, would be an interest focus for future research to also consider as it is recently gaining popularity in management and organization sciences.

Cycle 4 Design: The competitive positioner initiatives

CP is based on Porter's 5 competitive forces (Porter, 2008). These are rivalry among existing competitors, threat of new entrants, threat of substitute products, bargaining power of suppliers, and bargaining power of buyers. According to Porter (2008), understanding these 5 forces enables the company to master its industry leading to a more profitable and invulnerable position. In applying the business tool, the company should understand its context well to focus on those forces that have the most weight for gaining the complete advantage in its market (Adelakun, 2020; Dobbs, 2014). For instance, our company is not correctly utilizing its competitive advantages of having all its products from natural sources (well-water) to gain advantage over its current competition. Finally, it

is worth mentioning that in our case, we only consider 4 of the competitive forces as the fifth (threat of new entrants) is temporarily halted by the KSA government.

As per the initial diagnosis, our main competitive advantages are that our products enjoy high pH levels, have low sodium, are from a natural source, and have a landmark reference to the brand name. The owner stated that these advantages warrant an immediate 30% price increase; a move the company was unable to take for years until Covid-19.

Under CP, the company is to implement 5 initiatives. The first is to strategically position the company. The employees should be aware of alternative positioning available, the reason behind our choice of a specific positioning, and work collaboratively on it. The importance of this is that it will allow the company to design the most appropriate set of initiatives to deal with the competitive forces (Porter, 1996). The remainder of the initiatives deals with Porter's 4 competitive forces.

The second initiative designed is the rivalry among existing competition. The outcome of this initiative is to have a 'shadow analysis' document. The sales team is to create a 'shadow team' and document as much information as possible about our competitors (Fleisher & Bensoussan, 2015). The main purpose is to allow us to place emphasis on the most appropriate characteristic of our products to compete against rivals. For instance, business competition may be experienced in the form of pricing, advertising, and innovative new products and/or services. The shadow analysis document will solidify our decision on which of these our company should act on.

Initiative 3 is the bargaining power of suppliers. Here the company aims to secure new suppliers with better quality and prices. The purpose behind this initiative is to increase the company's CM. Moreover, as seen in the financial history and initial diagnosis of the company, the CM remains volatile. Securing new suppliers and setting long-term favourable agreements should eliminate this CM unpredictability. Another crucial factor to be considered is the fact that given our history with the current suppliers, they all have leverage over our company. Our inconsistent orders allowed the suppliers to continuously charge higher prices and compromise our quality; in turn enhancing their profits on our expense.

Initiative 4 is the bargaining power of buyers. Powerful buyers consistently pressure for lower prices (Porter, 2008). In the case of our company, sales are primarily dependant on wholesalers. Having few buyers each representing large purchase quantities of our production, leads

to handing our buyers the power to control our sales to their advantage. This is clearly seen in our products' pricing which is tremendously lower than the market. This initiative aims at differentiating our products to buyers by communicating their various qualities, increasing our prices within market range, and increasing retail channel sales to lessen the wholesalers' power over our company. It is important to distinguish the difference between the concept of product differentiation and that of diversification; covered under initiative 3 of cycle 3. Product differentiation is simply defined as a company promoting its products/services as being different from other competitors. This claim may be supported based on tangible elements (quality, innovation, and price) or on intangible ones (brand and goodwill). This concept is made possible mainly due to 3 main pillars: quality, innovation, and customers' factors such as beliefs and attitudes (McGee & Sammut-Bonnici, 2014).

The last initiative for this cycle is the threat of existing substitute products. These may be direct or indirect ones (Porter, 2008). For instance, for our company, other bottled-water brands are considered a direct substitute to us. On the other hand, indirect substitutes are carbonated water, soft drinks, energy drinks, and juices. Under this initiative, the objective is to differentiate our products focusing on their health attributes and low prices. Given the pandemic's impact on the global economy and on unemployment rates, the price factor could prove highly beneficial as our prices despite the recent increase are still extremely competitive. The price range of a carton of 330 ml bottled water in KSA ranges between SR 9 and SR 17; where our product is at the lower end of the spectrum.

Appendix 26 is cycle 4's approved strategic document. This time, the document was distributed electronically, and participants were urged to discuss any unclarity prior to implementation. Table 20 below is the summary of cycle 4 initiatives for CP. The table also shows the initiatives key owners and the main KPIs/deliverables for each.

Initiatives	Expected Outcome	Owner	Main KPI's / Deliverables							
The Competitive Positioner										
Strategically position the company – variety-based positioning	All is aligned on and is working to fulfill the company's positioning	StrategySIMAll	An in-house session explaining the 3 main strategic positions available & our variety-based positioning The whole company is aligned on our positioning							
Rivalry among existing competition – Shadow analysis	Competition Shadow analysis document	Sales Strategy	Shadow analysis template/report							
Bargaining Power of Suppliers – secure new suppliers with better prices	Secure better prices Increase the CM % of the company	Procurement	Sign new suppliers – lower prices and higher quality							
Bargaining Power of Buyers differentiate the product & maintain price competitivity	Increase the intake of our products Higher top-line sales	SalesStrategySIM	At least double-digit increase in top line More retail channel sales							
5. Threat of substitute products– distance our product from that of the competition	Higher top-line sales	• Sales • SIM	At least double-digit increase in top line							

Table 20. A summary of the initiatives and expected outcome for cycle 4.

Cycle 4: Initiatives Timeline Summary

Initiatives for Cycle 4 have been identified and a timelines have been defined

	1-10-0		Monthly Timeline (2020)										
Initiatives		1	2	3	4	5	6	7	8	9	10	11	12
1	Strategically Positioning the Company – Variety- based positioning												
2	Rivalry among existing competition – Shadow analysis												
3	Bargaining power of suppliers – Secure new suppliers with better prices												
4	Bargaining power of buyers – Differentiate the product while maintaining the price competitivity												
5	Threat of substitute products – Distance our product from that of the competition												

Initiatives Deadline

Table 21. A summary of the initiatives' timeline for cycle 4.

Cycle 4 Implementation: The competitive positioner initiatives

As the head of strategy, the burden of the successful completion of initiative 1 fell on me. I am to ensure that all participants comprehend the concept of strategic positioning, our decision choosing the variety-based positioning for the company, and that all participants are collectively aligned and working based on this position. In normal circumstances, the implementation of this initiative would have been straightforward. A meeting would have been set, I would have presented the various strategic positions, and then we would have discussed them. However, as I feared and due to the worsening of the pandemic, the country went into a 24-hour lockdown as of April 7, 2020. It is true that our company falls under the granted exception, yet these same exceptions are not unconditional. For instance, there is a maximum percentage of the allowed number of employees to be present simultaneously at the company; only the necessary employees for operation can be present and all administrative work must be performed remotely. This 24-hour lockdown was announced prior to my being able to prepare the material and meet with the participants. Hence, it had to be conducted virtually. The structure of the meeting was more or less the same. I had prepared the usual PowerPoint slides with the important information I had to cover. Being aware of the struggles of the situation, I decided to start on an inspirational note. I understood that many were feeling the pressure, so I reminded them that my project and the model is designed specifically to ease such situations and that together we could find a suitable strategy to overcome this. Despite that, there were two major issues that impacted the meeting. First, due to the whole country going online, we were faced with an unstable internet connection causing frequent meeting interruptions. Second, conducting the meeting online it was more difficult to gage the participants' reactions to what I was saying especially as not all had their cameras on.

Upon discussion with the CEO, it was agreed that the best way for the implementation of initiative 1 given the new situation is through the SIM. That is, I am to communicate the required information to the SIM and in turn each member of the SIM is to ensure the dissemination within their departments. Acting upon this, I divided the SIM members into 3 groups based on the individuals' closeness to each other. The different departmental languages or 'epistemologies' (discussed earlier under the considerations section and which contribute to departmental divisions), albeit improved since the commencement of my research project, is still felt within the company. Based on my grouping, I contacted the members, set a time and date, and we had a conference call explaining the company's strategic position and what we aim to achieve by this. Porter (1996) explains the 3 different strategic positioning as variety-based, needs-based, and access-based. Under

variety-based, the company places its core focus on its products/services rather than dealing with its customer segmentation. On the other hand, the company concentrates on its customer segmentation under the need-based positioning. Finally, when a company acts based on its customer's geography or scale, it is opting for the access-based one. To convince the SIM members of our choice of the variety-based one, I discredited the other two available positioning. I explained that at this stage of the company we are looking to expand our customer base. Hence, the needs-based positioning will limit us in attempting to fulfil all the needs to a specific segment of customers. In addition, since our customer base is still small and that our total production capacity is not sizable (as the new filling line is still non-operational) then the company will not be able to serve different customers based on geographical or scale segmentation. Therefore, we need to focus on variety-based positioning where we place a greater emphasis on the advantages of our offered products.

The second initiative to be implemented under cycle 4 is to perform shadow analysis; falling under Porter's (2008) rivalry among existing competition. Sales led this initiative as they are the most aware of our competition. The newly hired sales supervisor is to coordinate his 'shadow team' as he sees fit and that the final submitted shadow analysis report is his responsibility. His shadow team consisted mainly of sales and a member from quality. By the end of the month, a report by sales was delivered to the CEO. The report contained three main sections. The first is the steps taken to perform a comprehensive shadow analysis; especially given the pandemic. Then comes a section with all the findings. The last section covers a few recommendations for our products. This first shadow analysis report cemented with concrete facts and figures the general information that all participants were aware of. Most importantly, the report included a comparison table between our company and that of six other competitors. This table compares our own products' pH and sodium levels with competition versus price for each. Appendix 27 is the comparison table from the report. The information in this table is crucial as it shows that in terms of drinking water quality, our products are ranked in the top three when compared with competition. However, in terms of pricing, our average price is lower than competition by 20% versus the brand scoring the highest quality, and lower by 9% versus the one ranked second. In terms of comparison with market leaders, who scored second and third to last in terms of quality, our prices are lower by an astonishing 41%. The percentage variance would have been even greater if it were not for the price increase resulting from Covid-19. This is an indication that with the proper implementation of initiatives 4 and 5 of this cycle, we should be able to slightly increase our prices and profitability while maintaining our pricing competitive advantage.

The next initiative deals with the bargaining power of suppliers in terms of securing new suppliers with better prices. Better and stable prices are to be sought while ensuring not to compromise our products' quality. Due to the nature of the initiative, procurement had the major input in implementing this initiative. In a discussion between the CEO and head of procurement, the CEO made it clear that he wants to see new supplier contracts with better terms. Moreover, the new raw and packaging material should be used in production no later than end of the second month for the cycle. According to procurement, he first started negotiating with the current suppliers. These talks were not fruitful as all current suppliers used the pandemic as an excuse as to not change any terms. Almost all claimed that they are already operating at a loss. They also argued that we still do not have steady purchase orders making them unwilling to give us better terms. The procurement then sought other local suppliers. The big ones, such as Sabic which is one of the leading PET producers in the world, would not even consider doing business at our scale. Given the pandemic, they also refused to take on new businesses. Securing such contracts would certainly enhance our CM and improve the quality of our packaging material. Finally, the CEO suggested to procurement to try international suppliers. He provided the contacts of various PET suppliers in China and UAE. The table below (table 22) is a comparison between our current average PET price and the Chinese and UAF ones.

	Per SKU							
Preform	Current Prices	Chinese Supplier *	UAE Supplier					
Variance vs. Current Prices	100%	25%	-6%					

^{*} Quoted prices are EXW.

Table 22. Average company prices compared with a Chinese and a UAE supplier.

As indicated in table 22, compared to our company's average prices, the Chinese supplier quotation received was 25% higher than our current prices. Additionally, all quoted prices were ex works (EXW). That is, the company is to bear all the shipping and transportation costs. Hence, it is not feasible to switch suppliers or even add the Chinese to our local ones. In contrast, the quotation from the UAE supplier was 6% less than our current prices. This includes delivery to our plant and a slightly higher PET grammage resulting in improved bottle quality. The procurement manager explained the lower prices are a result of the UAE government providing subsidies to their local

producers. Hence, they are at an advantage competing in the region. Unfortunately, restrictions from the pandemic resulted in our company not fulfilling initiative 3 of this cycle despite managing to secure a supplier with lower prices. The 24-hour lockdown and the closing of the KSA borders resulted in procurement being unable to confirm the possibility of currently importing the PET. The reason given by the KSA authority is that the requested products are locally produced. They also advised us not to place an order now as even if on the off chance the containers do arrive at the Saudi Customs in time, they cannot guaranteee how long it will take to be cleared. On my part, I told the CEO that at such times it would not be advisable to tie large sums of cash in inventory that we probably will not have access to.

Initiatives 4 and 5 of CP were tackled together. Initiative 4 deals with the bargaining power of buyers, specifically by differentiating our products. One of the main reasons I was not in favor of implementing CP now was the nonfulfillment of the new premium product (initiative 6 under cycle 3). Differentiating our products (the new SKU) would have paved the way for us to communicate clearly to the market our competitive edge when it comes to CP; be it price, pureness, or quality. When it comes to initiative 5, the company must ensure addressing the threat of substitute products. As with initiative 4, rebranding would have favored our company over the competition. This is especially so as the shadow analysis showed that our pricing is extremely competitive. Thus, the two main messages to be clearly communicated to the market are: the quality of our products (natural drinking well water) and prices. Therefore, our main goal for these 2 initiatives is to emphasize and better convey these messages to buyers. This was done by a flyer (Appendix 28) that our product design engineer created in-house to be distributed with our products. The flyer incorporated the theme of our new designed label and our main competitive edge details were presented clearly in bold font. A picture of the expected new bottle was also added as a pre-step to the new launch; an idea supported by sales. To have the desired impact, the flyer went through several iterations to ensure that it is clear, simple to the intended customers, and attractive. The final version was mainly distributed by the sales team.

Under initiative 4 and given our competitive ranking in terms of quality and price, sales are to also attempt a further 11% price increase. This would place us on par with the company preceding us in ranking. Also, and due to the pandemic, sales should pursue to direct more sales from wholesale towards retail; which is more profitable and will have higher demand due to lockdown.

As for implementation, the 24-hour lockdown really hampered our business. First, sales were not able to execute the 11% price increase. More importantly, on a yearly basis, our sales usually witness a double-digit growth during the holy month of Ramadan; the Islamic fasting month. Our company has made a name for itself during this time due to its low prices. In KSA, it is customary that during this month customers purchase drinking-water in bulk and distribute them for free to mosques. This year, the month of Ramadan corresponded to May 2020; right in the middle of cycle 4. However, once more due to the pandemic-related lockdown, KSA has ceased all prayers in all mosques across the country until further notice. Consequently, the expected spike in sales did not materialize. On the positive side, sales managed to cement the original 26% price increase for our company.

The implementation of cycle 4 ended with very unfortunate and sad series of events. On Friday June 12, I received a phone call from the manufacturing manager informing me that one of our laborers in the plant had passed away. My immediate response was inquiring about the cause of death. Unfortunately, what I feared was exactly the case. The KSA Ministry of Health death notice for the deceased laborer declared that the cause of death was "the stopping of the heart and the breathing due to Covid-19". I asked the manufacturing manager as to what we are supposed to do next. Aside from all the formalities in such circumstances, he explained to me that according to the law we need to temporarily shut down the operation for 14 days, test all employees present at the plant for Covid-19, and sterilize the entire premises. I immediately instructed him to proceed and that I will communicate with both the CEO and the owner. I also explained to the owner that the duration of the closing will depend on the remainder of the employees' test results. The manufacturing manager sent an email stating that the plant will be temporarily closed for 14 days (2 weeks of operation) (Appendix 29). This means the company's operation will stop until the end of cycle 4.

Cycle 4 Evaluation

Despite producing a staple, our company as many others still felt the impact of the pandemic. Perhaps the single most significant incident in cycle 4 is the death of one of the employees due to COVID-19. This has truly been a tragic event that will leave behind an everlasting mark on all of us. In terms of my research project, the setbacks only stopped implementation for the last 2 weeks of the cycle. First, as per the regulation, the whole plant has been sterilized and shutdown for the 14-day duration. Moreover, the rest of the team had to be tested for COVID-19.

Fortunately, the results all came back negative. This means that the company may resume work at the end of the stipulated period.

The evaluation of cycle 4 starts with document analysis; the CSIS. Table 23 below is the statement for the period from April to June 2020. As with all the common size tables presented for each cycle, the cycle's results are highlighted in grey, compared with the corresponding approved budget and with the results of the previous cycle.

Cycle 4: Common Size Income Statement	Budget Q2 2020	Cycle 3 Results	Actual Cycle 4 Results	Variance vs. Cycle 3	Variance vs. B
Net Revenue	100%	100%	100%	-7%	-32%
Contribution Margin (CM)	79%	78%	78%	-0.2%	-1%
Gross Profit	52%	36%	38%	2%	-14%
Selling & Distribution Exp.	-20%	-12%	-16%	-4%	4%
General & Admin Exp.	-21%	-17%	-20%	-3%	1%
Total Operating Exp.	-41%	-29%	-36%	-7%	5%
EBIT	12%	7%	3%	-4%	-9%
Net Income / Loss	12%	7%	3%	-5%	-9%

Table 23. The common size income statement outcome for cycle 4.

Top line sales dropped by 7% versus the previous cycle and by a significant 32% versus the budget. The 32% drop is an expected one as the budgeted figure took into consideration the sales from the new line; which has not been commissioned yet. However, the 26% price increase carried forward from cycle 3 managed to narrow the gap with the budget. Using the Excel template created in initiative 3 of cycle 2, a simulation showed that this variance would have been -45% instead of -32% were it not for this price increase.

When it comes to the -7% variance versus the previous cycle, the main reason behind this drop was the 24-hour lockdown imposed on KSA at the beginning of this cycle. The fact that our sales are still predominately dependent on wholesalers added to our disadvantage. On the other hand, running another simulation versus the previous cycle, the company would have recorded a hit of -26% if it had not managed to maintain the price increase. Another main reason that contributed to the witnessed drop versus the previous cycle is the closing down of the company for the last 2 weeks of the cycle. In all cases, the implementation of initiatives 2, 4, and 5 which placed emphasis on our competitive pricing has proven pivotal in carrying the company through these hard times. A

further simulation conducted shows that, without being able to maintain this price increase, the company would have recorded a net loss of approximately -8% instead of the positive 3%. Again, this exemplifies that the company going forward must focus on the products quality and its price competitiveness. The company's results should also improve with the new premium product as it should be priced even higher.

Initiative 3 of the cycle was designed and implemented to aid the CM of the company. The idea of securing new suppliers with lower prices is aimed at having both an improved and stable CM. The initiative was a success in terms of finding a supplier that fits these criteria. However, the same cannot be said for the actual execution of the initiative due to Covid-19 as stated in the implementation section. Hence, the actual CM for the cycle is almost unchanged with the previous one and is -1% lower than the budget.

This cycle witnessed the biggest slump in oil prices. This tumble was favourable to our company. This is clearly seen in the gross profit, selling and distribution expense, and the general and admin expense versus the budget as the budget figures were built on high numbers. Also, the government initiatives to combat the pandemic positively impacted these numbers. Finally, despite the circumstances, the company escaped this cycle with a positive 3% net income.

As with cycle 3, due to the pandemic, the questionnaire for cycle 4 had a lower response rate than previous cycles; the lowest so far at 51%. This is understandable especially given the labourer passing away. I believe that this response rate would have been even lower if it were not for a cash incentive distributed to the employees (especially the labourers) during the 2-week shutdown (detailed in the participant observation section). The 3 questions under the CP approach are: Does the organization have leverage over the buyers? Does the organization have leverage over the suppliers? Does the organization take any necessary action concerning competition? Table 24 below is a summary of the mean results compared with the mean results for the initial diagnosis (the baseline), and the standard deviation for both.

The Mean Results	Question	Initial Diagnosis Mean	Initial Diagnosis Standard Deviation	Cycle 4 Mean	Cycle 4 Standard Deviation
	1	5.8	2.9	5.9	2.1
The Competitive Positioner Approach	2	4.8	2.7	5.3	2.5
	3	4.6	2.9	6.1	1.5

Table 24. Cycle 4 questionnaire mean results and the comparison with the initial diagnosis.

The mean results for the 3 questions under CP are only slightly higher than the initial diagnosis. Perhaps this is due to the fact that, as with other businesses, our company and the morale of the participants have also been impacted by the pandemic. Another main reason could be that, again due to the pandemic, the approach witnessed the lowest response rate. The increase witnessed in the question relating to competition is not a significant one perhaps as the participants are now fully aware of the quality of our products and our prices versus the market. However, we are still not taking full advantage of that. Another plausible explanation is that the ripple effect of the pandemic is still impacting all aspects of the business. Hence, the participants feeling overwhelmed with the events that are being witnessed. Finally, the question relating to our suppliers also did not increase by much which may be due to the fact that the initiative was not fully materialized due to the pandemic. Unlike in the previous cycle (commissioning of the new line) the participants are now voicing their concerns over the future. In addition, the 24-hour lockdown signaled to all that the pandemic's effect will be felt indefinitely. Finally, fear of the unknown future was exacerbated due to the death incident.

The pandemic, the 24-hour lockdown, and finally the death of one of the company's employees are all the reasons for the activity chosen for this cycle's participant observation. The activity chosen includes the events following the death incident. Due to the lockdown, most of us were working remotely. The death occurred on a Friday. I first received the news via phone calls from the manufacturing manager and the CFO. Soon afterwards, my mobile phone rang incessantly. Most of the employees were calling me. Frankly, I did not answer many of them as at the time I did not know how to respond. All that was going through my mind at the time was trying to comprehend why they have opted to contact me instead of the CEO. I recall answering the call from the manufacturing manager to inquire more about the steps leading to the death. He informed me that all his staff was shaken. Over 60% of them were requesting their end of service to leave the country altogether. Very emotional, they said that they prefer to be with their families back home at

such times. With an alarmed voice, the manufacturing manager explained that such an event would completely paralyze production; especially that at this time replacing them would be near impossible. Attempting my best to mask my worries from the tone of my voice, I managed to calm him down and convinced him that I would take care of it. That same day, I received a second call from the CFO. However, this time he sounded more anxious as he explained the details of events that led to this incident. Apparently, the night before when the labourer felt ill, the CFO drove him to the hospital. Now that the cause of death was attributed to Covid-19, as expected he panicked. Apprehensive, the CFO mentioned that he also wanted to travel back to his family. I attempted to calm him down as much as possible. There was nothing they needed to do at this stage, not even go into work as the facility would be shut down for the next 2 weeks. I advised him that they should all rest for now and that the government will ensure everyone's safety by Covid-19 testing for all.

The phone calls received painted a clear picture of the situation on the ground at the company's facility. Having processed what happened, I asked for an immediate conference call with the CEO and the owner. Upon explaining the circumstances, I insisted that after receiving the Covid-19 testing results and ensuring the safety of everyone (all testing negative), we should pay an incentive to all the staff. The reason for this is that the labourers are mostly semi-educated and come from underprivileged backgrounds, so this incentive would signal that the company and management would stand by them despite the circumstances. This, coupled with the 2-week break and free testing, should dissuade them from leaving. Our position was stronger that at the time all flights were suspended. The shock of Covid-19, the uncertainty of the future, the pandemic hitting so close to home facilitated persuading the CEO and the owner of approving the incentive payments.

At the end of the cycle, the two-week suspension of operation gave me ample time to reflect on the cycle's outcome and the project as a whole. It was clear that Covid-19 did not only impact the business, but it also affected the morale of the participants. I would go as far as to say that it has been the most difficult cycle to date. Here, I had to continuously remind myself that the main purpose of the cycle was to utilise Porter's 5 Forces (2008). In that aspect, the entire company worked tirelessly on implementing as much of CP as possible. Despite not managing to completely fulfil all the initiatives, those we did have kept our company afloat (with a positive net income) and still heading in the right direction.

Another important lesson I have learned in this cycle is that the design of various initiatives under an approach rather than one is always useful to utilize the benefit of an approach. This is

especially the case when some aspects of the implementation may be affected or halted as we have seen above. In this cycle, if the implementation of CP only depended on an initiative such as initiative 3 (the enhancement of CM), the cycle would have reaped no benefit. However, having other initiatives to employ a given approach, acts as a sort of a contingency plan, to ensure that the current business need is met.

This cycle also gave me a chance to reflect in depth on what the outcome would be had we introduced the sequence of implemented approaches differently. For instance, I evaluated whether the results would be impacted had we postponed CP for cycle 4 (my suggestion). Referring to initiative 3 again, had the approach been implemented out of the pandemic, our CM would have been enhanced by the 6% gain from the UAE supplier. This brought me to the conclusion that perhaps implementing CP at a different time would have yielded better results. This solidifies the notion of ensuring selecting the most appropriate approach given the context.

Next strategic approach selection process

The final data collection method is focus group; clearly affected by the pandemic as well. Towards the end of the cycle, KSA government started easing the restrictions of Covid-19. This was also the start for returning to work in both the private and public sectors; with specific guidelines. However, our company remained closed until the end of the month due to the death incident. Consequently, the focus group for the cycle was also done remotely with fewer than usual participants. The focus group was done this time by the steering committee and a few SIM members. The participants were still shaken by the latest event in the company. They all voiced their relief of the Covid-19 testing results.

As the small talk came to an end, I stated, "I was against the implementation of the CP approach for this cycle, however, focusing on the quality and pricing of our products helped in these tough times". I further added, "However, despite the easing down of the pandemic restrictions, the future state is extremely vague. For instance, the international traveling restrictions still stands in KSA, and no one can tell for how long. Even if this restriction is lifted, I cannot imagine that the labourers are ready to receive any foreign engineers to commission the new line right away due to the incident". The CEO supported my opinion in terms of the commissioning of the new line and inquired about my suggestions moving forward. Prior to responding, I reminded all that a key contributor of the success of implementation of my seven-approach strategic model is the selecting

the appropriate approach for the given context. As explained earlier, according to the performativity view of strategy, I am encouraging the 'routinization' of the process of the 'next-approach selection' and utilizing my seven-approach strategic model. Moreover, I posed the same question by the CEO to the participants of the focus group to hear their feedback first. Most participants were noticeably quiet this time. It felt as if they were hesitant to share any input. Following a few seconds of silence, the manufacturing manager who previously proposed cost cutting stated, "Well, I certainly do not think that my people (referring to his staff) will accept any additional cost cutting after all that has happened".

That being said and confirmed by the rest of the participants, cancels out the revisiting of the TS approach (cycle 1). Despite TS being associated with crisis management, and the pandemic being a major one, the current context of our company will not fully benefit from the tools under this approach. Thus, the choice of which approach to implement should not solely depend on the concept behind the approach, rather a comprehensive diagnosis of the context of the company should be the deciding factor.

Unlike other cycles so far, the participants seemed reluctant to take part in the discussions as they had done before. I felt that this was an excellent time to show how the role of strategy is here to support and guide during difficult times, so I had to step up and break down the situation to help us find the best route forward. I explained, "Our situation currently negates the use of CA as we should not concentrate on more control and rigidity." This was met with various nodding heads from the attendees. I elaborated, "When it comes to DP, the continuation of the international travel ban also does not permit us to revisit its initiatives that were partially implemented in cycle 3. Finally, the same further impacts the CP initiatives. This then leaves us with the 3 remaining approaches not yet implemented: RP, VT, and the SO." In a quick recap, I reminded all that, "RP focuses on leadership, VT on the overall values of the company, and SO deals with continuous learning, flexibility, agility, and adapting to turbulent markets." Hence, in response to the CEO's question directed to me, I said, "As I mentioned at the end of cycle 3 and since the future remains vague, I recommend the company currently needs innovation, a new digital strategy, and self-organization and self-learning; under SO". Looking at the participants, there seemed to be no apparent objections. Hence, I asked for a vote for SO; in which it received 78% of the votes.

Cycle 5

Commencement of cycle 5 in my research project coincided with the resuming of work after the 14-day mandatory shutdown. This time, as seen in the previous selection process, most participants voted to implement the self-organizer (SO) approach. The pandemic implications were still felt, and the future remained uncertain. There was still no concrete evidence as to when this turn of events was going to end and/or how.

One of the main tools under SO is Senge's five disciplines (Senge, 1990). These are the five skills required to be present in a company for it to be truly a learning one. The disciplines are shared vision, mental models, team learning, personal mastery, and system thinking. Shared vision entails having one common 'spirit' within the entire company. This spirit fosters learning through the company's successes and failures. Mental models, the second discipline, are the values, beliefs, and morals that are engraved in our ideology and shape our actions. Mental models should be set aside and replaced with objectivity within the company. Next is team learning where individual efforts must be united in serving the common 'spirit'. Personal mastery calls for employees at all levels of a company to engage in an ongoing journey of learning and development. Finally, system thinking is the integration of all disciplines to reach a harmonious operation of the company (Treiger, 2020). Once these disciplines are entrenched within the company, it will be pegged as a learning one; a main business need that the SO approach is meant to cover.

Cycle 5 Design: The self-organizer initiatives

As per the initial diagnosis, the ninth theme raised in the focus group was lack of cooperation within the company. Despite the implementation of four cycles (four different approaches), the company still lacks this theme which enables flexibility, agility, and a culture which fosters true learning. Hence, at this stage of the company, I was among those calling for the implementation of SO.

Under SO, the company designed five initiatives tailored to the company's current status. These initiatives are mapped to Senge's five disciplines. The first initiative is for the company to identify the common 'spirit' that all employees should share. Hence, it is required that we understand what the participants individually believe is important for them and the company. The

first initiative will be done through an anonymous survey (consisting of only two questions) taken by all participants and finding the most common/recurring theme.

There are a couple of reasons for designing the survey the way it is. First, I wanted to ensure that the questions were straight forward to provide to the point responses. Second, I wanted the participants to reflect on how their input so far has affected the company. This is to motivate further and continuous collaboration towards a unified goal. In addition, I wanted the questions to be accessible to our entire participants population with their varying backgrounds.

Out of experience, even with the presence of different agendas serving different individuals and/or groups within a company, there will always be a universal theme uniting the employees of a company. More importantly, the involvement of the participants in identifying this unified 'spirit' will aid in the company's agility. According to a research conducted by Natapoera and Mangundjaya (2019), employee involvement and engagement has a significant positive impact on a company's agility. This initiative may be mapped with Senge's first discipline: shared vision. This mapping is because having a unified direction in which all participants may steer to is key for having a true learning organization (Griego et al., 2000; Senge, 1990).

The second initiative is the revision of the company's manual of authority (MOA). It sets out the duties and responsibilities of the employees. In essence, it is the delegation and division of authority within the company starting from its CEO. The current one had been set since the inception of the company and had not been reviewed or updated since. Moreover, the KSA laws and regulations and its market have evolved significantly since then. Therefore, such revision is a necessity. The current MOA consists of 57 clauses; written over 60 pages. Consequently, it has been agreed that the exercise is to be conducted via a weekly 2-hour meeting. Each meeting would cover the revision and/or update of the clauses of five pages; completion in 12 weeks. The meetings would be chaired by the CEO and attended by the steering committee and the SIM members. Prior to the meeting, each member is to review the pages to be covered, discuss with their respective departments, and come prepared with any suggestions and recommendations for the said clauses.

The participants will be the ones doing this revision to ensure that the MOA is a collaborative effort rather than a top-down mandate (Lyons, 2016). This collaboration leads to enhanced commitment to one's company (Bell & Bodie, 2012). This initiative falls under Senge's

second discipline, mental models, as one of the roles of the manual of authority is to align one's own beliefs and values that shape our actions with the sought-after ones.

Mental models are essential for being a true learning organization. They are mainly influenced by experiences, leadership, and the company's culture (Gentner & Stevens, 1983). Referring to the concept of the 'organizational iceberg' (French & Bell, 1999) discussed earlier, such mental models are found in the invisible part of the iceberg (Monat et al., 2020). It is due to these that underlying forces create the opposing epistemologies within a company. On the other hand, a concept such as the MOA is a systematic process found on the visible side of the iceberg. Hence and to eliminate the gap between the invisible and visible (sought-after) behaviour, it is important to allow participants to have a say in the MOA. This is for two main reasons. The first is that the participants might have useful input in amending the MOA to best serve the company's circumstances. Second, as the participants better understand the logic behind the MOA, they will be more likely to accept and follow it. In other words, this helps in bringing together the individual mental models and shortening the gap between their own mental models and the MOA. Eventually, this also removes the different epistemologies in the company. From my own experience, a similar exercise had been conducted in a government entity (Telecom Egypt) I worked for. After the establishment of a revision committee the MOA of the company was amended based on discussions which lead to a more comprehensive document and enhanced collaboration between the departments.

Initiative 3 falls under Senge's Team Learning. This utilizes the participants to work collaboratively as a team to achieve results that are truly desired (Senge, 1990). That is, when a shared common 'spirit' (initiative 1) is established, the participants get to work as a team to fulfil this spirit. A main factor to the success of team learning is knowledge sharing. Companies that possess talented employees, yet fail to collaborate as a team, are hindered in their capacity to reach their desired outcome (Hitt, 1995). The main aim for this initiative is to collectively find innovative ways to increase our top line sales. This will be done by all participants, in their respective departments, coming up with ideas they find useful in improving sales. The purpose here is to solidify the concept of participants collectively working for the good of the company while setting aside their differences/interests.

According to Senge, training is essential for personal mastery (Senge et. al., 1994). Among the most common practices to perform this are through cross-training and job rotation; initiative 4

of this cycle. The main purpose of these is to develop the employees' skills, broaden their understanding of the company, break the routine, increase flexibility versatility, and aid in identifying individual skills to be used for future developmental plans (Casad, 2012). Another key advantage is that employees become better equipped at performing different jobs allowing the company to reassign individuals on a temporary basis as/when needed. In turn, this development and training is likely to have a positive impact on the employees' progression and career within the company (Baruch et al., 2005).

Cross-training is the process of training employees with new skills and competencies outside their roles. On the other hand, job rotation occurs when employees are moved between jobs within the company. The rotation is done either within the same function or cross-functionally (Bennett, 2003); usually at the same level. Hence, are not considered promotions and do not require pay increase (Campion et al., 1994). They tend to mainly be considered temporary (Vulpen, 2021). Moreover, job rotation and cross-training are associated with promulgating the company's desired unified culture (Campion et al., 1994) through increasing and enhancing cross-functional communication (Kalev, 2009).

The fifth and final initiative falls under system thinking which integrates all other Senge's disciplines. It involves viewing and assessing the company, its context, and any difficulties it may face holistically (Hosley et. al, 1994). Senge (1990) likens a company to a living organism; it should be viewed as one. That is, splitting it into parts will eventually only lead to its downfall. For our company, amid this pandemic, the participants now need to integrate Senge's four previous disciplines and work together as a single unit to tackle the pandemic situation.

A study highlighting the impact of the pandemic on businesses shows that the penetration of e-commerce in the first three months of the pandemic exceeded that of the past ten years (Baig et al., 2020). This will force companies to alter their operating models matching the customers' preferences (Fielder, 2020). Hence, the importance of digital transformation has been furthered by Covid-19. Our company should now unite to attempt and overcome this pandemic. The most viable option at this time would be the company's digital adoption; the fifth and final initiative for the cycle.

This initiative encompasses three activities for digital adoption. The company should focus on having an online presence through the launching of the company's first website, updating the

company's enterprise resource planning (ERP) system for better recording and reporting, and finally updating the company's point of sale (POS) system. The significance of a company owning a website is that it is considered as one of the main portals which allows the company to communicate to buyers its products, values, and what it stands for (King et al., 2016). Furthermore, research conducted under information systems, consumer behaviour, and marketing has all confirmed that the consumer's perception of a website influences brand image and consumer behaviour resulting in committed, loyal, and repeat purchasers (Muller, 2008; Wells et al., 2011). Having a modern ERP system aids in optimizing operating costs, enhancing sales processes, and improving cash flow. Moreover, it allows for a quicker, more reliable, and factual decision-making process (Scurtu & Lupu, 2016). Finally, a reliable POS system allows for improved sales reporting and better inventory and customer and employee management (Frank & Brock, 2018; Stubbs, 2019).

Appendix 30 is cycle 5's approved strategic document. Table 25 below is the summary of cycle 5 initiatives for the SO approach. The table also shows the initiatives key owners and the main KPIs/deliverables for each.

Initiatives					
	The Self-	Organizer			
1. Identify the common 'spirit' within the company.	The theme of the common 'goal' from the survey conducted.	StrategySIMAll	 The whole company is aligned on the common 'spirit'. 		
2. Revision of the company's manual of authority.	Revised/updated manual of authority.	 CFO Steering Committee / SIM All	Final revised/approved manual of authority.		
3. Innovative 'ideas' to immediately boost top line sales.	Increased top line sales Enhanced net income %.	Strategy All	 A list of tasks that may be implemented immediately to boost sales. 		
4. Job rotation & cross-training.	Job rotation Cross-training	• CEO • HR • Strategy	Employees performing job rotation and cross-training.		
5. Digital adoption	WebsiteUpdated ERP applicationUpdated POS system	• CEO • Strategy • CFO • Sales	Launching of the website.Updated ERP.Updated POS.		

Table 25. A summary of the initiatives and expected outcome for cycle 5.

Initiatives for Cycle 5 have been identified and a timelines have been defined

	Initiatives	Monthly Timeline (2020)												
	mitiatives	1	2	3	4	5	6	7	8	9	10	11	12	
	Common 'Spirit'													
2	Manual of Authority													
3	List of Tasks													
4	Job rotation and Cross-training													
5	Digital adoption – Website, ERP, & POS													

illidatives Deadillie

5

Table 26. A summary of the initiatives' timeline for cycle 5.

Cycle 5 Implementation: The self-organizer initiatives

The first initiative implemented under SO was establishing a common "spirit" for all the participants to work towards. For this to be successful, it must originate from the participants themselves, that they are collectively aware of and aligned on, and finally working on achieving it. The reason implementation started with this initiative stems from the fact that the company still does not possess an official approved vision, mission, and values statements. This was the case because such an initiative, albeit crucial to the sustainability of a business, falls under the VT approach and due to the company's circumstances, VT has yet to be implemented.

Being the owner of this initiative, upon the first day of resuming work, I called for a meeting with all participants who had returned. In the meeting, I explained the survey with its 2 questions, its purpose, anonymity, and deadline. The questions were: 1. Do you feel there has been any significant change in the company 2. In your opinion, what is the most important aim to achieve? The SIM members were to ensure that absentees from the meeting were clear on all the above and to collect the surveys when completed.

The response rate for the survey was 84%. The changes witnessed by the participants were mainly "open communication" and "participation at all levels"; all which could be attributed to the company now having a strategic outlook. Thus, the first theme is collaboration at all levels in the workplace. Openness and transparency within a company have been recognized as pivotal facilitating factors leading to business success (Schiller & Cui, 2010; Rogers, 1987). Responses from question two related to the theme of enhanced profitability. Replies pointed to both having an increased net worth for the company and for the employees (personal gain from the success of the business).

Based on these two themes (collaboration and enhanced profitability), a second meeting was called for to present the findings to the participants and to collectively agree on the sought after common 'spirit' for the company. I started the meeting by expressing how glad I was that the participants have seen a positive change within the company. I explained that these changes are a result of their collaborative efforts. This is a clear example of how when we work together, we can make an impact. I further elaborated that it was their collective efforts that lead to the outcome of question two to see the company continuously enhance its profitability. Hence, for us to achieve this shared goal, we must further continue to work together. In turn, this would also yield its rewards on all of us personally. I asserted that since we all have the same objective, we should all unite towards achieving it. The participants voiced their agreement by stating that we should all put aside our differences and to continue working together to continuously enhance the company's profitability.

The second initiative implemented was the revision of the MOA of the company. As the current MOA consists of 57 clauses, I will illustrate the revision process via two clauses: the PDR and the budget. The MOA revision meetings are headed by the CEO. Each participant attends with a hard copy of the MOA. The CEO reads the clause and gives room for discussions. Once the final wording of the clause is agreed upon, the CFO is responsible to ensure the amendment is included in the revised MOA. There are clauses that are read and approved quickly with minimal objections. On the other hand, others take a lengthier debate until a final new wording is agreed upon. For some clauses, the concerned department arrives with a new written version and reads out the amendments suggested; and where there are no objections, it is amended as recommended. For instance, regarding the PDR clause the HR manager suggested adding a passage that would give employees the right to officially protest an evaluation from a superior within two weeks whereby an HR committee is to investigate the matter. He explained that this would allow addressing any injustice. To conclude this, the CEO asked the attendees whether there are any objections. With

none coming forward from the participants, a final wording was presented with the proposed inclusion. A second example is the budget clause. Here, the CFO gave a recommend version of the clause based on the budget exercise. In addition, he advised adding the chart of accounts in the MOA. Similar to the previous example, after being given the chance to provide input, the participants approved the suggested amendment. These were examples of MOA meetings that had little to no debate where the process was relatively smooth. However, there were other clauses that required more effort to reach a consensus. These were mainly related to the credit sale. This will be covered in detail under the participant observation for the cycle in the evaluation section.

The third initiative focuses on innovative ideas to immediately boost top line sales. The results of initiative 1 showed that all participants aim for the company to continuously improve its profitability. All participants were called for a meeting to discuss the innovative ideas (out-of-the-box solutions). I led the discussion reminding all, myself included, of the purpose of the exercise and the desired outcome. A whiteboard was placed in the room to write down all plausible ideas and at the end select the most appropriate for implementation. I assured all that any idea is welcome and will be discussed and considered. As expected, most ideas came from sales and a few from manufacturing. The most creative idea coming from manufacturing inquired about using the design of the new premium product (with its moulds) on the current equipment. The concept at first seemed very promising as a premium product would certainly help boost the top line. Additionally, the bottle design and label are unique in the KSA market. Upon further discussions, the CEO, CFO, and procurement manager agreed that the terms of the contract with the Chinese supplier are very advantageous to the company. It includes among other things, a 2-year full warranty, free spare parts, and site maintenance. If we are to open the new line received, we would lose all the above. Upon deliberation, it was agreed that the 'cons' outweigh the 'pros' for this idea. Sales, on the other hand, put forward two very credible ideas. The first is to customize the water-bottle label. That is, along with the company label, we provide the option for consumers to place customized orders. For instance, the customer may place a name and date of a special occasion, the name of a business, or an event on the label. Sales explained that this is a trend now in KSA and they receive a lot of inquiries about it. Finance also added that naturally there must be a minimum order for this service if it is to be profitable. The CFO elaborated that we do not want to boost the top line while hurting the net income of the company. On their behalf, sales stated that if the suggestion is approved, they can contact existing customers that have requested this in the past right away. The second idea put forward by sales, is revisiting the wholesale deals. The company's focus now is more on retail. However, securing better wholesale deals will both increase our top and bottom line. At the end of

the meeting, after considering all proposals put forward, these two ideas were approved for immediate action. Some of the remaining suggestions were saved as they were also creative and might be beneficial in the future. Figure 9 below is a sample customized printed label which was done for one of our clients (Arrow pointing to the customized section). In addition, sales were able to secure a new favourable agreement with a reputable wholesaler. As of July 1, Covid-19's impact on the economy forced the KSA government to raise its VAT by an additional 10%; making it 15%. This, coupled with a 7% inflation witnessed in the same year, placed a lot of pressure on both companies and consumers. As a result, our low prices compared to the market are now more sought after by the wholesalers. This wholesaler agreed to place an order covering the next two months of 20,000 cartons at our retail prices.

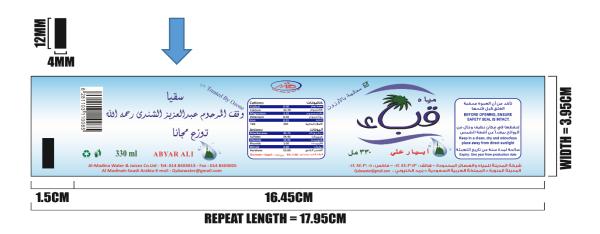


Figure 9. Sample customized label.

Next initiative implemented was job rotation and cross-training. Once more, a meeting was held with the steering committee and all management to discuss the current situation, job rotation, and cross-training. The HR manager and I started by explaining the benefits of job rotation and cross-training. We ensured that the SIM would relay the same information to their respective departments. This is essential in order for the participants to always be involved, informed, and to consider their input. The PDR forms developed under CA (cycle 2) were used in the implementation of this initiative as they had detailed descriptions of the activities required for each role. Therefore, in the discussions held, it aided in assessing the various jobs, skills required, and who can perform well in them.

First, we started by addressing job rotation. The discussion revolved around whether the company requires job rotation or only cross-training. The CFO and manufacturing manager were in

favour of job rotation and the sales manager opposed. The main argument revolved around a sales representative. The CFO and manufacturing manager, based on his low sales records, personality, and skills, thought the company would benefit from him more if he is to be placed under warehousing. On the other hand, the sales manager did not want to agree to this job rotation. When inquiring about his reasons, the sales manager stated that he was concerned about being understaffed. Considering his fears, I thought that this is a very justified concern. In turn, I assured him that this would be on a trial basis and may be reverted. In addition, I further explained that the sales representative will also have the final say in consenting. With these reasons, the sales manager agreed to this trial period.

As for cross-training, an employee from operations and maintenance would train under government relations. We felt this would be useful based on the employee's strong relationship with government agents. Next, an employee from government relations would train under HR. The said employee is to be responsible for all government documentation requirements for employees. This time, this suggestion was made based on the employee's background, know-how, and experience. Finally, an employee under maintenance is to train to operations. This was based on the manufacturing manager's request for additional help to reduce the workload of labourers.

At the end of the meeting, the concerned employees were called in by their managers to discuss the recommendations, the benefits for the employee, and for the company. It was explicitly explained that these recommendations would only take place with the employee's consent and in the case of their refusal there would be no penalty. With the agreement of the employees, a memo was prepared and signed by the CEO summarizing the decisions taken and instructing that the job rotation and cross-training are to be reviewed after three months.

Reflecting on this, one of my key concerns designing and implementing this initiative was to ensure the involvement of the participants. A key learning from conducting my research is to always have the participants at the heart of any decision taken; ensuring proper collaboration and cooperation. Being a family-owned business, our company, as with many others in KSA, it is customary that such decisions are taken on a top-down approach. A study by Yurdakul and Ozturkcan (2014) revealed that in KSA, collaboration and cooperation are less utilized in family-owned businesses. In KSA, this is contradictory to the literature describing such businesses as less bureaucratic, authoritarian, and impersonal. It would be interesting for this finding to be further investigated after introducing the KSA Vision2030.

The final initiative under SO is the digitization of the company. The importance of this stems from the fact that KSA is one of the biggest national markets for social media applications such as YouTube, snapchat, and Instagram (GMI, 2020). KSA possesses 93.3% active internet users and 72.3% active social media users (Datareportal, 2020) making it pivotal for our company to benefit from a robust digital footprint (Aytekin et al., 2011). The initiative was split into three main tasks. The first task was to develop and launch a website. This was a collective effort that included my team and myself; and IT when necessary. The reason I believed that this task could be accomplished in-house was because I had previously worked on website development personally and that my team comprised of a designer and an engineer. I started by outlining to the team the main sections the website must have. These were a 'home' page, an 'about' page, our products and what we offer, and finally contact and ordering information. Next, we had to conduct online research on the big players of our industry in the KSA market. Last, we were to interview participants to generate ideas on what the website should look like. IT managed to secure us the domain we requested and after a month-worth of work and running through several iterations, the final website was presented to the CEO and participants for final feedback and approval prior to going live. I emphasized that the website is a dynamic tool that requires to be updated and reviewed as we evolve as a company.

The overall feedback was positive. We received some valuable input to add such as the history of our well and health benefits of our water. Upon launching the website, it was now the responsibility of sales and marketing to ensure that our customers (wholesale and retail) were aware of this important new development. They also had to encourage the customers' interaction with the website. This was done by highlighting the ease of website use and getting customer feedback. As a result of the ongoing discussions with the participants and the customers, it was agreed that an Instagram account should be created to allow wider reach within KSA and that the next pivotal step would be the development of a mobile application.

The second and third tasks under this initiative are to update the ERP application and the POS system for the company as they are both outdated. This mainly compromises the quality and efficiency of the data. However, contrary to the website developing, the implementation of these two items is a lot simpler and straight forward. For the time being, all that is required was to purchase the update of the current applications we already have.

Cycle 5 Evaluation

Cycle 5: Common Size Income Statement	Cycle 4 Results		Actual Cycle 5 Results	Variance vs. Cycle 4	Variance vs. B
Net Revenue	100%	100%	100%	3%	-37%
Contribution Margin (CM)	79%	78%	79%	1.3%	0%
Gross Profit	54%	38%	40%	1%	-14%
Selling & Distribution Exp.	-18%	-16%	-15%	1%	3%
General & Admin Exp.	-19%	-20%	-19%	0%	0%
Total Operating Exp.	-37%	-36%	-34%	1%	3%
EBIT	16%	3%	5%	3%	-11%
Net Income / Loss	17%	3%	6%	3%	-11%

Table 27. The common size income statement outcome for cycle 5.

Table 27 is the CSIS for cycle 5. The significant -37% net revenue variance versus the budget is expected as the new line and premium SKU are still on hold due to Covid-19. On the other hand, initiatives 1, 3, and 5 for the cycle all resulted in higher net revenue, CM, and net profit versus the previous cycle.

Cycle 5 initiatives, mainly the customized labelling and WS agreement, yielded a positive 3% variance in net revenue versus cycle 4. They also contributed to a higher CM for the cycle as the customized labels have been sold at a premium. Under selling and distribution expense, the WS agreement also managed to secure the company savings of 1% versus the previous cycle. All of the above combined yielded a 6% net profit for the cycle; a positive improvement of 3% compared to the previous cycle.

The development of the website had a positive impact on the company's image. This was communicated by sales in the form of customers' feedback, whereas the online ordering remains insignificant. This is the main reason that when this initiative was discussed, participants voiced that in the future a mobile order application will need to be launched. However, the current capacity limitations of the company make it not advisable to have one yet. Finally, initiatives 2 and 4 played a role in engaging the participants in even more collaboration to achieve higher net income. To illustrate, the revision of the MOA witnessed all departments cooperating and putting all differences

aside to reach a well-rounded MOA for the company. Furthermore, additional support obtained from cross-training helped manufacturing meet the WS orders; which represents 9% of the sales for the cycle.

The response rate for cycle 5 questionnaire was 69%. The 3 questions under the SO approach were: Do you feel that the organization fosters learning? Do you feel that the organization empowers its employees? As an individual, have you taken any initiatives to improve your skills? Table 28 presents a summary of the current mean results and standard deviation compared to those of the initial diagnosis (baseline).

The Mean Results	Question	Initial Diagnosis Mean	Initial Diagnosis Standard Deviation	Cycle 5 Mean	Cycle 5 Standard Deviation
	1	5.0	3.6	7.0	1.7
The Self-Organizer Approach	2	4.9	3.5	7.4	1.2
	3	8.1	2.7	8.0	1.0

Table 28. Cycle 5 questionnaire mean results and the comparison with the initial diagnosis.

Under SO, the first 2 questions are concerned with employee learning and empowerment. The mean score jumped by 40% and 51% respectively. This may be attributed to having the participants actively involved in unifying their objectives, learning by revising the MOA, and experiencing first-hand their role in changing the company's processes and procedures through the new MOA. All these have contributed to learning and empowerment. Another explanation is that the participants were given absolute liberty in voicing their thoughts throughout the MOA meetings. They feel empowered and that top management truly considers their views; as opposed to previously. The increase may be also attributed to the participants starting to see their company evolving in terms of digital adoption as other companies in the market. Competitors are more advanced and well equipped to compete in an e-business context. The final question deals with self-evaluation. This question did not have a substantial change in the mean score. As stated in the initial diagnosis, this is probable as in an attempt at 'self-protection' or 'self-enhancement', the participants tend to overstate self-evaluation (Baumeister, Tice, & Hutton, 1989).

As for participant observation, the activity selected was one of the meetings for the revision of the MOA. This meeting in specific witnessed a debate between two opposing groups; one led by the CFO and the other by the sales manager. On that day, the topic of concern was credit sales. One of the main roles of sales revolves around understanding the company's customer needs and desires to better serve them through products and services. This allows them to fulfil their primary aim of growing their customer base (Haas et al., 2012; Weitz & Bradford, 1999). Sales were in favor of loosening the constraints for credit sales. On the other hand, finance mainly concerned with the company's profitability, were pro keeping and adding even more constraints on credit sales.

The discussion between the sales manager and the CFO began after the latter said that the company in the past, specifically in 2014, had to write-off bad debt of approximately 1 million GBP. He elaborated that tighter controls over credit sales are pertinent to avoid repeating that situation. Looking at the sales manager, I noticed right away that his facial expression had changed, he leaned forward on the table, and replied to the CFO. He explained that the CFO is a newcomer and could not judge what had happened in the past. He added that all competition is gaining market share on us due to their better credit policy.

In a bid to ease the tension, the CEO quickly interrupted the sales manager and advised him to try to regain composer and keep calm. The CFO, taken by the sales manager reaction, asserted that his comments are not directed at sales or at anyone else in that matter. On the contrary, he only feels that the current policy is ineffective. Trying to remain unbiased, I indicated that easing financial controls within a company aids its growth (Ayyagari et al., 2008). However, this must also be done without compromising the company's wellbeing. The sales manager, still obviously agitated by the CFO's comments, demanded that as sales, he should be given more authority for the credit sales. The government relations manager interrupted and firmly stated that credit sales should be monitored and controlled by finance not sales. He mocked, that if it were up to the sales department, then all sales in the company would be on credit. Sensing that the meeting was taking an undesired turn, I hastily said that we should vote on the matter; as we have become accustomed to in our recent decision-making process.

The CFO, still wary of the argument and its possible outcome, and hoping to avoid future confrontation with sales, suggested to give this authority to the CEO. At first, the CEO was reluctant, especially that this is not common practice. However, eventually, to swiftly contain this disagreement, he stated that he would not mind given that the participants are to vote on this. He

also recommended that this section of the MOA must explicitly state that the company's primary sales is to be cash and credit sales would be the exception. This would allow the company to handle credit sales case by case to minimize bad debts as much as possible. In addition, the CEO also added that he should be given the right to delegate his authority in the MOA to whomever he sees fit regarding this matter. With these recommendations, a new phrasing for the clause was completed based on the participants voting.

Reflecting on the cycle, SO's main business need is to encourage continuous learning to always be up to date. This enables the company to remain flexible, agile, and ready to face turbulent markets. More than ever, facing an unprecedent context with the pandemic, the company had to react swiftly to cope with the faced changes. Applying SO through identifying a common goal, revision of the MOA to match the current status, raising the employees' competence through crosstraining, and finally launching a website all aided the company to advance through these turbulent times. Moreover, SO further gave us the opportunity to set aside separate epistemologies that were existing in the company.

Next strategic approach selection process

The final data collection method is the focus group. However, this time around, it was conducted a little differently than previously. Reflecting on my project, its implementation, and the unprecedented circumstances faced due to Covid-19 made me view my seven-approach strategic management model in a new light. In fact, part of the learning journey in pursuing a postgraduate is the continuous learning in itself along with the constant advancement of our ideas (Pegoda, 2013). As my research progressed, I contemplated on the future and replicability of my model. I realized that the selection process, of which of my seven strategic approaches should next be implemented, is vital in the success of my model. For the model to reach its optimal result, matching and implementing the most appropriate approach to the given circumstances the company is facing is key. The focus group for cycle 5 commenced by me presenting figure 10.

Seven-Approach Strategic Management Model Approach Selection Process

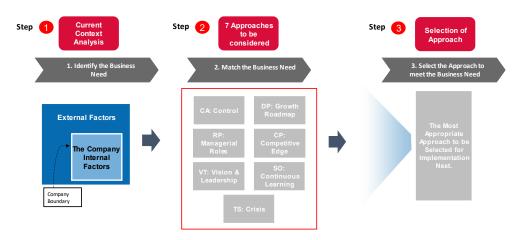


Figure 10. Approach selection process.

I explained to all participants that, "what is being presented is straight forward." I further elaborated that, "In actuality, at the end of each cycle we have been practicing the same in terms of our next approach selection. The only difference is that I thought that it would be beneficial to all and for the future (whether for our company or others) to formalise the process. I felt that it is advisable to have a clear written procedure to be followed for the selection method." With all participants listening intently, I continued by explaining the required three steps for selection. I stated, "In step 1, we must first list down clearly what are the current internal and external factors that are impacting our company; the context or business need. Furthermore, the most pressing matter/s to be dealt with immediately must be agreed upon by all participants. Next step, all seven strategic approaches must be considered for implementation by matching the current business need with the approach that best meets it. The final and third step is the agreement on the approach to be implemented."

The manufacturing manager started the discussion by saying that, "the whole world is still in crisis, but thankfully our company is not anymore," insinuating that the TS approach should not be considered at this time. The sales manager agreed and added, "the travelling ban continues, and the government has hiked the VAT. Hence, we still cannot commission the new line and should not alter our current pricing strategy". With no objection from most participants, the DP and the CP approach

were both also discounted. Next the CA approach was considered when the administration manager expressed, "the controls placed in the company so far are meeting their objectives." Next, I considered extending the SO approach for another quarter. I directed my words to the manufacturing manager and asked him, "Is there any possible way that we can increase our production output?" His reply was that currently it is exceedingly difficult. The only way we could aim for that is to have more shifts and with the current workforce it would be unattainable. The reason behind my question was to inquire about the possibility of developing an ordering mobile application for the company. However, with the output constrains, the unfulfilled orders would reflect negatively on the company.

The remaining two approaches to be considered were the VT and the RP. In a bid to motivate the participants, the CEO stated, "In this cycle, we managed to unify all our efforts towards a single target". The quality control manager called for employee training (RP approach) and explained, "training and developing our staff and ourselves is more important right now for the company." HR seconded that opinion and voiced their desire to develop and retain our employees. However, when voting time came, the implementation of VT won by a vote of 51%.

Cycle 6

Cycle 6 saw us to the end of the particularly challenging year of 2020. Despite the pandemic, the participants seem to be eagerly anticipating a glimmer of hope with the new year. With this mindset, they were enthusiastic with the implementation of the visionary transformer (VT). This will deal with the company's lack of mission, vison, and value statements, identified in the focus group for the initial diagnosis under the eighth theme.

The main tool under VT is Peters and Waterman's attributes of management excellence (2004). When these attributes are dominant within the company's culture, the company enjoys superior financial performance allowing for survival and advancement (Barney, 1986). Peters and Waterman's attributes are mainly concerned with embedding a set of strong core managerial values within a company (Tichy, 1983). To become successful, these values should all focus on the company's employees, customers, and 'a bias for action' mindset (Tang, 2016). Hence, the main business need this approach addresses is enabling the company to acquire the right mindset (and culture) to become a leader in its selected market/s and in performing all its activities.

Cycle 6 Design: The visionary transformer initiatives

Peters and Waterman's attributes are currently lacking within the company. Five initiatives were designed to tackle that under VT. The first is to develop the company's first mission statement. A mission statement is intended to explain to both internal and external stakeholders the purpose of the company's existence, what is desired to be achieved, targeted markets, and the 'philosophical' premises intended to guide all actions (Ireland & Hitt, 1992; Bowen, 2018). Therefore, having attainable and realistic business goals are only made possible after constructing a clear mission statement (Drucker, 1973). Moreover, today's complex business environment and the additional strains placed on businesses worldwide due to Covid-19 furthered the importance of having a well-written and communicated mission statement (Henkoff, 1990).

Second comes the constructing of the company's vision statement. The main difference between a mission and vision statement is that a mission statement maybe likened to an 'identity' statement. On the other hand, a vision statement is concerned with the company's desired outlook (Cady et al., 2011). Thus, the vision statement recognizes the long-term goals of the company (Bowen, 2018; Falsey, 1989). It should also provide employees the required inspiration to remain loyal, committed, effective, and to drive the company's innovation (Bowen, 2018).

The third initiative under VT is developing the company's core values. These are the fundamental beliefs embedded within a company driving all its activities and decisions (Bowen, 2016). These core values also play an integral part in creating and shaping the company's culture (Bowen, 2018). In any given company, the core values may be shared explicitly through its statement or implicitly within its culture (Bratianu & Balanescu, 2008). In today's business, the core values sought after should be those that are identified as ethical ones (Dess et al., 2006). Under the consideration section in the initial diagnosis conducted, the concept of the 'organizational iceberg' (French & Bell, 1999) and the formal versus informal structure/culture of the water-bottling company was discussed. Moreover, it was also highlighted that the informal culture was very dominant within the company creating what has been explained as the company's 'insider' versus 'outsider' epistemology. Hence, the company's core values must be explicitly discussed, established, and well-communicated to fully eliminate this phenomenon.

Initiative 4 is the values transformation program. The transformation program aims to change the mindset and behaviour of the employees through communicating and applying the

mission and vision statements and the core values. This is to be done first through leadership and role modelling. That is, the employees will witness first-hand their superiors and peers behaving in the intended way and, hence, will follow suit. Secondly, these core values should be adopted out of conviction from proper communication and discussions. That is, the transformation program is to truly allow for the exercise of the notion of 'management by wandering around' at all levels of the company (Peters & Austin, 1985); a practice that VT calls for. It is imperative to note at this stage that initiatives 1-4 are equally important for both the company's internal and external stakeholders. Internally, they shape how the employees act and perform their roles and responsibilities; their overall attitudes. Externally, they impact how the outside world views the company.

At this stage, it might be useful to distinguish between the first four initiatives described above and initiative 1 under SO; identifying a common spirit. The concept of finding a common spirit is intended to encourage the participants. It should make them feel that despite any differences present, they all benefit from one common goal; to enhance the performance of the company. On the other hand, the mission, vision, and value statements are official statements that define a company's official purpose, goals, and values. They are more specific in nature and are formally communicated externally and internally. That is, the common spirit is a shared idea between the employees of a company, whereas the mission, vision, and values statements are communicated and clearly written around the premises, on websites, and pamphlets etc. Finally, these statements are not only concerned with the employees, they also reflect how the external world views the company.

The final initiative under VT is the corporate social responsibility (CSR). CSR has been recognized as an effective tool to enhance the overall reputation of a company (Orlitzky et al. 2003). Over the long run, this may lead to a positive impact on the company's financial performance; despite the excess costs required to be incurred over the short-term (Jensen, 2002). CSR may be categorized under four different types: economic, legal, ethical, and philanthropic (Carroll, 1991). Economic CSR is when a company offers products and services that are in line with society's needs. Legal deals with a company abiding by the laws and regulations. Ethical CSR refers to the company 'acting' within the social norms of the society. Finally, philanthropic deals with promoting the overall wellbeing of the society through acts such as charitable donations (Wang & Berens, 2015). Under this initiative, the participants are to agree on a CSR act to be performed in the company and to be communicated to all internal and external stakeholders. This, in turn, will enhance the brand image of our company.

Appendix 31 is cycle 6's approved strategic document. Table 29 below is the summary of cycle 6 initiatives under VT. The table also shows the initiatives key owners and the main KPIs/deliverables for each.

Initiatives						
	The Visionary	/ Transformer				
1. Mission Statement.	An approved Mission Statement for the company.	• CEO • Strategy • SIM	 Approved Mission Statement. The whole company is aligned on the Mission statement. 			
2. Vision Statement.	An approved Vision Statement for the company.	• CEO • Strategy • SIM	 Approved Vision Statement. The whole company is aligned on the Vision statement. 			
3. Corporate Values.	Approved corporate Values for the company.	• CEO • Strategy • SIM	Approved Values.The whole company is aligned on the Values.			
Mission, Vision, & Corporate Values Transformation Program.	Proper Communication of the Mission, Vision, and Values to all employees at all levels. Embedding the above in the company's culture.	• Strategy • SIM	Corporate Values embedded in the company's culture.			
5. Corporate Social Responsibility.	 Choose a type of Corporate Social Responsibility and implementing it. Communicating the act to customers and market. 	CEO Strategy Sales All	 Launching the Corporate Responsibly Program. Implementing the program. Communicating to customer. 			

Table 29. A summary of the initiatives and expected outcome for cycle 6.

Cycle 6: Initiatives Timeline Summary

Initiatives for Cycle 6 have been identified and a timeline have been defined

	Initiatives	Monthly Timeline (2020)												
	muauves	1	2	3	4	5	6	7	8	9	10	11	12	
	Mission Statement													
2	Vision Statement													
3	Corporate Values													
4	Transformation Program													
	Corporate Social Responsibility													

Initiatives Deadline

Table 30. A summary of the initiatives' timeline for cycle 6.

Cycle 6 Implementation: The visionary transformer initiatives

Initiative 1 was the creation of the company's mission statement. A meeting was conducted with all the participants. It commenced by my reminding all what the main purpose of the mission statement is. I explained that it represents the company's 'identity'. I further elaborated that our mission statement is how we would like for the outside world to see us, and how we see ourselves. I suggested that it might be best for this meeting to list down all ideas of what we want to represent our company. At the end, we could then shortlist and select what our final statement would be. With no objections expressed, the exercise began by the sales manager highlighting that our prices play a major role in our sales. Discussing the matter, the first theme placed for the mission statement list was 'price'. Next, the CEO pointed out the quality of our products; it being from a natural source and healthy. Hence, the second theme was 'quality'. The manufacturing manager added that we must not forget our brand name and what it represents. That is, along with the 'price' and 'quality', our third theme is our 'brand'.

Listening to the discussion and the three themes which evolved, the ideas seemed to be well received by all. It was at this point that a strategic aspect had to be incurred. We had to carefully consider what we externally communicate about our company. For instance, we must think if we really want to mention anything about 'prices' in our mission statement. Thus, I posed the question of whether we want to associate our company with low prices? The participants agreed especially that in the future we will introduce a premium brand to the market. Thus, it might be better to focus more on the concept of 'quality' in our mission statement rather than 'price'.

After some deliberation, the government relations manager commented that we needed to highlight that we are a law-abiding company. By that, we will communicate to our customers that our products are safe and beneficial for them; making the fourth theme 'law-abiding'. The final theme that emerged was the notion of 'care' for the customers. This arose when the CFO replied to the government relations manager comments and implied that the company should portray the image of 'caring', yet not necessary involving the 'law'. The idea that we want to depict is that the company 'cares' regardless of the laws. A lot of different ideas were put forward from different participants. Nevertheless, they all fit under one of these 5 themes.

At the end of the meeting the 5 themes were presented, and a voting was done on which should be incorporated in our mission statement. The result was almost unanimous on both the

'quality' of our products and the notion that we 'care'. Several iterations of a mission statement were put forward by the participants. These included: 'we offer the best quality products because we care', 'our quality products transcend our care', and 'we deliver the best quality products because our customers come first'. Using the suggested mission statements and my experience as a strategist, I first suggested that we should replace the word 'care' with 'value'. That is, our mission statement should commence with 'We value' as it depicts more professionalism. Secondly, I recapped that the mission statement should be directed internally and externally. Consequently, it should not only include our customers. Instead, it should be directed towards all our business partners (including the employees) and customers. Finally, because of the above, we deliver the best quality products. As a result, with the majority accepting by a show of hands, our mission statement should read: 'We value all our business partners & customers, and we deliver the best quality products'.

The second initiative implemented under VT was the vision statement. As with the first meeting conducted for the mission statement, another one took place for the vision. The reason why the meetings were split and not combined in one was to have well-rested participants for each exercise. This would also allow the participants more time to reflect on the exercises and their outcome. As with the first meeting, the purpose of the vision statement was revisited. I clarified that the vision statement would be the company's official desired future state; to be communicated internally and externally. In addition, it should clearly identify the vehicle by which the company will be able to reach that state. This is exceptionally important as it should direct the employees to drive the company's advancement.

From the discussion, the first theme under the vision statement was to continuously enhance 'profitability'. The seed of this theme came as a result from the CFO comments relating to growing our business along with our profitability. The second theme was based on the sales manager's comments regarding growing our customer base; being a market leader. Next theme, suggested by quality control, was related to the 'quality' of the products offered. The fourth and final theme for the vision statement was 'efficiency' given by manufacturing. Once more, several other suggestions were brought forward all fitting under one of the 4 themes mentioned above. At the end of the meeting, several iterations were also suggested by the participants for the vision statement. These were: 'To continuously and efficiently grow our company, our customer base, and profitability', 'To become the market leader through our quality products, dedicated employees, and loyal customers'.

Here I suggested a minor amendment of not explicitly using profitability in the statement. The reason is it would be unadvisable to include it as it may connote to acquisitiveness with regards to the company. In addition, I recommended to replace becoming the market leader to becoming the 'number one choice' for the customers. This implies empowering the customers and allowing them free choice. Another thought shared was that we should include the suppliers along with the customers. The vision statement is intended towards all stakeholders. Finally, to replace the term quality with 'superior' was advised as it was utilized under the mission statement. Based on my recommendations, the final vision statement would read: 'To be the number one choice for both the suppliers and customers to deliver both superior products and services'. Once more, the statement was agreed upon by the participants using a show of hands until the final approval is obtained from the owner.

The third initiative implemented under VT was the company's core values. Yet another meeting was conducted to devise the core values of the company. Like the first two meetings, this one also started with a recap of the importance and purpose of the core values for a company. I emphasised that these should be the 'moral' and 'ethical' compass for our company. Our core values should be imprinted in each one and that they should be weaved in all our decisions and actions. The discussion started this time by the CEO explaining that 'loyalty' is the most important aspect for the success of any company. He asserted that loyalty to each other and to our company will ensure the continuous advancement of the company. 'Quality' was the second theme. This a recurring theme in all the meetings. The manufacturing manager stated that we need to always deliver our best in all we do. The third theme was 'professionalism' evolving from the discussion based on the HR manager explaining that we should always invest in ourselves. The last theme was 'motivation'. The HR manager's comments regarding the enthusiasm of the employees also led to this theme. Again, in the meeting, there were more ideas discussed. Nevertheless, they could all be mapped under one of these themes.

Regarding the core values of the company, after grouping all the ideas/themes, I explained to the participants that it was common practice to represent your company's core values in a compelling and profound acronym (Zuber-Skerritt, 2005). This acronym should summarize the essence of the core values. This helps in entrenching the core values in the culture of the company by facilitating its recollection. It also simplifies in publicising them internally and externally.

Considering the themes, 'loyalty' was chosen first. Then, upon further discussions among the participants, 'professionalism' was replaced with the word 'expert'. When it comes to 'motivation', I recommended that we use 'ambitious' instead. Finally, for the term 'quality' the manufacturing manager recommended the use of the word 'deliver'. By doing so, our core values themes would read: *Loyal, Expert, Ambitious, Deliver*. Hence, the acronym for our core values would be *LEAD*. That is, as employees of the company, we would take the 'lead' and charge in everything we do. Furthermore, I explained that now, all that was left is a statement defining each of our core values. The final output read:

Loyal: We are loyal towards our employees, suppliers, and customers.

Experts: We possess all the required skills to deliver.

Ambitious: We possess a strong desire and determination to succeed.

Deliver: We aim to deliver the best quality in everything we do.

With a simple show of hands, the core values for the company were agreed upon. At this stage of implementation, the company has now completed initiatives 1-3 of the VT cycle. Prior to the implementation of initiative 4, the owner had requested to view the mission, vision, and core values statements for approval prior to rolling them out. A separate meeting was conducted with the owner, the CEO, and me for presenting the outcome. Finally, the statements were approved (The meeting is to be reported under participant observation in the evaluation section of the cycle).

Initiative 4 is the mission, vision, and core values transformation program. According to Schalock et. al. (2018), a key driver behind an effective transformation program in a company is equipping the employees with the necessary tools to achieve this transformation through the appropriate seminars, counselling, and discussions. The initial meetings conducted for the creation of the mission, vision, and values paved the way for the transformation within the company. This is so, as the involvement of all the participants and the discussions that took place enhanced the adoption of said statements and values as they were developed by the participants themselves. The main step taken in the transformation program was the assigning of what was termed the 'change agents' of the company. It was agreed among the participants that the change agents are to be the SIM members. The SIM members represent different departments, and they are the most suitable to act in this role. From now on, the change agents are to act as role models, ensure full understanding of the statements and values by everyone, and finally interfering when a certain behaviour contradicts our core values.

Acting as change agents and to spread the core values within the company, the SIM members took upon themselves the initiative to become true role models for the rest of the employees. To mention a few examples, first they voluntarily improved their punctuality. This could be felt by their respective managers and supported by their attendance records. Also, they embodied more the concept of cooperation. This was experienced by more cross-departmental teamwork to resolve problems faced in the day-to-day operation. For instance, quality department employees would voluntarily support manufacturing in any down-time faced in the plant. Finally, according to the SIM member managers, they maintained an overall positive attitude apparent in their day-today dealings.

On a different front, the strategy and HR departments had a vital role in instilling the mission, vision, and values of the company. First, it was agreed to have banners and printouts across the company. This will serve as a constant reminder of what is expected from the employees; the desired culture of the company. The first step taken was that I requested from my team to prepare a design for the banners. This design should incorporate our logo and share the same colour scheme. Several iterations were made, shared among the participants, and voted on. Finally, a design was selected. Next step, HR was responsible for distributing the banners across the premise of the company (Figure 11 & 12 respectively).



Figure 11. The mission, vision, and values of the company.



Figure 12. Sample of the values banners in one of the meeting rooms.

In addition to the transformation program running internally, initiative 4 had to also ensure that the mission, vision, and core values were communicated externally. The main vehicle to do so was incorporating them into the newly developed website. To support this, the sales department was instructed to communicate them in the market.

Performative practice is a key concept of emergent research, discussed earlier, and was noticeable during the implementation of initiative 4. In How to Do Things with Words (Austin, 1962), Austin highlights how words may be actions. His famous example is that of a priest 'declaring you husband and wife' illustrating how simple words can affect great change. In strategy, implementation aims at altering the future state into a more desirable one by executing immediate actions (Kornberger & Clegg, 2011). The transformation program aims at transforming the words embodied in the mission, vision, and values statements into actions. Here, the role of SIM members is critical in translating these words into doable actions. Their roles lead to changing the company's routines including its culture. Hence, the program aims at replacing the company's undesired habits to ones which serves the overall strategy of the company.

The final initiative (5) implemented under this cycle is CSR. After completing the meetings regarding initiative 1-4, the participants convened once more to discuss the CSR to be implemented

for the company. After the CEO welcomed everybody present, the quality control manager requested to propose an idea for the CSR which he believed is very viable. He started by explaining that under Saudi General Authority of Meteorology and Environmental Protection we are obliged to follow specific guidelines regarding the environment. In fact, to operate, the company is required to obtain the necessary permits from the Saudi National Center for Environmental Compliance. The quality control manager continued by saying that this is common practice that is done by law. What he was suggesting was to hire a reputable specialized environmental consulting office and voluntarily follow additional external body set of guidelines to obtain an additional environmental certificate. They will visit the site and assess how to improve the nature of our waste to make it more eco-friendly and improve our emission of noise pollution. The quality control manager was already prepared and put on the table an offer from a local office with a very reasonable price. He also shared with us the proposed timeline received in the offer; the entire process to be completed in two months (figure 13).

	المهمة / بالاسابيع	1	3	4	5	6	7	8
	بالإعداد للمشروع							
	زيارة الموقع وتجميع البيانات الخاصة بالموقع							
	القياسات البينية							
	٢ - أعمال المسح الميداني والرصد							
	تحديد الملوثات وأنواعها							
7	رصد القونا والقلورا							
	٣ ـ تحليل العينات والنتائج والبيانات							
	تحليل نتانج الضوضاء والاهتزازات							
	تحليل نتانج الرصد البيني للإنبعاثات الغازية والمواد المتطايرة							
	ء _إعداد دراسة تقييم الاثر البيني							

Figure 13. The weekly timeline for the environmental study.

After presenting the CSR idea, it was welcomed by everyone and approved for immediate implementation. Furthermore, the CEO explained that once the certificate is obtained it should also be communicated externally through means such as our website. The office was contracted and initiative 5 was completed.

Cycle 6 Evaluation

Cycle 6: Common Size Income Statement	Budget Q4 2020	Cycle 5 Results	Actual Cycle 6 Results	Variance vs. Cycle 5	Variance vs. B
Net Revenue	100%	100%	100%	-34%	-59%
Contribution Margin (CM)	79%	79%	79%	0%	0%
Gross Profit	54%	40%	34%	-6%	-20%
Selling & Distribution Exp.	-18%	-15%	-14%	1%	4%
General & Admin Exp.	-19%	-19%	-16%	3%	3%
Total Operating Exp.	-37%	-34%	-30%	4%	7%
EBIT	17%	5%	4%	-2%	-13%
Net Income / Loss	17%	6%	4%	-2%	-14%

Table 31. The common size income statement outcome for cycle 6.

The results for the implementation of cycle 6 are highlighted in the shaded column of the CSIS in Table 31. Top line sales witnessed a drop of 34% versus the previous cycle. This decline was expected due to seasonality. However, the magnitude of the decrease was mainly due to a drop witnessed in the WS channel versus cycle 5. In turn, the variance versus the budget for the cycle was also significant; -59%. This, as mentioned before, was a result of the new line budgeted for yet still non-operational due to Covid-19. Despite this drop in sales, we managed to maintain the same CM versus the previous cycle and budget. This indicates that despite all the hurdles faced throughout the year, especially that of the pandemic, the company has managed to reach the targeted CM for the year.

As for the remainder of statement, the decline in top line sales resulted in a drop in gross profit (-6%). It also led to savings under sales and distribution (1%) and general and admin expenses (3%) versus the previous cycle. Finally, the cycle concluded with a positive 4% net income. The end of this cycle also coincided with the closing of the full financial year for the company. There was a sense of great achievement that with all the ups and downs of a particularly tough year, we managed to close with a positive net income; something not experienced in many years.

Reflecting on the difference between the first time I entered the company as opposed to after the implementation of cycle 6, there was a great change in the general atmosphere. This is

especially seen with the implementation and evaluation of initiatives 1-5 of the cycle. Whether in forming the company's mission and vision statement, the core values, or in cementing them in the company, I could see the participants from different departments collaborating for the good of the company. In the initial diagnosis, I had explained how separate departments acted in silos. The VT approach had an impact on eliminating this and allowed for better alignment of priorities and enhanced synergies between departments.

As for the questionnaire, the response rate was 74%. Under VT, the three questions were: Does the organization have an effective and well communicated vision, mission, and value statement? Does the organization foster open communication? Is top management easily accessible by all? Table 32 is a summary of the current mean results and standard deviation compared to those of the initial diagnosis (baseline).

The Mean Results	Question	Initial Diagnosis Mean	Initial Diagnosis Standard Deviation	Cycle 6 Mean	Cycle 6 Standard Deviation
	1	4.7	3.2	8.9	1.0
The Visionary Transformer Approach	2	4.0	3.5	8.2	0.9
	3	3.4	3.3	8.0	1.1

Table 32. Cycle 6 questionnaire mean results and the comparison with the initial diagnosis.

The mean score for the first question increased by almost 90%. The mean score increase may simply be attributed to the participants now being aware of and can even see the mission, vision, and values statements visibly displayed across the company. In addition, perhaps, this may be also related to having the participants involved in the creation of these statements. Finally, this may be a result of the transformation program. The transformation program aims at transforming the words embodied in the mission, vision, and values statements into actions. Here, the role of SIM members is critical in translating these words into doable actions. Their roles lead to changing the company's routines including its culture. Hence, the program aims at replacing the company's undesired habits to ones which serves the overall strategy of the company. The two other questions delt with having open communication in the company. The mean results for both questions more than doubled. Additionally, the standard deviation decreased from 3.5 to 0.9 and 3.3 to 1.1. This could be seen as an indication that most participants do sense the change in the culture of the company to one with a more open communication mindset.

The activity chosen for the participant observation for the cycle was the meeting conducted for the final approval of the mission, vision, and core values for the company by the owner prior to launching them. The attendees for the meeting were the chairman, his two siblings, the CEO, and me. Along with the approval of the statements, the middle brother had requested that we also present a short summary of the status of the company.

I stepped into the meeting room a few minutes prior to scheduled time for the meeting to set-up my presentation. The attendees arrived on time. The chairman welcomed all and indicated that I should commence right away. He was already informed of the updates concerning the company. He was aware that the company is now set on the right path and that if it were not for Covid-19, the performance would have been even better. Despite that, the chairman arrived with an air of heavy-heartedness. He walked in with his head down, his face red, and his back bent, looking burdened. I did not relate this to the current meeting nor to the water-bottling company. I had prior knowledge that the entire group, and now more than ever due to the pandemic, was under immense pressure.

The middle brother spoke loudly as usual and told me that I have been working for long on this project and he would like to hear some good news. I smiled in an attempt to buy myself sometime to reflect and gage his demeanour. Based on his comment, I recommended that with the attendees approval, that we start with the statements, and then move on with the status update. The reason behind this was that I felt that we should first focus on the main purpose for this meeting. More importantly, his comment made me not want to take the chance of him reacting negatively to the financial review and impacting the rest of the meeting.

Without any objections, I started by presenting the suggested mission, vision, and core values for the company. Moreover, I introduced the concept of the 'values' transformation program to be implemented (Appendix 32 – the PowerPoint slides). I explained the process that was done to reach these statements. First, how the themes were developed. Then, how several iterations were put forward. Finally, the voting done to reach what was presented on that day. Surprisingly, all siblings were awfully quiet; including the middle brother, an uncommon behaviour for him. After presenting the two slides, the middle brother indicated his consent with the entire process undertaken by stating that this practice should be adopted across the whole board; meaning other entities in the group. Moreover, he added that he was always calling for such practices. He directed

his words to the siblings, and I noticed them looking at each other, but the chairman nodding slightly to the younger brother signalling to him not to comment.

At this point, I asked whether all that was presented was approved or were any adjustments required. At this point, the chairman, still looking dismayed, requested that we continue presenting where we currently stand in terms of the progress of the company. As I had been presenting everything so far, I felt that the CEO should be the one to present all the progress related information. Upon completion, the chairman thanked us both. He looked at me, with a rare smile, and explained that throughout meeting, he thought of ways to try and alter the suggested mission, vision, and core values. However, now that the meeting ended, he found that he was unable to come up with more suitable phrases. He specifically appreciated that our exercise was very exhaustive. He also added, for the implementation to be inclusive off all employees, the phrases should also be translated to languages used by the labourers; such as Urdu and Bengali. The meeting concluded with words of gratitude from the owners for our efforts and more importantly, by approving the statements. Reflecting on the outcome of the meeting, I could not help but wonder whether the existence of a pandemic has played a role in speeding up this decision. It occurred to me that the presence of something tangible as the mission, vision, and value statements was perhaps comforting that we are continuing to move forward and evolve despite all that is happening.

The main business need addressed by VT is to equip the company with the right mindset and culture to enhance its position in it selected market/s. Thinking back on the implementation, VT managed to bridge the separate silos that were present in the company. Among other things, this was made possible via the 'values' transformation program. This will ensure that the mission, vision, and core values are well-rooted within the culture of the company.

Next strategic approach selection process

The final data collection method for the cycle is focus group. It started by me presenting the approach selection process introduced in the previous cycle (Figure 10). I reminded the attendees that at this stage, we need to consider all the exogenous and endogenous factors impacting our company and what are the most pressing business needs that required our immediate attention. We then need to consider all seven approaches and match them to the identified business need. Finally, we must select the most appropriate approach for implementation next.

The CEO kicked off the discussion by stating, "I would like to first congratulate all of you for your efforts, hard work, and collaboration during a tremendously difficult year. This saw us closing the year with a positive net income." He added, "It is true that the absolute figures might be small and that the owners would want to see more, yet this is a great start. We must all understand that the journey is far from being over. Hence, we expect from all the same for the coming year; if not more."

With that said, the government relations manager started the selection process by identifying key external factors. He said, "Well, as you are all aware, the KSA government has reinstated the ban on all incoming and outgoing international flights as of the 21st of December. They are reviewing it on a weekly basis. However, they already extended it once, so no one can tell for sure how long this will last." He then added, "Worldwide, everyone is talking about a second wave of Covid-19," implying that the pandemic with all its impact is to continue with us for another year; or at least the beginning of it. I responded to his comment, "It is very unfortunate what we are witnessing in terms of the pandemic. There is no doubt that we are all suffering whether on a personal level or as a company. I honestly thought that it would not last this long. In terms of the business, we still cannot invite the Chinese counterpart to commission our new line. Hence, (pointing at the approaches) I believe that DP should not be considered next."

With no evident objections to what I said, the HR manager voiced his opinion regarding the implementation of VT in this cycle, "I believe that VT has been implemented well. The banners we placed everywhere had positive feedback from the employees, and that the transformation program carried on is indeed changing the overall vibes in the company." He continued by saying that "the current context of the company does not require that we continue with VT." The CEO replied to him saying that he really likes the core values of 'LEAD' which will drive a culture of true leaders in the company. By that, the second approach, VT, was discounted.

The manufacturing manager unusually agreed with sales by jokingly stating, "Revisiting TS and CA is not recommended. At this point, the company does not require more controls or drastic measures. We can reconsider them if the CEO will lift the freeze on promotions!" I added that similar to VT, SO implementation for the time being achieved its objective. I explained that SO should be revisited in the future after the DP approach commissioning the new line will be done. This left us with two final approaches to select from for the next cycle: competitive positioner (CP) and role player (RP).

The participants were divided into two groups; one in favour of each approach. The first group, led by the procurement manager, believed that we could enhance our competitive edge even further and increase our contribution margin. The second group, led by HR and Quality, saw that given the current circumstances, implementing the RP approach would be more beneficial for the company. I stepped in and explained, "It is true that we might be able to enhance our contribution margin further, but this will be limited. I believe that the only way we could achieve this is through further negotiations with the packaging suppliers. However, I do not envision that we will be able to implement other valuable initiatives; due to the pandemic." I further clarified, "I believe by implementing RP, this might even be taken as rewarding the employees, through internal and external training etc, for their hard work for the past two years." With that said, the CEO called for voting with a simple show of hands between the two approaches. As a result, RP was selected for implementation next with a vote of 53%.

Cycle 7

The RP approach is based on Mintzberg's (1987) ten managerial roles. These are clustered into three main categories: interpersonal, informational, and decisional. Nowadays, these clusters remain the focus of attention of many scholars interested in management (Altamony et al., 2017). The main business need that RP aims to tackle is for the company to have the right type of 'leaders' to drive the company, ensuring its survival and advancement.

Cycle 7 Design: The role player initiatives

Under the initial diagnosis, the discussions held in the focus group, the document analysis, participant observation, and the questionnaire results all pointed to the fact that RP is lacking within the company. Four initiatives were designed to address this issue. They aimed to better the performance of the current managers and prepare the future leaders of the company. The first initiative was to conduct an in-house training of Mintzberg's managerial roles. As a result of the pandemic, many businesses around the world are facing financial strains which place significant constraints on human resource activities such as training (Crumpton, 2011). The reason is that such activities are usually both expensive and time consuming. As the future remains unknown and the new year appears similar to the last with Covid-19 restrictions still in place, we agreed that, whenever possible, in-house training would be the best route to safeguard our finances and keep our employees safe. Thus, strategy and HR should lead this training initiative as they possess the

necessary know-how. Moreover, with today's technology, in-house training may be supplemented with online materials and other external sources (Crumpton, 2011). Finally, research suggests that the best form of training considers both in-house and outsourcing. However, it is recommended that core business training activities to be done in-house (Morrall, 1996).

The second initiative under RP is another in-house training mainly directed at the future leaders of the company. This time around, the training will focus on the concept of design thinking. Design thinking requires parting with the traditional management methods and replacing it with a design-creating attitude (Boland & Collopy, 2004). That is, managers must create new 'out-of-the-box' alternatives in handling day-to-day matters. To succeed in this, scholars draw attention to common core principles that must be present: user focus, problem framing, visualization, experimentation, and diversity (Carlgren, Rauth, & Elmquist, 2016).

The design-thinking process itself consists of six phases to enhance the timely decision-making process required to address a problem: understand, observe, define point of view, ideate, prototype, and test. In the first phase, the manager needs to collect all possible information regarding the matter at hand. Then comes observe in which the manager is required to monitor first-hand the situation to confirm the gathered information. The manager, being now knowledgeable, forms the most accurate 'point of view' of the situation and reframe the problem accordingly. The next step is ideate which simply entails placing the different available choices. The fifth step is to develop a prototype solution. Finally, the testing of the outcome is required to ensure the successful handling of the situation (Schumacher & Mayer, 2018). Schumacher and Mayer (2018) provide a 1-hour design thinking training session guide in which the participants are introduced to and able to experience all six phases of the process. For this initiative, the training will follow this guide.

Next is the cross-departmental knowledge exchange. This will be done through 'mini presentations' to be conducted across departments. To illustrate, for instance the finance department is to choose a topic that they deem valuable, prepare a presentation covering the key aspects they wish to share, and present it to the rest of the departments. This sharing of knowledge and attending the presentations will be voluntary. The meetings will be set whenever required. However, conducting the presentation and attendance will impact the PDR evaluation at the end of the year. The importance of this is to further enhance the cross-departmental collaboration and to foster a unified culture through open communication. It has been proven that such cross-departmental interactions enrich individual employees as well as the team performance (Vasanthi &

Basariya, 2018). Furthermore, it will keep all employees abreast of new developments in each department. The participants have also agreed that this initiative should be on-going. That is, in the case of an event that a department finds itself facing new changes that will impact it as well as the entire company, they should call for a similar meeting and share these new events.

The fourth and final initiative under RP is to apply for external training. That is, any employee, under any department, has the right to enrol in an appropriate training program/course within his/her field of work after obtaining the required approval. There are numerous online courses available, free and paid. In addition, there are several local reputable training institutes that the employees may access. The request for any external training will be examined and approved on a case-by-case basis through the HR department.

Appendix 61 is cycle 7's approved strategic document. Table 33 below is the summary of cycle 7 initiatives under the RP approach. The table also shows the initiatives key owners and the main KPIs/deliverables for each.

Initiatives	Expected Outcome	Owner	Main KPI's / Deliverables
	The Rol	e Player	
Management Roles – inhouse Training.	In-house presentation explaining the 10 management roles.	Strategy HR	Management Roles presentation shared with all participants.
Future Leaders – Design Thinking practice In-house Training.	In-house presentation explaining preparing future leaders of the company.	Strategy HR	Design Thinking presentation shared with all participants.
3. Cross-departmental knowledge exchange.	 Cross-departmental knowledge exchange presentations. 	All departments	Cross-departmental presentations conducted.
4. External training (open to any department).	External training for all employees to be approved on a case-by-case basis.	All departments	External training conducted.

Table 33. A summary of the initiatives and expected outcome for cycle 7.

Initiatives for Cycle 7 have been identified and a timeline have been defined

	Initiatives		Monthly Timeline (2021)												
	muauves	1	2	3	4	5	6	7	8	9	10	11	12		
1	Management Roles								! !	! !					
2	Future Leaders								!						
3	Cross-departmental knowledge exchange							 	! ! !	 			! !		
4	External Training								 	 					

Initiatives Deadline

5

Table 34. A summary of the initiatives' timeline for cycle 7.

Cycle 7 Implementation: The role player initiatives

A presentation was set for the implementation of the first initiative under the cycle. It consisted of two main sections. The first was a summary of Mintzberg's managerial roles (Mintzberg, 1987; Snyder & Wheelen, 2017). For this, Altamony et al. (2017) work was also utilized as it provides a simple and comprehensive breakdown of each role making it a useful guide to follow. This section was the responsibility of strategy.

For the second part of the presentation, HR prepared material focusing on the topic of becoming an effective leader. The material was outsourced from edX. It is an online course provider established by Harvard and Massachusetts Institute of Technology. HR selected a course matching our current need. They also translated and presented it; as most of the participants are Arabic speakers. At the end of the presentation, the participants were also made aware of the concept of online courses which are available for everyone; such as edX and Coursera. It was explained to all that there is an abundance of courses and material provided by renowned institutes and professionals; all within our reach if we wanted to expand our knowledge and skills. In addition, a lot of these courses are free of charge and can be completed at the learner's pace.

The second initiative implemented is the design thinking exercise intended for the preparation of our future leaders. Having set the date, managers, SIM members, and a couple of other participants attended the exercise. Once more, the main responsibility of delivering this initiative fell on Strategy and HR. The exercise is based on Schumacher and Mayer (2018) 1-hour design thinking training session guide. HR had prepared the necessary material for the participants. These included things such as pens, papers, scissors, and glue. Each step in the six-phase design thinking exercise would be allocated ten minutes. The first step in the process is understand. For this, the participants were split into pairs; a designer and a user. It was explained that the user represented an individual with a specific problem and the designer will be the one responsible for solving it. For today, the problem was redesigning the user's wallet.

The second phase in the process is to observe. Here, the designer had to recognize the user's opinion and usage of the product at hand. That is, to identify different usage, feelings, and behaviour of the wallet. Third comes defining the point of view. Here, based on the insights gained from the observing stage, the designer had to reframe the problem at hand by correctly expressing the user's point of view. That is, the designer should by now understand what his/her user values in a wallet. The fourth phase is ideate in which the designer wrote down/drew all sort of ideas which would fulfil the desired need discovered in the previous step. A feasible idea was then selected to build a prototype to be shared with the user. That is, the designer had to create a wallet from the material at hand. Finally, under testing, the user explained as to why or why not the final product satisfied his/her needs. At the end of the exercise, I explained that having this mindset of system thinking allows for proper reframing of any daily issues faced.

Next was the cross-departmental presentations. In this cycle, four presentations were scheduled and conducted. The first was by finance. The presentation was based on the International Financial Reporting Standards (IFRS). Under the KSA law, companies were obliged to issue their financial reporting according to the Saudi Organization for Certified Public Accountants (SOCPA) guidelines. However, as of December 31, 2018, IFRS reporting replaced SOCPA in KSA. The main motivation for this shift resulted from KSA launching programs to attract foreign direct investments in the country. Hence, foreign investors, analysts, and credit agencies require more credible reported financial information/data. This step is also in compliance with the KSA Vision 2030 mentioned earlier. The presentation covered high-level differences between the SOCPA and the newly adopted IFRS. In addition, the major impact on local companies was highlighted. For instance,

SOCPA is based on the US GAAP and is rule-based standards. On the other hand, IFRS is principle-based standards.

The second presentation given was by the government relations department. It covered the new amended guidelines for the Saudi Industrial Development fund (SIDF). SIDF is a government agency providing both medium and long-term loans to the private industrial sector. Due to Covid-19, SIDF has slightly relaxed its loan requirements and more importantly launched new programs for the sector. Among these are 'Afaq', 'Mutajedada', 'Tanafusiya', and 'Tawteen'. The presentation revolved around explaining these new programs and amendments, and how our company may benefit from them.

The third presentation under initiative 3 was provided by the quality assurance department. This presentation consisted of only one slide: a hypothetical example of an average composition of a bottled water (Figure 14). Quality assurance briefly explained what each item represents. After that, the presenter encouraged the participants to engage into a discussion on whether they believe that the numbers presented per item are deemed healthy or not?

		_
Cations		الآيونات
Sodium (ppm)	13 - 18	الصوديوم (ج ف م)
Calcium (ppm)	9.2	الكالسيوم (ج ف م)
Magnesium (ppm)	3.6	المغنيزيوم (ج ف م)
Potassium (ppm)	1.5	البوتاسيوم (ج ف م)
Iron (ppm)	0.02	الحديد (ج ف م)
TDS (ppm)	120 - 150	المواد الصلبة الذائبة (ج ف م)
Anions		الآنيونات
Bicarbonates (ppm)	10.065	البيكربونات (ج ف م)
Sulfates (ppm)	6.1	الكبريتات (ج ف م)
Chloride (ppm)	48	الكلوريدات (ج ف م)
Fluoride (ppm)	1.05	الفلوريد (ج ف م)
Nitrate (ppm)	34.5	النترات (ج ف م)
Hardness	38	العسر (ج ف م)
Bromate (ppb)	< 2	البرومات (ج ف ب)
PH	7.5 - 8.0	الرقم الهيدروجيني
ppm = Parts Per Million		ج ف م = جزء في المليون
ppb = Parts Per Billion		ج ف ب = جزء في البليون

Figure 14. A hypothetical example of an average composition of a bottled water.

The final presentation was one prepared and given by me. Due to Covid-19 and the hardship felt across companies globally, I have noticed that the topic of cost cutting is always at the forefront of talks with colleagues and personal friends. Hence, I decided to share my experience of running cost optimization programs in previous companies with the participants. For my presentation, I also decided to share only one slide (Figure 15). I felt this would be sufficient to deliver the intended message. First, I explained that I prefer the term cost optimization to cost cutting as cost optimization refers to the continuous endeavour of controlling expenses without sacrificing the business growth. Contrarily, cost cutting can be interpreted as a one-time action (Saxby, 2019). I then explained the process required to perform cost optimization and how that the total costs of a company pass through three filters: controllability, size and growth, and correlation to revenues filter.

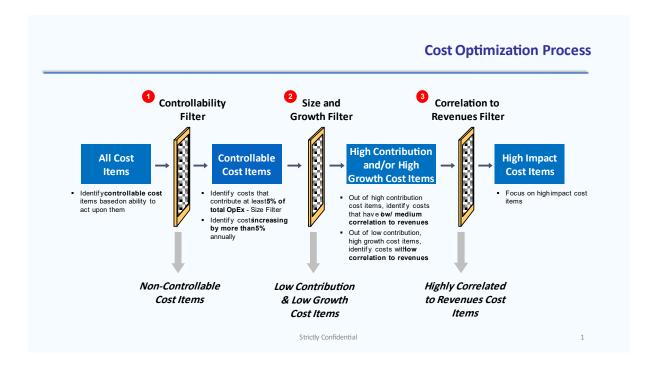


Figure 15. Cost Optimization Process.

The fourth and final initiative implemented under cycle 7 is external training. One of the main pillars under the focus of the KSA 2030 is the advancement of the education sector for the country. As expected, eLearning is a topic of great interest. As Covid-19 continues to impact KSA and the rest of the world, the KSA government expedited the amalgamation of eLearning in the country in an attempt to curb the spread of the virus. One of its main projects to achieve this was the creation of the National eLearning Center. Among other things, the Center aims at developing trust

in eLearning, leading the transformation of learning, and matching the labour market needs with that of the educational ones (National eLearning Center, 2020). More importantly, this is the body authorized to issue the required eLearning licences to providers; in which previously online venues were not welcome in the country. This, in turn, offers us the opportunity to obtain the desired training virtually and more for this training to be accredited.

During the cycle, only two requests were brought forward for this last initiative; one from manufacturing and the other from quality assurance. Manufacturing asked for safety training for his division. The training was provided by a local training center; the General Technical & Safety Training Center. The second training request was from quality assurance and was a one-week integrated quality management training course.

Cycle 7 Evaluation

Cycle 7: Common Size Income Statement	Budget Q1 2021	Cycle 6 Results	Actual Cycle 7 Results	Variance vs. Cycle 6	Variance vs. B
Net Revenue	100%	100%	100%	65%	-13%
Contribution Margin (CM)	80%	79%	79%	-0.3%	-1%
Gross Profit	48%	34%	42%	8%	-6%
Selling & Distribution Exp.	-16%	-14%	-18%	-4%	-2%
General & Admin Exp.	-18%	-16%	-17%	-1%	1%
Total Operating Exp.	-34%	-30%	-35%	-5%	-1%
ЕВІТ	14%	4%	7%	3%	-8%
Net Income / Loss	15%	4%	7%	3%	-8%

Table 35. The common size income statement outcome for cycle 7.

The concepts of direct and indirect factors impacting a company had been discussed earlier in the project (Tsai et al., 2013). A major indirect factor impacting the performance of a company is human resource management. Implementing the RP approach addresses this. That is, the initiatives conducted contribute indirectly to the company's P&L. They all aim at increasing the participants skills, competences, and more importantly their morale. This, in turn, develops loyal and conscientious employees which should eventually enhance the company's profitability.

Table 35 presents the financial results for cycle 7. The initiatives resulted in a significant increase in top line sales compared to the previous cycle. However, it should be noted that this increase was also affected by seasonality. On the other hand, top line sales fell short of the budget by approximately 13%. This is mainly due to the continued restrictions of the pandemic such as home-schooling. The CM was maintained as the previous cycle at 79%. The top line increase coupled with maintaining the CM led to an increase of 8% in gross profit versus the previous cycle. The slight increase of the selling and distribution expense is attributed to the resumption of marketing expense. All the above led net profit to close at approximately 7% for the cycle; an increase of 3% versus the previous one.

The response rate for the questionnaire was 81%. Under RP, the three questions were: Does your manager act as a role model? Does the manager communicate the necessary information with the staff? Does the manager take the necessary work decisions? Table 36 is a summary of the current mean results and standard deviation compared to those of the initial diagnosis (baseline).

The Mean Results	Question	Initial Diagnosis Mean	Initial Diagnosis Standard Deviation	Cycle 7 Mean	Cycle 7 Standard Deviation
	1	7.1	3.8	8.2	0.9
The Role Player Approach	2	5.7	3.3	8.0	1.0
	3	5.3	3.5	8.0	1.2

Table 36. Cycle 7 questionnaire mean results and the comparison with the initial diagnosis.

The questionnaire was completed by the participants after a two-year span of implementing my PAR. As explained earlier, a main criterion of PAR is participation. That is, all the participants are involved collectively in designing, implementing, and assessing the project. This participant involvement perhaps played a role in the increase witnessed in the mean score for all three questions. It could be that the participants have now become accustomed to this collaboration. Another possibility may be directly related to the cross-departmental knowledge exchange. In the past, participants were given tasks to perform regardless of their understanding of the reasons behind the task. However, the sharing of knowledge helps in shedding light on reasons behind specific tasks. Possibly this also is one of the reasons for the impact seen in the standard deviation for the cycle.

The activity chosen for Cycle 7's participant observation was a meeting I called for regarding initiative 4; external training. Towards the end of the cycle, I was perplexed with the fact that only two requests were submitted for external training; especially that since joining the company, employees have constantly called for more benefits which included employee training. The purpose of the meeting was to investigate the reasons behind this outcome.

I sat in the main meeting room awaiting the attendees. I was extremely fatigued and weary of the near future. I thought by now restrictions and matters related to Covid-19 would be more relaxed. On the contrary, the country's restrictions have grown more and became stricter. For example, education was still virtual, all recreational businesses were closed, and international flights remained suspended. In addition, as with the rest of the world, vaccination started being rolled out. However, this was not without its own problems.

The participants started coming in one after the other and almost all sat down with downcast eyes. I related this to what I have personally been experiencing. Without any introductions, I shared my puzzlement with the last initiative's outcome. Right away, the government relations manager rather sharply stated with frustration that with the current stress and worry, we were all dealing with the repercussions of virtual schooling, a completely new concept to everyone, especially students. I did not know how to respond to that as I was suffering the same with my family. Home schooling has been a real burden on everyone as it has affected the time, effort, and psychological state of both the young and the old; leaving hardly any time to think of much else. Albeit this being a good reason for the outcome of this initiative, I still did not believe that this was the actual cause for it. The manufacturing manager stated that the continuous addition of new restrictions has become extremely frustrating for everyone. To this, I replied that training had been an awaited request by the employees for many years and we had purposely made this initiative flexible to meet the circumstances of everyone.

Directing my words to everyone, I said that I believed that at times like these, business is relatively slow and recreational activities are still almost non-existent. It is also impossible to travel (for family or leisure). Considering this, I would have thought that we would have seen more training requests. This time would have been a great opportunity to enhance our knowledge. The CFO requested permission to speak. He continued to say that in his department, and most likely in all others, the main reason for this is the current state of the morale of the employees. He elaborated that this has been deeply affected by the continued Covid-19 restrictions. Reflecting on his words, I

thought that although the government is taking proactive steps towards eLearning, perhaps the timing of introducing this learning medium was not ideal. Virtual learning continues to be viewed as a by-product of lockdown, affecting day-to-day life matters. Also, this high influx of online students has affected the stability of internet connections around the country. Thus, I thought that perhaps the participants were wary of virtual learning and viewed it negatively.

Reflecting on the cycle, the RP approach main business need is to equip the leaders of a company with the right tools/know-how to optimally perform their roles. This, in turn, aids in steering the company in the intended path whilst ensuring its survival and continuous advancement. The initiatives undertook in cycle 7 were designed and implemented to precisely do that. Initiatives 1 and 2 mainly focused on ensuring that all participants were aligned with the managerial roles and with becoming analytical thinkers. Initiatives 3 and 4 was intended to expand the knowledge base of all employees.

Next strategic approach selection process

The end of cycle 7 marks the implementation of all seven approaches in my strategic management model. At the end of the cycle, and prior to holding the focus group, I had a closed meeting with the CEO. I explained to him that, in terms of my research project, I have completed the implementation of my seven-approach strategic management model. However, the model and the process embedded in the company these past couple of years should not be impacted by this fact. On the contrary, this process should continue to ensure more advancement for our company. Hence, the next strategic approach selection meeting (focus group) should be held as usual; to which the CEO agreed to.

For the actual focus group meeting, I was surprised, just as all the participants, that the owner of the company decided to attend and chair the meeting. He stated that he "is greatly pleased with the milestones achieved thus far by everyone." He continued by saying that he "understands that the transformation would have been even greater if it were not for the circumstances." Also, that he "would like for all to continue with the same collaboration and enthusiasm." In fact, he "decided to create a steering committee at the group level to convene weekly and replicate the same (meaning my 7-approach strategic model) and its process." Upon finishing delivering his message to us, he signalled to all to continue with the next strategic approach selection exercise.

Results

The aim of my research is to identify whether there is a link between applying my seven-approach strategic management model and the profitability of a company. My hypothesis is that employing my model will enhance the profitability. In addition, flaws in the implementation of any of my seven approaches or if any approach is missing, it will negatively reflect on the company's profitability. Finally, the optimum performance of a company would only be met once all seven approaches are implemented fully and correctly.

To interpret the results and test my seven-approach strategic management model in relation to my hypothesis, four data collection methods were used: document analysis, questionnaire, participant observation, and focus group. The performance outcome of the implementation is recorded and compared to the initial diagnosis of the company. Finally, the overall impact on the CSIS net loss/profit is recorded for the whole cycle.

Cycle 1 Results:

Cycle 1 of my research project saw the implementation of the turnaround strategist approach (TS) (O'Neill, 1986). Table 37 below is the summary of the performance outcome/s of the initiatives undertaken for the cycle.

Table 37: Cycle 1 – Performance Outcome(s) Summary Table

Position/CEO to dedicate 100% of his time to the water-bottling company.
2. Perhaps this indicates that the participants are starting to believe more in the new management and what it is trying to achieve. This could also be as a result of the new management adopting an open door policy. Another plausible explanation to the witnessed change in the participants response is out of fear of losing their own jobs as with the VP. Hence, this could be seen as the participants signaling to the new management that they now understand that this time around things will be different; more serious.

Total Impa	∞	7	6 :: R	v o o ⊳	4	Initiative	Approach #:
Total Impact on the CSIS for the cycle	Securing of funds for operation through the sale of stock	Collection of AR, extending AP, & cash sales only	Reduction in the days inventory on hand	All pay increase and/or bonus temporarily postponed	Immediate freeze of all A&M	Description	Approach #1: Turnaround Strategist (TS): 1/4/2019 to 31/5/2019
	4/4/2019	4/4/2019				Start Date): 1/4/2019 to
	Participant observation (Grade - Lower) Focus Group (Grade - Moderate)	Document analysis (Grade - High): Direct impact on the CSIS.	Document analysis (Grade - High): Direct impact on the CSIS.	Document analysis (Grade - High): Direct impact on the CSIS - Wages Expense.	Document analysis (Grade - High): Direct impact on the CSIS - A&M Expense.	Evaluation method(s)	0 31/5/2019
Positive change in net loss by 20%. Net loss for the cycle -39% vs59% for the initial diagnosis	Participant observation: 1. The main activity selected under participant observation which captures the essence of the TS approach implementation is a meeting held between the owners. The purpose of this meeting was to vote on either the continuation or dissolvement of the company as required by the new corporate/commercial. The voting was successful for the continuation of the company; especially that funds were secured. Focus Group: 1. The focus group is conducted at the end of each cycle. The main purpose of it is to review the implementation of the approach, discuss the most pressing business need/s for the company, and finally the successful selection of the next approach to be implemented by the participants. 2. Next Approach successfully selected: Classical Administrator.	Document analysis: 1. AR decreased by 5%. 2. AP decreased by 1%. 3. 60% of AP is taxes. 4. The company scheduled the amount due with the concerned authority. The reduction in AR means that customers are paying their dues from the purchase of our products. This is essential as, coupled with the scheduling of the AP which entails delay of due payments on our behalf, will ensure that the business will continue to have sufficient working capital for operation. Cash sales only enhanced working capital allowing for better injection of cash into operation leading to 74% increase in top line sales.	Document analysis: 1. The days of inventory on hand remains around approximately 90 days. The key outcome here is that the change project did not have a further negative impact of the number of days reported; with the aim of enhancing it in the future.	Document analysis: 1. The freezing of all pay increase/promotions memo circulated. 2. CSIS: Savings of approximately 29% versus the previous month.	Document analysis: 1. CSIS: Savings of 1.55% in the A&M expense versus the previous month.	Performance outcome(s)	
	31/5/2019	Operating Cash Flow Ratio is greater than 1.0	On-going until			End Date	

Document Analysis

In terms of document analysis, the approach resulted in a positive change in the CSIS for the company. Top line increased by 74%, A&M had a saving of 1.55%, and salaries and wages had a saving of 29%. Furthermore, document analysis also concluded a decrease in AR by 5% and in AP by 1%. Implementing the approach also managed to maintain the days of inventory on hand at 90 days. Relating the outcome of document analysis to my hypothesis, the TS approach results indicate that there is a positive relationship between the company's profitability and applying my model. Thus, the document analysis for TS supports my hypothesis.

Questionnaire

Similar to document analysis, the questionnaire mean score results were positive in all related questions to the TS approach. The response rate for the questionnaire was 67%. The first question was whether participants thought management has taken serious steps to stop the company's losses. The mean score increased from 5.4 to 6.2. The second question asked about the participants thoughts on the old management's competence. Here, the mean score changed from 3.7 to 3.3 indicating a positive result for my research. That is, the participants' trust in the old management's expertise has weakened. Finally, the third question inquired about the new management, what it was trying to accomplish (via my research project), and its ability to turnaround the company. The mean score slightly decreased from 6.9 to 6.7. The overall positive change recorded in the mean score of the questionnaire further supporting evidence to my hypothesis. This is so, as the participants' positive feedback was reflected on their performance, and in turn on the profitability of the company.

Participant Observation

The third data collection method is participant observation. TS is mainly designed for crisis-management. It mainly involves management change, cutbacks, and restructuring. The activity chosen under participant observation for TS was a meeting held between the owners to vote on either continuation or dissolvement of the company. As a result of the implementation of the TS approach, especially securing funds for operation, the voting was to continue with the company. A further examination on the outcome of this meeting, and reflecting on the results of the vote, it is evident that the steps taken under the TS approach are what led for this result. The outcome of the

implementation, be it manifested in the document analysis (CSIS, and the securing of the funds), or in the positive outcome of the questionnaire, contributed to this decision. Hence, the outcome of participant observation also further supports the hypothesis.

Focus Group

The final data collection method is the focus group. The focus group is intended to discuss the implementation of a given approach, pinpoint the most pressing business need to be tackled next, and finally select the most appropriate approach to be implemented. The focus group also serves as the platform by which participants voice and share their take and views on company related matters. As the focus group concludes, the main outcome expected from it is the successful selection of one of my seven strategic management approaches. At the end of cycle 1, the classical administrator (CA) (Fayol, 1949) was selected successfully by the participants with a 78% vote.

The overall impact on the profitability of the company of the implementation of TS for cycle 1 was a positive change in net loss for the company by 20%. That is, the net loss recorded was -39% versus -59% prior to implementation. Once more, this finding supports my research question and hypothesis by confirming a positive link between applying my seven-approach strategic management model and the profitability of the company.

The literature encompassing the TS approach focuses on acquiring the pivotal tools to gain knowledge and cope with the crisis the company is undergoing, enabling both management and the employees of the company to halt the undesirable effect of such crisis (O'Neill, 1986). In our case, the company chose change management, cutting costs, and financially restructure the company to do so. The outcome of cycle 1 further builds on the available literature which supports the use of the TS approach in crisis. It also adds to the research insight on strategy in KSA.

Cycle 2 Results:

The classical administrator (CA) was implemented in cycle 2 (Fayol, 1949). Table 38 below is the summary of the performance outcome/s of the initiatives undertaken for the cycle.

Table 38: Cycle 2 – Performance Outcome(s) Summary Table

ω	2	1	Initiative	Approach
Break-even analysis and a working template	Preparation of Budget	Survey / Resolving the statutory requirements of the company	Description	Approach #2: Classical Administrator (CA): 1/6/2019 to 31/10/2019
4/6/2019	4/6/2019	4/6/2019	Start Date	A): 1/6/2019
Document analysis (Grade - High): The template	Document analysis (Grade - High): Approved Budget by the Board. Impact of target setting on the CSIS. Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey. Participant Observation (Grade - Lower): Observed change in the collaboration of the departments to achieve the budget.	Document analysis: Updating the Memorandum of Association for the company	Evaluation method(s)	to 31/10/2019
Document analysis: 1. CSIS witnessed a 12% increase in bottom line versus the previous cycle due to utilizing the different scenarios.	Document analysis: 1. As a result of target setting, CSIS witnessed a double-digit growth in net revenue (sales) of approximately 29% versus the budget. Questionnaire response rate 67%: 1. The question concerned with the budget had a mean score increased by 40% after the implementation of the initiative; from 4.8 to 6.7. The question refers to whether or not the company prepares budgets. The increase in the mean scores reflects the participants' involvement in the budget preparation exercise and thus their awareness of its existence. Participant Observation: 1. I witnessed the participants working together successfully on the budget exercise. The success was measured by first the completion of the task at hand, the budget was produced. Second, the participants managed to work together irrespective of their divisions or personal agendas. Having such a collaborative culture is one of the aims of implementing my research project.		Performance outcome(s)	
31/7/2019	30/6/2019	31/7/2019	End Date	

Total Impact on th	7 PDR forr	6 Organiza	Bi-mont 5 (Steering Manage	4 Monthly MBR	Initiative	Approach #z. class
Total Impact on the CSIS for the cycle	PDR forms for staff	Organization Chart	Bi-monthly meetings (Steering Committee and Management/staff)	/ MBR	Description	Approach #2: Classical Administrator (CA): 1/6/2019 to 31/10/2019
	4/6/2019	4/6/2019	16/6/2019	31/7/2019	Start Date	A): 1/0/2013
	Document analysis (Grade - High): CSIS change due to having clear roles stipulated to each participants and to having accountability	Document analysis (Grade - High): CSIS change due to filling of key vacant positions & the new organization chart. Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey.	Participants Observation (Grade - Lower): witnessed change in the morale of the participants	Document analysis (Grade - High): The issuance of a monthly MBR for management & CSIS change witnessed due to having proper variance analysis Questionnaire (Grade - Low): Results Change witnessed in the anonymous Change witnessed in the anonymous survey. Focus Group (Grade - Moderate): The discussion and reaction of participants on having more comprehensive, timely, and higher quality output	Evaluation method(s)	10 31/10/2019
Positive change in net loss by 12%. Net loss for the cycle -27% vs39%	Document analysis: 1. CSIS - The spike in growth versus the budget in both top line (by 29%) and bottom line (by 32%) may also be attributed to clearly identifying the roles and responsibilities of each employee and to holding them accountable at the end of the period. This could also be as a result of filling key vacant positions in the organizational structure.	Document analysis: 1. CSIS witnessed a hit in the G&A of -7% versus the previous cycle due to the new hiring. This hit is only temporary and due to investment in human capital. On the other hand, the overall overachievement for the cycle versus the budget in both top and bottom line is partially due to the filling of key vacant positions. Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey. Questionnaire response rate 67%: Change in the mean score; from 5.6 to 6.5. This could be due to fear on the part of the old employees on their jobs from the newcomers. On the other hand, this might be related to departments, such as sales, still feel that they are understaffed.	Participant Observation: 1. This initiative was welcomed by all participants. The meetings were used by the staff as a podium in which they could voice their ideas, suggestions, and complaints to top management. This can be seen by the manufacturing division electing to have such meetings weekly.	Document analysis: 2. CSIS: Target setting led to an increase of 12% in in bottom line versus the previous cycle. Questionnaire response rate 67%: 1. The mean score for the question related to the MBR increased by 64% versus the initial diagnosis; from 4.7 to 7.7. Here, the questions ask whether the company produces and MBR. The participants can now see that the company does have an MBR whereas it did not in the initial diagnosis. Hence, the increase in mean score. Focus Group: 1. The participants learning to analyze more the internal and external factors to select the appropriate approach. As a result of having an official MBR, especially the 'Bright Spot/Hot Spot' section, the participants can easily focus/target the real business needs for the company. 2. Next Approach successfully selected: Design Planner.	Performance outcome(s)	
	31/10/2019	31/10/2019	On-going Bi- Monthly Meeting	6/8/2019 As of this date, a monthly Report to be issued	End Date	

Document Analysis

As indicated in table 38, the budget exercise, break-even analysis, the MBR, revisiting the organization chart, and the PDR forms were all initiatives undertaken in cycle 2 which had results recorded under document analysis. In terms of the budget, target setting led to an increase of 29% in sales versus the budget. The break-even analysis exercise visually illustrated to the participants different outcomes through several scenarios. Hence, the most desired one was sought leading to a 12% enhancement in bottom line versus the previous cycle. This achievement was also made possible by having an MBR to track the company's performance. The organization chart was also revised specially to fill key vacant positions. Over the short run, this had a hit in the G&A of -7% versus the previous cycle. Finally, setting PDRs for all participants saw the bottom-line overachieving by 32% versus the budget. My hypothesis stipulates that in order for the optimum performance of a company to be met, all seven approaches must be implemented fully and correctly. Hence, as the company implements one approach after the other, it is expected that the overall performance of the company indicated by its net profit to be improved. The implementation of CA in cycle 2 resulted in a positive change in net loss by 12%. The document analysis indicates a net loss of -27% versus -39% for the previous cycle. Consequently, document analysis for cycle 2 further supports the research hypothesis.

Questionnaire

The response rate for the questionnaire was 67%. The first question inquired about the company's reporting deck. The mean score increased from 4.7 to 7.7. Similarly, the second question dealing with the budget exercise for the company. The mean score also increased from 4.8 to 6.7. Finally, the last question asked about the participants' view of the organization structure. Despite the filling of key vacant positions, which was a long standing demanded by the participants, the mean score did not significantly increase; 5.6 to 6.5. However, on the whole, the positive feedback by the participants point to their acknowledgment of the enhancement in the performance of the company; supporting the hypothesis.

Participant Observation

It has been discussed several times how that research has shown that a positive emotional culture leads to having unified employees (Swanson & Kent, 2017). In turn, this contributes to the

overall company success. The tools available under CA embodies this notion. An example of this could be seen in the budget exercise. Under participant observation, the budget exercise revealed how the participants, unlike prior to CA, coming together irrespective of their departments and beliefs and successfully producing the first ever budget for the company. This perhaps is the first true step for unifying the participants, allowing them to positively collaborate for the overall benefit of the company.

Focus Group

The focus group for cycle 2 witnessed a debate over which approach is most appropriate for implementation next. The company now having an MBR, with clear 'bright' spots and 'hot' spots for the company, allows the participants to better focus on the most pressing business need required. Design Planner (DP) (Ansoff, 1965) was successfully voted by the participants for implementation next with a close 54% vote. Reflecting on the process and the debate which took place intrigued me. As a strategist, I was aware that having a deficiency in several approaches within a company might lead to such circumstances. Moreover, I am also very aware that a mismatch between a current business need and the implementation of an approach may negatively impact a company rather than benefit it. On the other hand, this exercise revealed to me, along with the participants, that it is of utmost importance to consider all available options, all seven approaches, in the selection process.

The CA approach views management as a function that plans, organize, command, coordinate, and control. The literature covering the approach mainly focuses on the disciplined arrangement and integration of production and manufacturing, commercial, financial, security, accounting, and managerial functions within a company (Wren, 2001). It is in this integration that the company achieves success. The implementation of CA in cycle 2, along with the successful integration of its tools (the initiatives of the cycle implemented) allowed for more enhancement and advancement for the company, therefore, supporting previous research and is in-line with my hypothesis.

Cycle 3 Results:

Next cycle was the implementation of the design planner (DP) (Ansoff, 1965). Table 39 below is the summary of the performance outcome/s of the initiatives undertaken for the cycle.

ω	N	ь	Initiative	Approach
Ansoff's Matrix – Ending Diversification (Sister Co.)	SWOT	Strategic Issue Management (SIM)	Description	Approach #3: Design Planner (DP): 1/11/2019 to 31/3/2020
5/11/2019	7/11/2019	4/11/2019	Start Date	/2019 to 31/3
Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey.	Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey. Participant Observation (Grade - Lower): Observed change in the collaboration of the departments to achieve the SWOT.	Document analysis: In-Direct impact on the CSIS.	Evaluation method(s)	1/2020
Questionnaire response rate (54%): 1. The question related to diversification scored a change in the mean score from 5.1 to 9.0. The participants' involvement in the decision to end the diversification of the blanket company led to the higher mean score. Their involvement in such decisions were unheard of in the past. For instance, during the discussions of divesting, a couple of employees mentioned that they had thought that the original idea to invest in a completely new industry is not advisable; that they do not have enough experience to do so. However, their input was not given much weight in the past.	Questionnaire response rate (54%): 1. The question related to SWOT analysis mean score increased from 3.9 to 9. The question here inquires about whether the participants ever saw/conducted a SWOT analysis for the company. Prior to this initiative, this was not the case. Hence, the increase in the mean score. Participant Observation: 1. SWOT exercise utilized expertise of all departments ensuring that not only everyone was aware of it, but everyone contributed to the final outcome; encouraging an open communication culture. Open communication in the workplace is the ability for all employees to express their ideas and opinions and for these to be considered by top management. This leads to a positive emotional culture. Research has shown that positive emotional culture unifies employees and enhances team success. Collectively, this contributes to the overall company success. This is considered an important indirect factor impacting the company's profitability.		Performance outcome(s)	
31/12/2019	Dynamic Template to be updated as required	7/11/2019	End Date	

Table 39: Cycle 3 – Performance Outcome(s) Summary Table Cont'd

Total Imp	σ	σ	Initiative	Approach #
Total Impact on the CSIS for the cycle	Ansoff's Matrix – Product Development (New Premium SKU)	Ansoff's Matrix – Market Development (New Line)	Description	Approach #3: Design Planner (DP): 1/11/2019 to 31/3/2020
	4/11/2019	4/11/2019	Start Date	/2019 to 31/3
	Document analysis (Grade - High): CSIS impact. Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey.	Document analysis (Grade - High): CSIS impact. Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey.	Evaluation method(s)	3/2020
Positive change in net loss by 34%. Net income for the cycle 7% vs27% for the previous cycle	3. To deal with this, a virtual meeting was set by the committee and the SIM and it was agreed that the only option available would be to put these last two initiatives on hold for the time being. Questionnaire response rate (54%): 1. Unexpectedly, and despite not being able to commission the new line due to the pandemic, the question related to market and product development scored a change in the mean score from 5.1 to 9.0. Reflecting on this, this may be due to a couple of reasons. First, all the required work, approvals, as well as physically receiving the new line at the premise may have impacted the mean score. That is, the mindset of the participants are hopeful that this situation will be short lived and the commissioning will take place; as it is the only step remaining. Another explanation is that the participants did not want to acknowledge that all their hard work in this task should be ignored. The task was completed successfully, and the premium SKU did exist, and that extraneous circumstances is delaying the launch. The participants even held a prototype of the new SKU. Perhaps the result reflects their desire for this whole situation to be outlived soon. Finally, it is in this cycle where the participants see a positive net income for the company for the first time.	Document analysis: 1. Despite all the work related to initiatives 5 & 6 completed, including the new bottle design and branding, the pandemic delayed the arrival of the new line to KSA by approximately a month. 2. Although possessing the line at the plant, we were still faced with the issue of halting all travelling and visas to KSA. This meant that the Chinese	Performance outcome(s)	
	31/03/2020	31/03/2020	End Date	

Halfway through the implementation, cycle 3 witnessed an unprecedented event, not only for the company and KSA, but for the world as a whole. Covid-19 hit the world and impacted the research project, just as it did with almost all aspect of normality worldwide. In fact, on 11 March 2020, WHO declared Covid-19 a pandemic.

Document Analysis

The document analysis results were truly unanticipated. Despite the uncommissioning of the new line and the decision to postpone the launching of the new SKU, the results of the CSIS were positive for the cycle. The actual results for top line, gross profit, and net profit all exceeded the budget. Top line recorded a positive variance of 27% versus the budget, 3% in terms of the gross profit, and finally 4% for net profit. The company recorded a positive net profit of 7% for the first time in its history. The positive net income was partially due to the implementation of the DP approach, initiative 4, and also due to the inflation of prices which led to the increase in the company's products prices by an average of 26% due to the pandemic.

Reflecting on the document analysis results for the cycle, the notion of good fortune in business success comes to mind. As Frank (2016) argued, in his book Success and Luck: Good Fortune and the Myth of Meritocracy, that albeit hard work, dedication, and strong motivation is essential for business success, but so is good luck. He continues by debating that a company's dominance in a given market is not solely centred on its 'skills', good fortune plays a role as well. When it comes to cycle 3 results, it is true that the uplift in the CSIS was due to the hard work of all the participants. However, due to the pandemic, not all initiatives were fully implemented. All financial scenarios indicated that the company would be profitable with the commission of the new line. However, this was not tested. On the other hand, the increase in prices, also as a result of the pandemic, had a partial role in recording positive results (net profit) for the cycle. That is, 'luck' also contributed to the outcome. One can only conclude that uncontrollable context, including good fortune, adds to the business success factors (Liu, 2021). Linking this back to my seven-approach strategic management model and the hypothesis, it would be unfeasible to add 'luck' into my equation. In fact, 'good fortune' or 'luck' would be impossible to factor in any other model.

Questionnaire

The questionnaire response rate was 54%. The first question inquired about the company possessing a clear long-term plan. Here, the mean score recorded an increase from 4.6 to 8.4. The second question was related to the SWOT analysis exercise. Once more, the mean score increased from 3.9 to 9. Finally, and despite not completing all the initiatives related to Ansoff's Matrix, the mean score also increased from 5.1 to 9. The increase in the first two results were understandable. However, the last question was unexpected as the initiatives were partly postponed due to the pandemic. Upon considering this result, and since all related work to the initiatives were completed successfully, the participants, including myself, never expected the impact of the pandemic to last as long as it did.

Participant Observation

The SWOT exercise was selected for the participant observation for the cycle. The SWOT utilized the expertise of all departments ensuring that not only everyone was aware of it, but everyone contributed to the outcome. This, in turn, encourages an open communication culture. As stated throughout my theses, open communication in the workplace is the ability for all employees to freely express their ideas and opinions and for these to be considered by top management. This leads to a positive emotional culture. Research has shown that positive emotional culture unifies employees and enhances team success. Collectively, this contributes to the overall company success. This is considered an important indirect factor impacting the company's profitability.

Focus Group

As stated, one of the main purposes of the focus group is the appropriate selection of the next approach to be implemented. The context, internal and external, must be carefully reviewed, and all seven approaches need to be considered. A key prerequisite for the success of my model is to match the appropriate approach with the most pressing business need for the company. This time around, the voting process was more problematic; especially due to the pandemic. However, finally, the competitive positioner (CP) (Porter, 2008) was voted for implementation next with a narrow win; 51%.

To sum the literature concerning DP, the approach is intended to allow and equip companies to create and take control of their own future (Martinet, 2010). My seven-approach strategic management model was really tested in an unprecedented circumstances; a pandemic. Although the implementation of DP fell short, the company still managed to witness further enhancement in its net profit by 34%; from -27% to 7%. That is, the model, and the implementation of DP in cycle 3 aided the company to live through a pandemic and somehow to 'take control of its future'.

Cycle 4 Results:

The competitive positioner (CP) (Porter, 2008) was implemented for Cycle 4. Table 40 below is the summary of the performance outcome/s of the initiatives undertaken for the cycle.

2	4	Initiative	Approach
Rivalry among existing competition – Shadow analysis	Strategically position the company – variety-based positioning	Description	Approach #4: Competitive Positioner (CP): 1/4/2020 to 30/6/2020
5/4/2020	8/4/2020	Start Date	CP): 1/4/2020
Document analysis (Grade - High): Shado analysis report Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey. Participant Observation (Grade - Lower): Observed change in the mindset of the participants towards our products	Document analysis (Grade - High): Initiative impact on the CSIS Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey.	Evaluation method(s)	to 30/6/2020
Document analysis: 1. The participants, with concrete evidence from the market research conducted in the shadow analysis exercise, are now fully aware of our products standings compared to our competition. That is, our water is ranked in the top 3 companed to our competition. That is, our water is ranked in the top 3 companed to our competition. That is, our water is ranked in the top 3 companed to our competition. That is, our water is ranked in the top 3 companies in terms of quality, yet our products are lower by 20%. Sales is to use this to their advantage, whenever possible, in closing deals. This has an indirect impact on the number of sales for the company. Questionnaire response rate 51%: 1. Mean score increased from 4.6 to 6.1. 2. The increase is not a significant one perhaps as the participants are now follow aware of the quality of our products and our prices versus the market. However, we are still not taking full advantage of that. Another plausible explanation is that the ripple effect of the pandemic is still impacting all aspects of the business. Hence, the participants feeling overwhelmed with the events that are being witnessed. Participant Observation: 1. The pandemic is impaction to the death incident whereby a majority of them voiced their desire to quit and travel back to their families in their respective countries. Some even stating that they would rather die with their family than here alone.	Document analysis: 1. CSIS - Sales dropped by -7% and the net income declined from 7% to 3% versus the previous cycle. However, and despite the decline, net income remains positive for the cycle. Along with the price increase for our products, this cycle witnessed the biggest slump in other major expenses for our company due to the pandemic, such as oil prices. This was favorable to our company and contributed to the positive net income. Questionnaire response rate 51%: 1. Mean score increased to 6.1 versus 4.6 in the initial diagnosis. 2. The increase is not as significant as seen with previous approaches. Perhaps this is due to the fact that, as with other businesses, our company and the morale of the participants have also been impacted by the pandemic. Another main reason could be that, again due to the pandemic, the approach witnessed the lowest response rate.	Performance outcome(s)	
30/4/2020 - Dynamic Report to be updated quarterly	9/4/2020	End Date	

The results of the implementation of the competitive positioner (CP) (Porter, 2008) were also impacted by the pandemic. By now, the participants, just as with the whole world, are starting to comprehend the magnitude of the pandemic and its effect.

Document Analysis

The results of the document analysis for the cycle paints a different picture since the start of my research project. That is, the CSIS recorded a top line decline of -7% versus the previous cycle. This result marks the first decline witnessed since the commencement of the implementation of my seven-approach strategic management model. Relating this to my hypothesis, this outcome raises several questions. Was this outcome a result of my model? Was it due to faulty implementation or implementing the wrong approach given the circumstances? Was it due to the pandemic? Or, finally, was it a combination of all three questions?

Perhaps an argument against the suitability of my model in all circumstances may be viable here. After all, the decline witnessed in the top line sales was not ideal. Furthermore, a more comprehensive analysis of the CSIS also reveals that the approach's implementation also failed to enhance the margin for the cycle; remaining at 78%. However, this outcome should not be investigated out of context. That is, both the top line sales and the margin outcome were impeded because of the pandemic. For instance, the top line was impacted by the shutting down of the company for the last two weeks of the cycle due to the death of one of the employees. When it comes to the margin, a supplier with better quality and prices was secured, but shipments were delayed because of the world-wide lockdown.

Further analysis of the outcome of the CSIS for the cycle reveals the robustness of the seven-approach strategic management model. The pandemic was an extremely challenging test for the model. Using the scenario analysis tool developed earlier, if the implementation of the CP approach had not been able to cement the price increase for our products, the top line decrease would have been -26% as opposed to the current -7%. Additionally, despite the top line results and despite the decrease in net income, net income still managed to remain positive at 3%. Running another scenario excluding the price increase, net income for the cycle would have been a net loss of -8%.

The final document analysis for the CP approach was the shadow analysis conducted for our products. The outcome for this was that our products were ranked in the top 3 companies in terms

of quality. However, our prices are still lower than competition by 20%. Going forward, now that all participants are aware of this outcome, especially sales, must use this information to our advantage, whenever possible, in closing deals.

Questionnaire

The questionnaire response rate for the cycle was 51%. Not only was the response rate the lowest since the start of the research project, but also there was almost no enhancement in the mean score for the questions. The CP questionnaire revolved around our company's leverage over the buyers, the suppliers, and competition. After implementation, the mean score result was 5.9, 5.3, and 6.1 as opposed to 5.8, 4.8, and 4.6 respectively. The negative results of the CSIS for the cycle may have contributed to this outcome. The participants were also overwhelmed with the pandemic related events that are being witnessed everywhere. It is also worth restating the questionnaire outcome of cycle 4 did not see the same enthusiasm as the previous cycle (commissioning of the new line). This may be taken as the participants now realize that the pandemic's effect will be felt indefinitely. Also, the death incident at the end of the cycle demoralized the participants as was evident from their reactions and desire to quit work.

At first glance, reflecting on the questionnaire results and compared to the noticeable increase in mean scores of previous cycles, it might be seen that the implementation of CP did not improve the views of the participants. Though, in reality, the mean score for the cycle still recorded a positive increase; even though if it is not significant. Linking this to my model and the hypothesis, this may be seen as the participants, although disheartened, still regard the model and their achievements as a way to tackle the circumstances. In a sense, a pandemic, while rampant, is still yet another exogenous context that a company needs to handle.

Participant Observation

Next is participant observation. The participant observation for the cycle summed the pandemic's effect; especially on the morale of the participants. This was notably evident from the participants' reactions to the death incident whereby a majority of them voiced their wish to quit and travel back to their families in their respective countries. Some even stated that they would rather die with their family than here alone.

Focus Group

As a result of the participants observation and the incidents leading to the end of the cycle, I had to remind the owners, the participants and myself that the pandemic may be seen as hardship. Under law, the term 'hardship' may occur once the context causes difficulty or suffering in fulfilling obligations (Ismail, 2020). Contrary to force majeure, the concept of hardship acknowledges the adversity of continuing your work yet does not relief the parties from performance. Thus, as owners/participants we must support each other in any way, be it financially, emotionally, or physically, and continue with the project. The previous cycles' outcome, including this one, supports my hypothesis. My seven-approach strategic management model ensures both survival and advancement of the company. As a result of the above, the participants managed to conduct the focus group for the cycle, and the next approach to be implemented was successfully selected. The self-organizer (SO) (Senge, 1990) was voted for implementation next with a 78% of the votes.

The CP literature revolves around the notion of competitiveness (Adelakun, 2020). Similar to DP in cycle 3, CP's implementation was not fully materialized due to the pandemic. Nevertheless, the company still managed to take advantage of its competitive edge; price and quality. Overall outcome for the cycle recorded a drop in net income of -4%. The cycle's net income closed at 3% versus 7% for the previous one. However, the company still managed to stay afloat with a positive net income irrespective of the context; strengthening the support for my hypothesis.

Cycle 5 Results:

The self-organizer (SO) (Senge, 1990) was implemented for Cycle 5. Table 41 below is the summary of the performance outcome/s of the initiatives undertaken for the cycle.

Document analysis: 1. Having a final revised/approved manual of authority. Questionnaire response rate 69%: Annual of Authority Revision of the company's Manual of Authority: Participant Observation (Grade - Low): Manual of Authority: Participant Observation of the Manual of Authority: Participant Observation of the Manual of Authority: Participants due implementation of the initiative. Document analysis: Questionnaire response rate 69%: 1. The mean score increased from 4.9 to 7.4. Questionnaire response rate 69%: 1. The mean score increased from 4.9 to 7.4. Questionnaire response rate 69%: 1. The mean score increased from 4.9 to 7.4. Changing the company's processes and procedures through the new MOA. And experiencing first-hand their role in changing the company's processes and procedures through the new MOA. And experiencing first-hand their role in changing the company's processes and procedures through the new MOA. And experiencing the MOA meetings. They feel experience with regard to the clauses; as opposed to previously. Participant Observation: An understanding the company's processes and procedures through the new MOA. And experience in changing the MOA meetings. They feel experience with regards to the clauses; as opposed to previously. Participant Observation: Participant Observation: An understanding the object the focus group discussing the participants dosentation of the participants observation is the MOA revision meetings. The MOA revision was enhanced by discussing the participants observation is the MOA revision meetings. The MOA revision was enhanced by discussing the participants observation is the MOA revision meetings. The MOA revision was enhanced by discussing the participants dosentation of the participants of the participants of the participants of the participants of the par	Document analysis: 1. The whole company is aligned on one main concept; to maximize the profitability of the company. Given the circumstances and the pandemic's impact on all, whether personally or the business, it is important to have/remind all of a clear set goal. As a result, all participants worked hard, each in their respective departments. For instance, Sales managed to secure savings under the selling and destruction expense. This contributed to a net income increased by 3% versus the previous cycle.	Initiative Description Start Date Evaluation method(s) Performance outcome(s)	Approach #5: Self-Organizer (SO): 1/7/2020 to 30/9/2020
ate 69%: ad from 4.9 to 7.4. o having the participants actively involved in OA, and experiencing first-hand their role in ocesses and procedures through the new MOA. It the participants were given absolute liberty in ughout the MOA meetings. They feel nanagement truly considers their views; as nanagement truly considers their views; as not participants observation is the MOA revision was enhanced by discussing the rience with regards to the clauses; each in their n, the participants acknowledged that as a result ne MOA will be simpler as they willingly ially after understanding the logic behind it. h selection process document, the focus group structured, factual, and productive. Next fully: Visionary Transformer.	one main concept; to maximize the the circumstances and the pandemic's r the business, it is important to As a result, all participants worked tments. For instance, Sales managed to destruction expense. This contributed rsus the previous cycle.	ice outcome(s)	
24/9/2020	16/7/2020	End Date	

Table 41: Cycle 5 – Performance Outcome(s) Summary Table Cont'd

	Change in net income by 3%. Net income for the cycle 6% vs. 3% for the previous cycle. Net income remains positive.			Total Impact on the CSIS for the cycle	Total Imp
30/9/2020	Questionnaire response rate 69%: The mean score increased from 5.0 to 7.0. This increase reflects the participants starting to see their company evolving in terms of digital adoption as other companies in the market. Competitors are more advanced and well equipped to compete in an ebusiness context.	Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey.	2/7/2020	Digital adoption	σ
30/9/2020	Participant Observation: 1. Employees from different departments appreciate the different roles of each department.	Participant Observation (Grade - Lower): Observed changed in the mindset of the participants towards each other and their respective jobs	2/7/2020	Job-rotation & cross training	4
19/7/2020	Document analysis: 1. CSIS: Top line sales increase by 3% versus the previous cycle. The secured wholesale deal and the customized labelling ones added 2% and 1% respectively.	Document analysis (Grade - High): Direct impact on the CSIS.	19/7/2020	Innovative 'ideas' to immediately boost top line sales	ω
End Date	Performance outcome(s)	Evaluation method(s)	Start Date	Description	Initiative
		2020	020 to 30/9/	Approach #5: Self-Organizer (SO): 1/7/2020 to 30/9/2020	Approach

Document Analysis

Document analysis results for this cycle reveals a recovery in the CSIS once more after the slight decrease in the previous one. Mainly, the brainstorming session to come up with innovative 'ideas' to boost sales (initiative 3) contributed to said recovery. Hence, the CSIS results for the cycle show that top line sales improved by 3%, gross profit by 1%, and finally net income by 3%. This is also partly attributed to aligning the whole company on a single main goal; maximizing the company's profitability.

Reflecting on the CSIS cycle's result and my seven-approach strategic management model, it demonstrates the criticalness of the appropriate selection of an approach to the success of the model, hence, the hypothesis. Referring to the 'hardship' concept again (Ismail, 2020), in times of hardship the stakeholders are to continue performing their duties yet must be flexible enough to renegotiate their obligations and expected outcome. For the model to be a success, when selecting the appropriate approach, the context whether external or internal must be thoroughly studied. Once all factors are considered, especially in uncertain circumstances, the participants must be open to considering all available options (approaches). The decline in the CSIS for the previous cycle may be attributed to not selecting the most appropriate approach available.

Questionnaire

The questionnaire response rate for cycle 5 was 69%. The SO approach questionnaire revolves around the notion of learning. The first question asks whether the company foster learning. The mean score increased from 5 to 7. The second question was about employee empowerment. Here, the mean score also increased from 4.9 to 7.4. Finally, the last question was inquiring about the participants' individual initiatives to develop and improve themselves. Here, the mean remained around 8; from 8.1 to 8. The increase in the mean score for the cycle implies a change in the mindset of the participants to a more inquisitive one. This is essential for the success of the implementation of the SO approach; for the company to be become a true learning company.

Participant Observation

For the cycle, the main activity chosen for participants observation is the MOA revision meetings. The MOA revision was enhanced by discussing the participants personal experience with regards to the clauses; each in their respective roles. In addition, the participants acknowledged that because of this exercise following the MOA will be simpler as they willingly accepted the clauses especially after understanding the logic behind it. Furthermore, the job-rotation undertaken for the cycle furthered the participants appreciation to the roles of each other irrespective of their departments.

Focus Group

At the end of the cycle, reflecting on the results, my model, the hypothesis, and the unforeseen ripple effect of the pandemic one cannot but realize the importance of proper implementation for the model. According to Alor-Hernandez et al. (2016), the proper adoption of a model/methodology is attained when its implementation increases the probability of success for the company. As a strategist, I am aware of the required steps to ensure the proper selection, implementation, and evaluation of an approach. However, due to the unusual events that the world is experiencing, I thought it would be advisable to have a selection process document. Consequently, an approach selection process document was introduced. This enhanced the focus group discussions for the cycle and made them more structured, factual, and productive. At the end of the focus group for the cycle, the next approach selection was completed successfully; the visionary transformer (Peters and Waterman, 2004) was selected by a vote of 51%.

The SO approach embodies true learning for a given company. To succeed, a company continually questions the norms, challenges them, and welcome change. Implementing the SO in cycle 5 further enhanced the profitability of the company. Net income for the cycle was 6% as opposed to 3% for the previous one. Most importantly, the company's net income continued to report positive results despite living through the pandemic. Thus, the implementation of cycle 5 supports the hypothesis for the research project.

Cycle 6 Results:

Cycle 6 implementation was for the visionary transformer (VT) (Peters and Waterman, 2004) approach. Table 42 below is the summary of the performance outcome/s of the initiatives undertaken for the cycle.

Total In	v	4	ω		2	L	Initiative	Approach
Total Impact on the CSIS for the cycle	Corporate Social Responsibility	Mission Statement, Vision Statement, & Corporate Values Transformation Program	Corporate Values		Vision Statement	Mission Statement	Description	Approach #6: Visionary Transformer (VT): 1/10/2020 to 31/12/2020
	1/11/2020	11/10/2020	7/10/2020		6/10/2020	5/10/2020	Start Date	: 1/10/2020 to
	Document analysis (Grade - High)	than previously.	Participant Observation (Grade - Lower): Observed changes in the mindset of the participants and on having a unified goal for the company; rather than individualistic ones. Focus Group (Grade - Moderate): More	witnessed in the anonymous survey.	Document analysis (Grade - High): Approved Mission, Vision, & Values Statement. In-direct impact on the CSIS.		Evaluation method(s)	31/12/2020
Change in net income by -2%. Net income for the cycle 4% vs. 6% for the previous cycle. Net income remains positive.	Document analysis: 1. Obtained the certificate and communicated with the external parties,	be further inclusive off all employees, the phrases should also be translated to languages used by the laborer's; such as Urdu and Bengali. In turn, these statements will be well-rooted in the company's culture. Focus Group: 1. The discussions carried indicate that most participants do sense the change in the culture of the company to one with a more open communication mindset. This is experienced by opposing views being discussed unbiasedly; with the aim of benefitting the company. The epitome of open communication produces what is known as organizational citizenship behavior and employee advocacy. The first refers to employees exerting extra efforts beyond their roles and responsibilities to ensure the company's success. Once more, at this unchartered times, all the participants are present with the aim of continuing the transformation journey for the company. This is another example of an indirect variable impacting the performance of the company. 2. The successful selection of the implementation of next approach: Role Player.	Participant Observation: 1. The main activity chosen for the cycle's participants observation is the meeting conducted with the owner for the approval of the mission, vision, and values statements. The statements were a result of the collaboration of the participants; irrespective of the different departments they belong to. In the initial diagnosis, I had explained how separate departments acted in silos. In the meeting referred to, the owner approved the statements by explicitly stating that he could not think of other wording to alter the suggested statements. The VT approach had an impact on eliminating these silos and allowed for better alienment of priorities and enhanced supergies between departments resulting in these statements. In addition, the owner added for the implementation to		Questionnaire response rate 74%: 1. The mean score increased by almost 90% from 4.7 to 8.9. 2. The mean score increase may simply be attributed to the participants now being aware of and can even see the mission, vision, and values statements visibly displayed across the company. In addition, perhaps, this may be also related to having the participants involved in the creation of these statements. Finally, this may be a result of the transformation program. The transformation program aims at transforming the words embodied in the mission, vision, and values statements into actions. Here, the role of SIM members is critical in translating these words into doable actions. Their roles lead to changing the	Document analysis: 1. CSIS: Despite the decline in the top line due to the ripple effect of the pandemic, the CM remains unchanged at 79% and the net income remains positive at 4%. Once more, the initiatives here falls under the indirect variables impact the company's performance; in turn, the CSIS. One of the main purpose of having a well communicated mission, vision, and values statements is to continuously remind all of the true purpose of the existence of the company. Moreover, it should also provide employees the required inspiration to remain loyal, committed, effective, and to drive the company's innovation. Under such unprecedented times, the loyalty and commitment of participants are critical to the sustainability of the performance of the company.	Performance outcome(s)	
	31/12/2020	The statements should be instilled in the company's culture	7/10/2020		6/10/2020	5/10/2020	End Date	

The VT is mainly concerned with having a clear and well communicated vision for a company. Scholars place great emphasis on embedding said vision within the company's culture leading to its success. Hence, they are proponents of the involvement of all stakeholders (participants) in the creation of the vision. This was the chosen route for cycle 6 of which the following results are based on its implementation.

Document Analysis

For document analysis, the CSIS recorded a drop in top line sales of -34% versus the previous cycle, leading to a drop in the gross profit of -6%. Partly, this decline in the CSIS results were also caused by the pandemic. On the other hand, and despite this drop, the CM remains unchanged at 79%. More importantly, net income decreased by -2% versus the previous cycle, yet remains positive at 4%.

The VT initiatives falls under indirect variables which impact the company's performance; in turn, the CSIS. One of the main purposes of having a well communicated mission, vision, and values statements is to continuously remind all of the true purpose of the existence of the company. Moreover, it should also provide employees the required inspiration to remain loyal, committed, effective, and to drive the company's innovation. Given such unprecedented times, the loyalty and commitment of participants are critical to the sustainability of the performance of the company. This was a key factor in maintaining the net income positive.

Questionnaire

The VT questionnaire had a response rate of 74%. The questions inquired about whether the company possesses a vision, mission, and values statement. The last question asks about the effectiveness of the open communication within the company. The mean score more than doubled for the three questions; recording an increase from 4.7, 4, and 3.4 to 8.9, 8.2, and 8 respectively. The questions for the VT were straight forward. That is, the company previously did not have any vision, mission, and value statements. As previously iterated, this increase may simply be attributed to the fact that the mission, vision, and values statements are approved and now were visibly displayed across the company. More significantly, as the approach strongly recommends, perhaps this may be also related to having the participants involved in the creation of these statements. Finally, this may

be a result of the transformation program which aims at transforming the mission, vision, and values statements into actions.

Participant Observation

The activity chosen for participants observation is the meeting conducted with the owner for the approval of the mission, vision, and values statements. At the end of the meeting, the owner approved the statements by explicitly stating that he could not think of other wording to alter the suggested statements. Reflecting on the meeting's result, I realized that one of the main outcomes for the cycle was to shift the main focus of the project to the culture within the company. This insight was a result of seeing how the statements were developed through the collaboration of the participants; irrespective of the different departments. Prior to the implementation of my model, the initial diagnosis highlighted how different departments acted in separate silos. The implementation of the VT approach had a role in eliminating said silos. This in turn, allows for better alignment of priorities and the enhancement of synergies between departments. As these statements become more well-rooted in the company's culture, this will have an indirect effect on the company's performance.

Focus Group

Since the previous cycle, the focus group is now facilitated by the approach selection process. The main theme arising from this focus group is open communication; which was absent in the initial diagnosis. Now, the participants voiced that they sense a positive change to having a more open communication environment. As expressed earlier, research has shown that such open communication produces what is known as organizational citizenship behavior and employee advocacy. The first refers to employees exerting extra efforts beyond their roles and responsibilities to ensure the company's success. Once more, at these unchartered times, all the participants are present with the aim of continuing the transformation journey for the company. This is another example of an indirect variable impacting the performance of the company. Finally, towards the end of the focus group, the next approach for implementation was selected successfully with a vote of 53%; Role Player (RP) (Mintzberg, 1987).

A closer look on the change in the percentage of voting for the selection process warrants further inspection. For instance, at the beginning of the research project, the winning approach

recorded a much higher voting percentage than this latest one. This may be due to several factors. First, a lack of approach would be easier to identify and select for implementation; as was the case for our company at the start of the research. Another explanation could be that in more turbulent times, more is at stake for the company which makes the process more difficult. Finally, it might be related to the complexity of the markets and industry. The key in the selection process is to ensure the most pressing business need is being met. It would be beneficial for future research to examine the effect of the model, first, in testing the implementation of two sperate approaches simultaneously, second, outside of a pandemic.

The VT literature places the same emphasis on the 'soft' skills just as the 'hard' ones. The soft skills are the values of a company, its skills, and employees (Dahlgaard & Dahlgaard-Park, 1999). The implementation of VT allowed the participants to grow closer to each other overcoming harsh restrictions. Worldwide, large multinationals such as Hertz fell victims to the pandemic. Although the overall performance for the cycle recorded a change in net income versus the previous cycle by -2%, the implementation of VT still managed to keep the net income positive at 4%. Thus, as it was hypothesized, the application of my model will first ensure the survival of the company and then allows for its continuous advancement.

Cycle 7 Results:

Cycle 7 is the concluding one for the research project and it covered the implementation of the role player (RP) (Mintzberg, 1987) approach. Table 43 below is the summary of the performance outcome/s of the initiatives undertaken for the cycle.

	Change in net income by 3%. Net income for the cycle 7% vs. 4% for the previous cycle. Net income remains positive.			Total Impact on the CSIS for the cycle	Total Imp
On-going whenever required	as much as possible given the circumstances. This is evident in the fact that the company is still reporting positive net income. Focus Group: 1. The owner of the company attended the focus group and informed all that based on the outcome of my research project, he created a steering committee at the group level to convene weekly and replicate the same project and its processes at the group level. The main purpose if this steering committee is to oversee all the projects under the group; including the water-bottling company. Hence, this will further the support that the company is receiving from the mother company, either in terms of operation or direct communication with the participants, and in turn will better the performance.	roles. Focus Group (Grade - Moderate): Focus group discussions becoming more productive, efficient, and orderly.	4/1/2021	External Training - open to all departments	4
On-going whenever required	the task. However, the sharing of knowledge helps in shedding light on reasons behind specific tasks. Participant Observation: 1. As a result of the continued restrictions due to the pandemic, business aspects still suffers the consequences; including some of the initiatives such as external training. This is clearly seen as explicitly stated by the participants. On the other hand, the participants' persevere in their tasks.	Questionnaire (Grade - Low): Results Change witnessed in the anonymous survey. Participant Observation (Grade - Lower): Observed changes in the behavior of managers and staff and performing their	4/1/2021	Cross-departmental Knowledge exchange	ω
4/2/2021	from: 7.1 to 8.2, 5.7 to 8, and 5.3 to 8. 2. This is perhaps related to the fact that all the participants were involved collectively in designing, implementing, and assessing the project. It could be that the participants have now become accustomed to this collaboration. Another possibility may be directly related to the cross-departmental knowledge exchange. In the past, participants were given tasks to perform regardless of their understanding of the reasons behind	Document analysis (Grade - High): Presentations (management roles, design thinking, & departmental ones) In-direct impact on the CSIS.	4/2/2021	Future Leaders - Design Thinking Practice (In-house Training)	2
7/1/2021	Document analysis: 1. CSIS: As a result of the increase in top line sales versus previous cycle, while maintaining CM at 79%, net income increased from 4% to 7%. Questionnaire response rate 81%: 1. The mean score for the questions pertaining to this approach increased		7/1/2021	Management Roles - In- house Training	1
End Date	Performance outcome(s)	Evaluation method(s)	Start Date	Description	Initiative
		д	l to 31/3/202	Approach #7: Role Player (RP): 1/1/2021 to 31/3/2021	Approach :

Document Analysis

The results of the CSIS highlight the performance outcome for the cycle. Top line sales were back on track after the decline witnessed in the previous cycle. While maintaining the CM, this managed to increase net income for the company to 7%; the highest net income percentage the company had previously recorded. The documents analysis, mainly embodied in the CSIS for the cycle, further demonstrates that my model continues to aid in the enhancement and the advancement of the company's performance.

The RP was the last approach to be implemented for the research project. Further reflection on the CSIS throughout the project up to this cycle, it is noticeable that the common theme/pattern in the net income for the company is one of an upward trend. In other words, despite the occasional dip in net profits, over the covered period, the company managed to transform its losses to profit. Furthermore, once it recorded profits, the positive income was maintained till the end of the project. Certain approaches had a more significant impact on the CSIS for the company. However, this is mainly due to two main reasons. The first being that the company started from a very low point as illustrated in the initial context. More importantly, this is due to the direct and indirect factors affecting the company's profitability. That is, some approaches have a direct impact while others have a more indirect one.

Questionnaire

The questionnaire response rate for the cycle was 81%. As the implementation for the cycle was for the RP approach, the questions revolved around management and its style. The first question inquired about the manager being a role model. The mean score increased from 7.1 to 8.2. The second focused on the notion of open communication. Here, the mean score increased from 5.7 to 8. Finally, the last asked about the managers ability to take timely and effective work-related decisions. Once more, the mean score increased from 5.3 to 8. Aside from the various reasons discussed earlier (table 43 and cycle 7 evaluation), a main theme arising from the results is the concept of 'trust' in a company. Research shows that open communication is key in developing trust within an entity (Thomas et. al., 2009). This in turn, boosts the participants' self-rating of their own involvement within the company. This eventually impacts the overall performance of the company; yet another indirect factor which should not be overlooked.

Participant Observation

The participants observation for the cycle still shows the overwhelming impact of the pandemic. Specifically in this cycle, some of the initiatives such as external training were still not fully utilized due to the pandemic. The participants have voiced their frustration over this repeatedly. Conversely, the cycle still closing with positive results also illustrates their dedication towards the company. Comparing this with the initial diagnosis, the implementation of the seven-approach strategic management model managed to replace the lack of hubbub of work that was evident to one that had more enthusiasm and dedication, regardless of the circumstances.

Focus Group

The focus group for the cycle had a different characteristic to it. This time around, the owner of the company selected to attend the meeting. Mainly, he wanted to praise the participants for their hard work, and further motivate them in these challenging times. He also wanted to share with the participants that based on the outcome of their work, he created a steering committee at the group level to replicate the same model in other companies. Its main role will be to oversee the group's projects; including our company. This will further the support received and will improve the communication between the entities.

The RP approach deals with connecting all the apparent job parts of a manager. Unlike other scholars, Mintzberg and his RP approach argue that managing is not about a list of individual acts to be performed such as: controlling, doing, and thinking and analyzing. On the contrary, it is an amalgamation of all these parts together (Nguyen, 2011). The cycle's overall results indicate a positive increase in the net income of 3%. This means that the final net income for the cycle and the research project as a whole recorded was a positive 7%; supporting the hypothesis.

Discussion

My seven-approach strategic management model is meant to ensure the survival and continuous advancement of a company. The main aim is for all seven approaches to be utilized in a company. However, the only difference between my implemented research and the application of the approaches in another company is the choice of initiatives and possibly the sequence.

According to my model, to implement a selected approach various initiatives should be designed using the available tools that fulfil the aim of the approach. The literature on strategy covers two concepts: the 'what' and the 'how' (Bibeault, 1999; Hoffman, 1989). The 'what' refers to the 'strategies' and/or 'moves' required to achieve desired change. On the other hand, the 'how' is the set of 'tactics', or what I label in my research as 'initiatives', to be implemented to reach that desired state (Schoenberg, Collier, & Bowman, 2013; Bibeault, 1999). The focus on the 'what' aspect of strategy usually exceeds that of the 'how' (initiatives) (Gotteiner et. al., 2019).

Initiative Selection

Reflecting on the research, several key points arise. The first one deals with the initiatives selected for implementation; the 'how'. It is important to note that the initiatives selected for each approach in my research are company and context specific to our water-bottling company. This means that these initiatives are not the only available initiatives for a given approach. Below, I will give an example of some of the initiatives chosen and other alternative initiatives under the same approach pertaining to context.

The first example is in the implementation of TS. It was decided that one of the initiatives to be implemented under this approach would be 'cutback'. This was done by freezing all A&M spending and the temporary halting of all promotions/bonuses for the employees. Another available initiative under 'cutback' is to downsize the workforce or outsource processes. Although in line with the goals of the TS approach, these initiatives would not have been suitable for our company as one of the initial problems was insufficient workforce.

In addition, CA was implemented for cycle 2. At the time, the context of the company necessitated that the initiatives to be implemented should ensure the creation of Fayol's five basic management tools. One of the chosen initiatives to be implemented was the preparation of the first budget for the company. This was done due to the fact that the company had not had any formalized budgets in the past. On the other hand, when I worked with PepsiCo. International, which has a very advanced budgeting and planning system, they chose to implement a zero-based budget initiative. In both cases, the two companies addressed the need for more "control" by reviewing the CA approach, yet the initiatives were different based on their respective contexts.

According to this, a company's key role in enhancing its performance is to identify the business need in order to pick the most suitable approach. From there, the company has the flexibility to tailor initiatives specific to its context and needs to fulfil the aim of the selected approach.

Sequence of Introduction of Approaches

The second key point in my research is the notion of the sequence of introduction of each approach and the allocated timespan of implementation for each initiative. As indicated earlier in my research, the order of implementation of the approaches is not a fixed one. This mainly depends on the context of the company and the most pressing business need at the time. Previous research indicates that the sequence selection and timespan should be correlated to key questions which underly the company's current status; such as the time remaining for a company to become insolvent. Moreover, there is still lack of sufficient research undertaken as to the most appropriate sequence and time of introduction at the initiatives' level (Gotteiner et. al., 2019).

In our case, we started with TS. That was because the context at the time was that the company was going to become insolvent. Thus, TS ensured that the company would still exist in order to implement other approaches. On the other hand, an approach like RP mainly focuses on the human capital of a company who are responsible for implementation of the seven-approach strategic management model. However, despite the importance of this human capital, the context of our company at the time showed that insolvency was the most pressing need which gave TS precedent over other approaches.

Approach Timespan

With relation to the timespan of an approach, the conclusion of a cycle does not dictate the end of the impact of an initiative implemented. Explained earlier, initiatives either have a direct or an indirect impact on the profitability of the company. Typically, those with a direct impact tend to conclude with the closing of the cycle. For instance, under TS (cycle 1) eight initiatives were implemented. Initiatives 1-3 falls under change in management and will have a prolonged impact on the performance of the company. This is as, among other roles, new management acts as a facilitator in implementing all the approaches within a company and ultimately is responsible for the overall performance of it (Hugh, 1986). Initiatives 4-7 have a more direct impact on the income

statement of the company and deals with cutting the losses. Finally, the last initiative of securing cash for the company was materialized in the cycle. However, it was a major contributor in the continuation of the research project in addition to avoiding insolvency or filing for bankruptcy (Gilson, John, & Lang, 1990).

Another example of this is seen with the initiatives under CA. All the seven initiatives materialized in the allocated timespan for the cycle. However, all seven also have a long-lasting impact on the business. That is, the budget, break-even template/analysis, and MBR were completed and approved. Yet, they will be an integral part of running the day-to-day operation of the company long after the cycle is finished. Moreover, hiring key vacant positions and having PDRs for employees will continue to enhance the company's performance. Initiatives such as the ones implemented under CA in my research project are to be undertaken either monthly, quarterly, or annually. For instance, the budget exercise is to be completed annually. This illustrates that whether an initiative has an immediate or delayed impact on the business, once it is implemented the business will be altered either positively or negatively irrespective of its timespan. Thus, one must understand the main aim of implementing an initiative in order to correctly measure its outcome.

As a result of the pandemic, the CEO decided to run remaining cycles of my research project on a quarterly basis. At the end of my research, contemplating this, I reminded myself that this research project entails undertaking two projects in one. That is, the project overall aim is divided among the change-related project for the company and the academic one. Hence, shifting my focus to a more applied business practice, I refer once more to the PepsiCo. International example. During my stay at PepsiCo. I was required to present weekly updates on the impact of all implemented initiatives (whether financially or not). In addition, a monthly financial evaluation was submitted. Finally, all initiatives were reviewed/altered quarterly. This practice was necessitated as competition and business environment were very shrewd and required a fast-paced mentality. This practice was also done in my research.

The use of an approach/initiative is time-sensitive (Barbero et. al., 2017). Despite this, there is limited research covering this aspect (Tangpong et al., 2015). Several scholars support the sequential implementation of approaches (Bruton et al., 2003; Robbins & Pearce, 1992; Sheppard & Chowdhury, 2005), while others call for a more interdependent one (Schmitt & Raisch, 2013). For research purposes, my approaches were implemented separately. The appropriate approach to be implemented next was based on a selection process via voting. For the model to be a success, it is

essential for the selected approach to cover the most pressing business need at the time. On the other hand, from experience, it is customary for several approaches to be implemented simultaneously (more on this in the limitations and future research section).

Further examination of this reveals a couple of points for my research. The first has to do with the voting of an approach for implementation. For initial cycles, the voting was less problematic as indicated with the high percentages going to the winning approach. However, as the company advanced with the implementation of approaches, the selection process was more difficult; narrow voting victory. In very dynamic markets, it is difficult to identify which is the most pressing business need that should take precedence. This may also be attributed to different business philosophies held by senior managers of a company. Hence, this is one of the main reasons leading companies to elect to run several approaches simultaneously. In addition, as the company advances through the model, initiatives under an approach become more complex. This, however, is not to be mistaken with the learning curve which occurs in the implementation of the model. In relation to the concept of the duration allocated per initiative and ultimately for the implementation of an approach, it is worthy to note here that with time the explicit practice of strategic management (adopting my seven-approach strategic management model and embedding the selection process within the company) delivers higher consistency in terms of implementation and hoped for results. This is due to the participants becoming more accustomed to such practice (Mintzberg, 1994; D'Aveni, 1995; Love et al., 2002).

Overlapping of Approaches

The third key point is the concept of overlapping of approaches. From the outset, it may seem that there is an overlap between some initiatives under different approaches. However, it is important to remember that each approach presents a different ideology/angle on how to address a business need. An example of this is the preparation of the budget (initiative 2 of approach 2) and the immediate freeze of all A&M expenses (initiative 4 under TS). Both initiatives intend to manage the performance of the company and improve its bottom-line. Nevertheless, under TS, an immediate halt of all A&M expense is a 'cost reduction' initiative intended to quickly enhance both the bottom line and the cash flow of a company (Schoenberg et al., 2013). In addition, such cost reduction centers on expenses with no direct measurable output other than higher net income and availability of cash. On the other hand, the budget exercise under CA, the A&M expense is also revisited, but

this time around the focus is more refined, products/services oriented, and aims at future growth (Bibeault, 1999).

Another example is evident under SO in approach 5. Initiative 5 under SO was digital adoption. In literature, the concept of innovation and digitization is mainly discussed under CP. To cope with turbulent and changing markets that have become the normal characteristics of today's business, it was discussed how scholars (Karagiannopoulos et al., 2005; Wolpert, 2002, Chesbrough & Teece, 1996) recommend including forces such as innovation and digitization under CP. The biggest and most successful companies currently rely heavily on online presence; such as Amazon and AliExpress. On the other hand, initiative 5 under SO, represents a learning outcome for the participants and the company as whole that resulted from an experience lived; the pandemic. The company was already lagging behind competitors in terms of digital adoption. Here, digital adoption under SO for my research was necessitated by the given circumstances (lockdown) rather than becoming more competitive; as called for under CP.

Insider vs. Outsider Predicament

The fourth key point is the notion of being an insider versus an outsider researcher/employee. I personally viewed myself as an insider of the company. I had to be very conscious regarding my own loyalty, and whether it is to be to the company and ultimately the owner who employed me to enhance the performance of the company, or to an individual group within the participants. It is key to note that these two sides are not mutually exclusive. In reality, the successful outcome of the project can only be achieved where all our loyalty is shared. Additionally, I also had to tactfully manage the balance of power within the opposing groups in the company without appearing as an outsider. In terms of my loyalty, I had to take into consideration ensuring the success of my project, and not intentionally harming any of the participants in the process which would further fuel resistance and result in them categorising me as an outsider. Clear examples of this can be seen in cycle 1 in initiative 1, relieving the VP from his position, and in initiative 5, halting all promotions and bonuses. Both were very hard decisions to make because they affected the participants directly, but both were necessary for the survival of the company at that stage. Moreover, I felt that the implementation of my project led to the gradual weakening of the power struggle between various groups. This was done by empowering all the participants and making each one feel that they had an indispensable role. Finally, to maintain my insider stance throughout the research project, it was essential to practice and promote open communication with

the participants at all levels. This is one of the key ways to promote unity in the view of the participants. In order for all to feel as insider, I had to make sure all participants were aware of and constantly reminded them of the real purpose of all the initiatives, which is ultimately to ensure the survival and advancement of the company.

My Seven-approach Strategic Management Model

A final key point is the relationship of my strategic management model with its seven approaches with subsequent theories that have been developed. As indicated earlier in the literature review section, the strategic discipline is a dynamic one and is constantly evolving. Moreover, there is an abundance of theories, models, and approaches other than the selected seven under my model. Several examples have been discussed earlier and are a product of the evolving business environment, especially in recent years. These include the digital transformation, resilience, agile, and ambidextrous strategies. As explained earlier, there are a couple of key points regarding my selection of the seven approaches of my model. First, from experience, these are the seven approaches that I have utilized in transformation journeys of previous companies I have worked for. That is, regardless of the industry, sector, or company size, all the initiatives that have been implemented map under one of these seven approaches. This is the initial reason I selected these seven approaches for my model. The second key point, which has been also discussed in the literature review section, is that even when considering newer strategic theories, models, or approaches that have been introduced to strategic management, to date, I find that they may be mapped under one of the seven approaches. Hence, and from practice, I believe that my sevenapproaches strategic management model is still able to turnaround and enhance the performance of companies even in today's business environment.

Research Project Results and Discussion Conclusion:

Since its birth, the field of strategy has evolved greatly. This is seen in the abundance of strategic management literature. On the other hand, till now, the term strategy is still pegged with a lack of agreement over its definition (Nag, Hambrick, and Chen, 2007; Hambrick,1983).

Consequently, the strategic literature mainly falls under one of three models: linear, adaptive, and interpretive strategy (Chafee, 1985). Linear strategy embodies the systematic plans, actions, and decision-making process. Adaptive, as the term implies, is mainly concerned with continuously acclimating to any given context. Finally, interpretive strategy shifts the focus towards the

stakeholders and their actions. Each model represents its own ideology on strategy. Thus, and due to the continuing Volatile, Uncertain, Complex, and Ambiguous (VUCA) business contexts (Bennet & Lemoine, 2014; Kaivo-oja & Lauraeus, 2018), a multitude of strategic approaches have been designed and are available to choose from.

Some scholars (Chafee, 1985; Boulding,1956) called for the merging of all definitions/models of strategy into one model in a bid to maximize the value of strategic management. For instance, Gluck et al. (1982) recommends a phases-take on strategy. As the company develops and grows more sophisticated, it should also adopt more strategic models. That is, a company may begin with a straight-forward financial planning model (linear), then assumes more strategic analysis (adaptive), and then embraces full strategic management (interpretive). Despite this, there is little research and literature available on the benefits of the integration of strategic approaches within a company (Bhattacharyya & Malik, 2020; Chafee, 1985); especially in a country such as KSA.

My suggested seven-approach strategic management model brings together seven main strategic approaches covering all main spectrum of strategy into one model. That is, unlike individual approaches, my model stipulates that in order for a company to reach its optimum performance, it is vital that all seven approaches are present and implemented correctly. There is sufficient research supporting the importance of each separate approach on a company's performance. Some scholars even called for blending concepts into one model. However, and despite its importance, such models are mainly focused on one aspect of strategy. For example, under the RP approach, Mintzberg's model did not intend to list a new range of actions for managers, but instead creating a model from various different management components for managers to better understand their roles (Nguyen, 2011). On the contrary, my model attempts the same, yet it encompasses all seven main approaches of strategy.

The implementation of my model resulted in our company commencing its turnaround journey with a -59% net loss and concluding with a net income of positive 7%. To better visualize the overall performance of the project and this transformation, the result is presented below in a chart (figure 16).



Figure 16. Project's results

To explain figure 16 above, it will be likened to a stock chart. There are several key elements to look for to correctly interpret a financial/stock chart (Muller, 2022). In our case, there are two important concepts: the trend line and the lines of support and resistance. A trend line shows the direction of the results. This direction may be a positive or a negative one. Stock prices experience considerable plunges and hikes throughout a period. However, judging its performance should be based on the overall trend line. In my project, the overall trend line was positive despite some minor dips in a couple of approaches. It is also important to note here (as will be shown in the limitations section below) that the results were also impacted by the pandemic. The lines of support and resistance refer to the lowest and highest results of the performance. In my project, once the net loss turned into net profit, the minimum and maximum net income for the company stayed positive until the end of the project. Finally, to explain the full trend of the graph it is important to note that the project started with the company recording severe losses which explains the steep rise in the first three cycles. Shortly after that, the pandemic hit and although we managed to continue to record positive income, the range of improvement was impacted due to the inability to implement some initiatives.

Limitations and Future Research

There were five limitations to my research.

- 1. The first and most substantial one is Covid-19 which hit during the first quarter of 2020 in the implementation of the DP approach cycle 3. This had both a positive and negative impact on my research. Due to lockdown and halting international flights, we were unable to commission the new line and launch the premium SKU which was scheduled for March 2020. This impacted the growth of the top and bottom line (Approach 3). There was also a ripple-effect on the remaining cycles of my research due to the pandemic. These other pandemic-related factors were the temporary closing of the company for two weeks resulting in loss of potential sales (Approach 4), the lack of ability to further enhance the margin because of cross-country dealings restrictions (Approach 4), and being unable to conduct proper staff training (Approach 7). This can explain the inconsistency in the bottom-line growth recorded.
- 2. Also greatly attributed to the pandemic, is the duration of the cycles. As reflected-on at the beginning of approach 4 and in the discussion, Covid-19 had an influence on the duration of cycles as due to the instilled pandemic restrictions some initiatives were not fully implemented. However, the evidence in my research still demonstrates the model's usefulness.
- 3. For many entities, it is normal business practice to implement multiple approaches simultaneously and for said approaches to go under revision quarterly (Okumus, 2001). Moreover, from experience, the overall strategy of a company remains the same. However, multiple approaches are implemented and reviewed frequently depending on the current contexts. In addition, one must clearly understand the aim of an initiative to properly measure its impact. Finally, scholars point to the need for future research to evaluate the process of implementing multiple approaches simultaneously (Okumus, 2001; Patanakul & Milosevic, 2009).
- 4. My research project has been applied to an unprofitable company. Perhaps it would also be useful to test it on an already profitable one to see how/if the performance will improve. In addition, the model would benefit from being applied to different companies in different industries.
- The model was tested on a staple product (bottled water) which is highly demanded.
 Hence, future research can consider different products.

Despite the limitations, the results of the study show that my model is useful in boosting profitability and improving the ROI of a business; indicating that it plays a role in improving company performance. Another aim of my study was to provide knowledge to the field of strategy. There remains lack of sufficient published literature on strategic management in KSA. With this project, I provide a modest contribution. However, much more future research is pertinent to answer many more questions about strategy in KSA.

My research project lays the foundation for future research; especially in the Middle East and KSA region. During the research cycles, various concepts of emergent research were evident. First, the notion of performativity. This type of practice would be an interest focus for future research to consider as it is recently gaining popularity in management and organization sciences. Another key concept which is an integral part of the success of my project, as well as many others, is open communication in the workplace. An interesting question for future research may consider what defines open communication for companies in KSA and whether the country in which a business resides plays a role in aspects of its open communication. Finally, linked to an open-communication culture, is the involvement and collaboration of all stakeholders/participants in business decision-making. In the region, it is still customary to take a top-down approach of decision-making.

Finally, reflecting on the overall project outcome, some further topics presented themselves for future research. The first is that there is little research conducted at the level of the approaches' initiatives to be implemented. The focus of research is primarily done at the strategy/approach level. Thus, further research may consider the initiatives level of strategy. The second is to study the impact of implementing more than one approach simultaneously rather than consecutively. Future research could also look at what might the final ROI have been had only some of the approaches been implemented rather than all seven. It could also investigate the effect of a different sequence of implementation of the approaches. Finally, future research could extend the duration of implementation of approaches.

Conclusion

My research project has studied the impact of a seven-approach strategic management model on the performance of a business. The aim of the model is to enhance the profitability of a company and better its ROI. This should ensure its survival and advancement. The different

approaches in my model have driven the discipline of strategic management for many years. Each approach focuses on a main business need (Figure 3). Classical administrator (CA) is concerned with having more control over a company; especially financially (Yoo et al., 2006). Design planner (DP) deals with future forecasting and strategic foresight (Martinet, 2010). Role Player (RP) places emphasis on management and its roles (Nguyen, 2011). Competitive positioner (CP) concentrates on awareness of the company's competitive edge and utilizing it to its advantage (Brandenburger & Nalebuff, 1996). Visionary transformer (VT) calls for achieving business excellence through a unified vision (Capon et al., 1991). Self-Organizer (SO) advocates becoming a true learning company improving efficiency (Treiger, 2020). Finally, Turnaround Strategist (TS) focuses on the business need to provide quick and immediate gains in crisis (Bhattacharyya & Malik, 2020).

My model stipulates that under each individual approach, specific tools are available to fulfil that approach. CA's main tools are surveys to assess the context of the company, formulating budgets, proper reporting, and possessing an appropriate organizational structure. Under DP are the SWOT analysis and Ansoff's Matrix. Mintzberg's ten managerial roles guide is the tool under RP. These ten roles are grouped under three categories: interpersonal, informational, and decisional. CP tools are Porter's five forces. VT uses Peters and Waterman's eight attributes while SO utilizes Senge's five disciplines. Finally, TS endorses the use of O'Neill's guide of change management, cutbacks, growth, and/or restructuring.

My initial hypothesis was that for a company to reach its optimum performance, all seven approaches must be utilized. A key lesson learned from the research is that the strategic approach selection process plays a vital role in the success of the model. For this process to be fruitful, a company should consider some factors. First, at each selection process point, all seven strategic approaches should always be considered. Second, it is vital for a company to assess its context and needs carefully and base its approach choice on the most pressing need at the time. This not only dictates the sequence of approach implementation, but also ensures that the company is meeting the right need at the right time.

My research attempted to establish the link between applying my seven-approach strategic management model and the profitability of a company. The effectiveness of my model can be seen by calculating the ROI. My model was tested on a loss-making water-bottling company in KSA. First and foremost, an initial diagnosis of the company was conducted. Based on this, the TS approach was selected by the participants as the most appropriate one to be implemented first. TS managed

to rectify a key missing element for the company; its legal status. This provided a much-needed lifeline for the company to survive and avoid legal dissolution. Compared to the initial diagnosis' net loss, TS witnessed a 20-percentage point (PP) improvement on the bottom line. Through the selection process and after considering the status of the company at the time, the second approached implemented was the CA. Once more, the approach resulted in a 12 PP increase versus the prior approach. The third approach selected for implementation was DP. It was an exceptionally atypical one as the Covid-19 pandemic hit the world half-way through it. Despite that and not able to entirely complete the initiatives for DP, it is in this approach where the company witnessed financial profits for the first time. The approach added an additional 34 PP to its bottom line. The final four approaches to be implemented (CP, SO, VT, and RP, respectively) were also impacted by the pandemic. (More on this was discussed above with the limitations of my research project). Hence, the bottom-line witnessed minor fluctuations. However, and despite this, the implementation of these approaches still managed to maintain a positive bottom-line for the company. The PP change for the said four approaches on the bottom line recorded was -4 PP, 3 PP, -2 PP, and 3 PP, respectively. At the end of my research project, the company recorded a net profit of a positive 7%. This gives my project and the implementation of my seven-approach strategic management project a ROI of approximately 8%; by which 7% ROI in the industry is accepted as being a healthy one (SoFi, 2021). That is, my seven-approach strategic management model managed to tackle both the direct and indirect factors affecting the company's profitability. The performance of the company witnessed continuous improvement and positive results were maintained.

One of the main objectives of this research project is to provide novel and useful contribution to the field of strategy. This contribution is intended to enhance our understanding of how to effectively manage successful companies in turn benefiting the society as a whole. The contribution from my project can be classified into four main points. To begin with, the involvement of all employees is one of the key factors to the success of any strategy implemented in any company. In a country such as KSA, it is customary for strategy to be conducted in a top-down manner. One of the main reasons I chose to use PAR was to facilitate the sharing of strategy knowledge and have the participants experience first-hand how to collectively work together towards the same aim. This also ensured that the participants understood more the purpose behind each strategic approach and how it should be implemented. Therefore, my first contribution was to change the existing top-down culture to a more collaborative one within our company, and hopefully this would spread to other companies eventually making it the norm. One illustration is

the approach selection process whereby the decision is made through a vote as opposed to top management having the final say.

The second contribution is changing the outsider vs insider misconception associated with the strategy division in a company. Being part of the strategy division, it is often the case that we are viewed as outsiders with the main role of pinpointing other employees' shortcomings, rather than as insiders and part of the entire team. This leads to a build-up of resistance and lack of corporation. In my research, there was definitely initial resistance which did not completely disappear. However, as the cycles progressed, there was a decrease in the level of resistance. A clear example of this was towards the end of cycle 4 with the death incident related to Covid-19 where most of the employees opted to contact me instead of the CEO. This indicated that by this stage of the project, the employees were comfortable enough with me to find answers and reassurance. Therefore, my contribution by implementing the project helped clarify within our company that the function of strategy and the role of a strategist is to support rather than hinder. That is, that a strategist is an insider rather than an outsider to the company sharing the same vision/goal with the rest of the employees. I would eventually hope that this same concept is shared in other companies in the region.

The third contribution is related to the importance of using tools or initiatives that can be implemented to fulfil a strategic approach. In the limitations and future research section, it was suggested that research usually centres on the effect of a strategy, and that there is little discussion at the initiative level. In my research, alongside introducing my seven-approach strategic model, I also showed real examples of company-specific initiatives that I used to implement the approach selected at the time to meet the specific business need. It is important to note that the initiatives I used might not be necessarily used in other companies, but my aim was to provide a comprehensive example of the model in practice. Consequently, the contribution here is paving the way for future research to look at tools or initiatives companies can use to implement a strategic approach.

The final and perhaps most important contribution to knowledge is the addition of novel and much needed knowledge on strategy management in KSA. One of the main difficulties I faced when doing this project was finding adequate published literature on strategy in KSA. Thus, my project is a small contribution to the gap witnessed in the available literature. Not only that, but I also wanted to highlight the impact and importance of strategy in the performance of any company regardless of

industry or sector in the hopes that going forward more companies in the region would view strategy as a fundamental pillar.

Scholars have developed several detailed road maps for revitalizing companies (O'Neill, 1986; Mann and Byun, 2017; Lohrke et al., 2004; Bhattacharyya & Malik, 2020). However, further strengthening each individual approach by utilizing my seven-approach strategic management model not only serves as a guideline for management to run their company through any given context, but it also provides them with the appropriate tools (under each approach) to be implemented to achieve the desired business need. Having said that, one may argue that in today's rapidly evolving market environment no single approach, out of the seven, as a stand-alone is entirely equipped to tackle the everchanging context of a company; whether internally or externally. Thus, my suggested seven-approach strategic management model is designed to overcome this ensuring the survival and advancement of the company.

References:

- A Fair Globalization: Creating Opportunities for All, 2004, International Labor Office, Geneva.
- Abratt, R. & Pitt, L. F. 1985, 'Pricing Practices in Two Industries', *Industrial Marketing Management*, vol. 14, pp. 301-306.
- Adelakun, A. 2020, 'Should Porters five forces have value in business today?', ResearchGate, viewed 10 July 2020, < https://www.researchgate.net/publication/340771629 Should Porters Five Forces have value in Businesses today >
- Ahmad, A. 2013, New Age Globalization Meaning and Metaphors, Palgrave MacMillan, New York.
- Ahmed, W. 2021, 'Understanding alignment between lean and agile strategies using Triple-A model', *International Journal of Productivity and Performance Management*, vol. 71, no. 5, pp. 1810-1828.
- Alfalla-Luque, R., Medina-Lopez, C. & Dey, P.K. 2013, 'Supply chain integration framework using literature review', *Production Planning and Control*, vol. 24, no. 8-9, pp. 800-817.
- Al Ghamdi, S. M. 2005, 'The Use of Strategic Planning Tools and Techniques in Saudi Arabia: An Empirical Study', *International Journal of Management*, vol. 22, no. 3, pp. 376-395.
- Ali, Z. & Bhaskar, S.B. 2016, 'Basic statistical tools in research and data analysis', *Indian J Anaesth* vol. 60 pp. 662-669.
- Aljazeera Capital 2017, Saudi Food & Beverage Industry, Aljazeera Capital Company.
- Al-Bostanji, G. M. 2015, 'Impact of applying of Ansoff Model on marketing performance for Saudi foodstuff companies', *Journal of Marketing and Consumer Research*, vol. 15, pp. 71-82.
- Al-Louzi, S. & Al-Fawzan, N. 2016, 'New Saudi Companies Law Accumulated Losses and Risk of Statutory Dissolution', viewed 10 August 2019, https://www.al-mirsal.com/2016/03/31/new-saudi-companies-law-accumulated-losses-and-risk-of-statutory-dissolution/>
- Almarai 2018, Annual report, Saudi Arabia.
- Alor-Hernandez, G.; Sanchez-Ramirez, C.; & Garcia-Alcaraz, J. L. 2016, Handbook of research on managerial studies for achieving optimal performance in industrial processes, IGI Global, Pennsylvania.
- Al-Tamimi, N. M. 2014, *China-Saudi Arabia Relations, 1990-2012 Marriage of convenience or strategic alliance?* New York, Routledge.
- Altamony, H., Masa'deh, R., & Gharaibeh, A. 2017, 'The role of academic researcher to Mintzberg's managerial roles', *International Journal of Business Management and Economic Research*, vol. 8, no. 2, pp. 920-925.

- Ambrosini, V., Bowman, C., & Collier, N. 2009, 'Dynamic capabilities: An exploration of how firms renew their resource base', *British Journal of Management*, vol. 20, pp. 9 24.
- Ansoff, H. I. 1957, Strategies for Diversification, *Harvard Business Review*, May, viewed 01 October 2018.
- Ansoff, H. I. 1965, *Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion*, McGraw-Hill, New York.
- Ansoff, H. I. 1980, 'Strategic Issue Management', Strategic Management Journal, vol. 1, pp. 131-148.
- Ansoff, H. I. 2009-2018, Ansoff Matrix, viewed 8 November 2018, https://www.ansoffmatrix.com
- Argyris, C. 2004, *Reasons and Rationalizations: The Limits of Organizational Knowledge*, Oxford, Oxford University Press.
- Argyris, C. & Schon, D. 1978, Organizational Learning, Addison-Wesley, Massachusetts.
- Armstrong, H. 2000, 'The learning organization: changed means to an unchanged end', *Organization*, vol. 7, no. 2, pp. 355-361.
- Armstrong, M. 1990, Management Process and Function, Short Run Press, Exeter.
- Arogyaswamy, K., Barker, V. & Yasai-Ardekani, M. 1995, 'Firm Turnarounds: An Integrative Two-stage Model', *Journal of Management Studies*, vol. 32, pp. 493-525.
- Ashby, W.R. 1956, An Introduction to Cybernetics, London, Methuen.
- Austin, J. L. 1962, How to do things with words, Clarendon, Oxford.
- Aytekin, E., Uyar, A., & Avan, A. 2011, 'A research on social network websites as a marketing communication channel', *ICBME-Seventh International Conference on Business, Management and Economics*, vol. 2, pp. 1-12.
- Ayyagari, M., Demerguc-Kunt, A., & Maksimovic, V. 2008, 'How important are financing constraints? The role of finance in the business environment', *The World Bank Economic Review*, vol. 22, pp. 483-516.
- Baig, A., Hall, B., Jenkins, P., Lamarre, E. & McCarthy, B. 2020, 'The covid-19 recovery will be digital: A plan for the first 90 days', 14 May, viewed 30 July 2020, https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/the-covid-19-recovery-will-be-digital-a-plan-for-the-first-90-days
- Bailey, K. 1994, *Methods of Social Research*, 4th edn, The Free Press, New York.
- Bakewell, K.G.B. 1993, 'Information: the seventh management function', Information and Security Management Journal, vol. 1 no. 2, pp. 29-33.
- Banks, J. A. 1998, 'The lives and values of researchers: Implications for educating citizens in a multicultural society', *Journal of Educational Researcher*, vol. 27, no. 7, pp. 4-17.

- Barbero, J.L., Di Pietro, F., & Chiang, C., 2017, 'A rush of blood to the head: temporal dimensions of retrenchment, environment and turnaround performance', *Long Range Planning*, vol. 50, no. 6, pp. 862-879.
- Barker, V. L. & Mone, M. A. 1994, 'Retrenchment: Cause of Turnaround or Consequence of Decline?' Strategic Management Journal, vol. 15, pp. 395-405.
- Barker, V. L. & Patterson, P. 1996, 'Top Management Team Tenure and Top Manager Causal Attributions in Declining Firms Attempting Turnaround', *Group & Organization Management*, vol. 21, pp. 304-336.
- Barney, J. B. 1986, 'Organizational culture: Can it be a source of sustained competitive advantage', Academy of Management Review, vol. 11, no. 3, pp. 656-665.
- Bartoli, A. & Hermel, P. 1986, *Piloter l'entreprise en mutation, une approche stratégique du changement*, Les éditions d'organisation, Paris.
- Baruch, Y., Bell, M.P. & Gray, D. 2005, 'Generalist and specialist graduate business degrees: tangible and intangible value', *Journal of Vocational Behavior*, vol. 67, pp. 51-68.
- Baumeister, R. F., Tice, D. M. & Hutton, D. G. 1989, 'Self-presentational motivations and personality differences in self-esteem', *Journal of Personality*, vol. 57, pp. 547-579.
- Beckford, J. 1998, Quality: A Critical Introduction, Routledge, London.
- Belanger, F. & Van Slyke, C. 2000, 'End-user learning through application play', Information Technology, Learning, and Performance Journal, vol. 18, no. 1, pp. 61-70.
- Bell, R. L. & Bodie, N. D. 2012, 'Delegation, authority, and responsibility: Removing the rhetorical obstructions in the way of an old paradigm', *Journal of Leadership, Accountability and Ethics*, vol. 9, no. 2, pp. 94-108.
- Bennett, B. 2003, 'Job rotation', Development and Learning in Organizations, vol. 17, no. 4, pp. 7-9.
- Bennet, N. & Lemoine, G.J. 2014, 'What a difference a word makes: understanding threats to performance in a VUCA world', *Business Horizons*, vol. 57, no. 3, pp. 311-317.
- Benson, J. 1975, 'Inter-organizational networks as a political economy', *Administrative Science Quarterly*, vol. 20, pp. 229-249.
- Bhattacharyya, S. S. & Malik, A. 2020, 'Development of an integrated canvas on turnaround strategy', *International Journal of Organizational Analysis*, vol.28, No. 2, pp. 523 554.
- Bibeault, D. B. 1982, Corporate Turnaround, McGraw-Hill, New York, NY.
- Bibeault, D. B. 1999, *Corporate turnaround: how managers turn losers into winners!*, Beard Books, Washington.
- Boland, R. & Collopy, F. 2004, Managing as designing, Stanford University Press, Stanford, CA.

- Boulding, K. E. 1956, 'General systems theory-The skeleton of science', *Management Science Journal*, vol. 2, pp. 197-208.
- Bowen, S. 2016, 'Clarifying ethics terms in public relations from A to V, authenticity to virtue', *Public Relations Review*, vol. 42, no. 4, pp. 564–572.
- Bowen, S. 2018, 'Mission and vision', in *The International Encyclopaedia of Strategic Communication,* John Wiley & Sons, New Jersey.
- Bowman, E.H., Singh, H. & Thomas H. 2002, 'The domain of strategic management: history and Evolution', in *Handbook of Strategy and Management*, eds A. Pettigrew & T. H., Whittington, Sage, London, pp. 31–51.
- Boyatzis, R.E. 1982, *The Competent Manager A Model for Effective Performance*, Wiley, New York, NY.
- Boyne, G. A. & Meier, K. J. 2009, 'Environmental Change, Human Resources, and Organizational Turnaround', *Journal of Management Studies*, vol. 46, pp. 835-863.
- Brandenburger, A. & Nalebuff, B. 1996, Co-Opetition, Doubleday, New York.
- Bratianu, C. & Balanescu, G. V. 2008, 'Vision, mission, and corporate values. A comparative analysis of the top 50 U.S. companies', *Management & Marketing*, vol. 3, no. 3, pp. 19-38.
- Breen, L. J. 2007, 'The researcher 'in the middle': Negotiating the insider/outsider Dichotomy', *Journal of The Australian Community Psychologist*, vol. 19, no. 1, pp.163-174.
- Breeze, J.D. 1985, 'Harvest from the archives: the search for Fayol and Carlioz, Journal of Management, vol. 11 no. 1, pp. 43-54.
- Breeze, J. D. 1995, 'Henri Fayol's Centre for Administrative Studies', *Journal of Management History*, vol. 1, no. 3, pp. 37-62.
- Breeze, J.D. 2002, 'Henri Fayol's basic tools of administration', in Wood, J.C and Wood, M.C. (Eds), Henri Fayol: Critical Evaluation in Business and Management, Routledge, London.
- Brooks, I. 2011, *The International Business Environment*, I. Brooks, J Weatherston & G. Wilkinson edn, Pearson Education, Harlow.
- Brown, R. B. 1997, 'You can't expect rationality from pregnant men: reflections on multi-disciplinarity in management research', *British Journal of Management*, vol. 8, no. 1, pp. 23-30.
- Bruijl, G. 2018, 'The relevance of Porter's five forces in today's innovation and changing business environment', ResearchGate, viewed 25 May 2021,

 < (PDF) The Relevance of Porter's Five Forces in Today's Innovative and Changing Business Environment (researchgate.net) >
- Bruton, G. D., Ahlstrom, D., Wan, J. 2003, 'Turnaround in East Asian firms: Evidence from ethnic overseas Chinese communities', *Strategic Management Journal*, vol. 24, pp. 519-540.

- Bryman, A. 2016, Social Research Methods, 5th edn, Oxford University Press, Oxford.
- Burack, E.H., Burack, M.D. & Miller, D.M. 1999, 'The new corporate-business school learning 'partnerships': forging new institutional changes', *Organization Development Journal*, vol. 17, no. 1, pp. 29-45.
- Cady, S., Wheeler, J., Dewolf, J. & Brodke, M. 2011, 'Mission, vision, and values: What do they say?', Organizational Development Journal, vol. 29, no. 1, pp. 63-78.
- Caldwell, R. 2012, 'Systems Thinking, Organizational Change and Agency: A Practice Theory Critique of Senge's Learning Organization', *Journal of Change Management*, vol. 12, no. 2, pp. 145-164.
- Cameron, K.S. 1983, 'Strategic responses to conditions of decline: higher education and the private Sector', *Journal of Higher Education*, vol. 54, pp. 359-380.
- Cameron, K.A., Sutton, R.I. & Whetten, A.D. 1988, *Readings in Organizational Decline: Frameworks, Research, and Prescriptions*, Cambridge, MA Ballinger.
- Campion, M.A., Cheraskin, L., & Stevens, M.J. 1994, 'Career-related antecedents and outcomes of job rotation', *Academy of Management Journal*, vol. 37, no. 6, pp. 1518–1542.
- Capon, N., Farkey, J. U., Hulbert, J. M., & Lei, D. 1991, 'In search of excellence ten years later: Strategy and Organization do matter', *Management Decision*, vol. 29, no. 4, pp. 12-21.
- Carlgren, L., Rauth, I., & Elmquist, M. 2016, 'Framing design thinking: The concept in idea and enactment', *Creativity and Innovation Management*, vol. 25, pp. 38-57.
- Carroll, A. B. 1991, 'The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders', *Business Horizon*, vol. 34, no. 4, pp. 39–48.
- Casad, S. 2012, 'Implications of rotation literature for performance improvement practitioners', *Professional Improvement Quarterly*, vol. 25, no. 2, pp. 27-41.
- Cater, J. & Schwab, A. 2008, 'Turnaround strategies in established small family firms', *Family Business Review*, vol. 21, no. 1, pp.31-50.
- Chafee, E. E. 1985, 'Three models of strategy', Academy of management review, vol. 10, no.1, pp. 89-98.
- Chanias, S., Myers, M.D., & Hess, T. 2019, 'Digital transformation strategy making in pre-digital organizations: the case of a financial services provider', *The Journal of Strategic Information Systems*, vol. 28, no. 1, pp. 17-33.
- Chesbrough, H.W. & Teece, D.J. 1996, 'When is virtual virtuous? Organizing for innovation', Harvard Business Review, January-February, pp. 65-73, viewed 7 December 2018.
- Church, A. H. & Bracken, D. W. 1997, 'Advancing the State of the Art of 360-Degree Feedback Guest Editors' Comments on the Research and Practice of Multirater Assessment Methods', *Group & Organization Management*, vo. 22, no. 2, pp. 149-161.

- Cockburn, L. & Trentham, B. 2002, 'Participatory action research: integrating community occupational therapy practice and research', *Canadian Journal of Occupational Therapy*, vol. 69, no. 1, pp. 20–30.
- Coghlan, D. & Brannick, T. 2014, *Doing Action Research in Your Own Organization*, 4th edn, Sage Publishers, London, Available from: Kortext e-books.
- Cohn, C. 2020, 'Covid-19 to result in 3% GDP contraction in 2020: Fund manager survey', *The New York Times*, 28 May, viewed 28 May 2020,

 https://www.nytimes.com/reuters/2020/05/28/business/28reuters-health-coronavirus-funds-business/28reuters-health-coro
- Crumpton, M. A. 2011, 'Making the case for in-house training', *Managing Library Finances*, vol. 24, no. 3, pp. 167-172.
- Dahlgaard, J. & Dahlgaard-Park, M. 1999, 'Core Value and Core

 Competence Deployment a Pre-condition for achieving Business Excellence', International

 Conference on TQM and Human Factors, Linköping University, Sweden.
- Daily, C. M. & Dalton D. R. 1995, 'CEO and Director Turnover in Failing Firms: An Illusion of Change?', *Strategic Management Journal*, vol. 16, pp. 393-400.
- D'Aveni, R. A. 1989, 'The aftermath of organizational decline: a longitudinal study of the strategic and managerial characteristics of declining firms', *Academy of Management Journal*, vol. 32, pp. 577-605.
- D'Aveni, R. A. 1995, 'Coping with hypercompetition', *Academy of Management Executives*, vol. 9, no. 3, pp. 45-60.
- D'Adderio, L. 2008, 'The performativity of routines: Theorizing the influence of artefacts and distributed agencies on routines dynamics', *Research Policy*, vol. 37, no. 5, pp. 769-789.
- Datareportal, viewed November 2020, https://datareportal.com/reports/digital-2020-saudi-arabia Day, M. 1994, 'Can organizations have a learning disability?, *The Canadian Manager*, vol. 19, no. 2, pp. 21-23-28.
- Davison, C.B. 2014, 'Selected leadership demographics as predictors of continuity planning, *Disaster Prevention and Management*, vol. 23. no. 3, pp. 243-251.
- De Gues, A. 1997, The living company, Harvard Business School Press, Boston.
- Deming, W. E. 1993, The New Economics, MIT Press, Massachusetts.
- Dergisi, U. S. 2017, 'SWOT Analysis: A Theoretical Review', *The Journal of International Social Research*', vol. 10, pp. 994-1006.
- Dess, G.G., Lumpkin, G. T. & Eisner, A. B. 2006, *Strategic management. Text and cases*. 2nd edn, McGraw-Hill Irwin, Boston.

- Dickson, P.R. 2002, Dynamic versus SWOT analysis, American Marketing Association, Chicago.
- Dobbs, M. E. 2014, 'Guidelines for applying Porter's five forces framework: A set of industry analysis templates', *Competitiveness Review*'vol. 24, no. 1, pp. 32-45.
- Drennan, D. 1992, Transforming Company Culture, McGraw-Hill, London.
- Drew, N. 2006, 'The Seagull Imperative', *Journal of The Australian Community Psychologist*, vol.18, no. 1, pp. 40-41.
- Drucker, P. 1973, Management: Tasks, responsibilities, and practices, Harper & Row, NY.
- Dubrovski, D. 2011, *Razseznosti Kriznega Managementa*, Mednarodna fakulteta za druzbene, poslovne studije, Celje.
- Duchek, S. 2020, 'Organizational resilience: a capability-based conceptualization, *Business Research*, vol. 13, pp. 215-246.
- Dwyer, C. S. & Buckle, J. L. 2009, 'The space between: On being an insider-outsider in qualitative research', *International Journal of Qualitative Methods*, vol. 8, no. 1, pp. 54-63.
- Ellinger, A.D., Watkins, K.E. & Barnas, C.M. 1999, 'Responding to new roles: a qualitative study of managers as instructors', *Management Learning*, vol. 30, no. 4, pp. 387-412.
- Eraut, M. 1994, *Developing Professional Knowledge and Competence*, Routledge, Oxon.
- Eskildsen, J.K., Dahlgaard, J.J. & Norgaard, A. 1999, 'The impact of creativity and learning on business excellence', *Total Quality Management*, vol. 10, no 4/5, pp. 523-530.
- Falsey, T. A. 1989, Corporate philosophies and mission statements: A survey and guide for corporate communicators and Management, Quorum Books, NY.
- Fayol, H. 1949, *General and Industrial Management*, Sir Isaac Pitman & Sons, London (translated by Constance Storrs).
- Fayol, H. 1923, 'La doctrine administrative dans l'etat', Comptes Rendus des Seances du Ile Congres Internationale des Sciences Administratives, Coemaere, Bruxelles.
- Feldman, M. S. 2003, 'A performative perspective on stability and change in organizational routines', *Industrial and Corporate Change*, vol. 12, no. 4, pp. 727-752.
- Fielder, L., Hazan, E., Brian, R., Ungerman, K. 2020, 'Retail reimagined: The new era for customer experience', 1 August, viewed 30 August 2020, https://www.mckinsey.com/business-functions/marketing-and-sales/solutions/periscope/our-insights/surveys/reinventing-retail >
- Finkin, E. F. 1985, 'Company turnaround', Journal of Business Strategy, vol. 5, no. 4, pp.14-24.
- Fleisher C. S. & Bensoussan B. E. 2015, *Business and Competitive Analysis Effective application of new and classic methods*, 2nd edn, Pearson Education Inc., New Jersey.

- Frank, P. & Brock, C. 2018, 'Bridging the intention-behavior gap among organic grocery customers: The crucial role of point-of-sale information', *Psychology & Marketing*, vol. 35, pp. 586-602.
- Frank, R. H. 2016, *Success and Luck: Good Fortune and the Myth of Meritocracy*, Princeton University Press, New Jersey.
- French, W. L. & Bell, C. H. 1999, *Organizational Development*, 6th edn, Prentice-Hall, Englewood Cliffs.
- Freedman, M. 2003, 'The genius is in the implementation', *Journal of Business Strategy*, vol. 24, no. 2, pp. 26-31.
- Friedman, V. J., Lipshitz, R. & Popper, M. 2005, 'The mystification of organizational learning', *Journal of Management Inquiry*, vol. 14, pp. 1-19.
- Gaskill, L. R., Van Auken, H. E. & Manning, R. A. 1993, 'A factor analytic study of the perceived causes of small business failure', *Journal of Small Business Management*, vol. 31, pp. 18-18.
- Gaventa, J. & Cornwall, A. 2001, Power and knowledge, in: P. Reason & H.

 Bradbury (Eds) Handbook of Action Research. Participative Inquiry and Practice, Sage,
 London.
- Gentner, D. & Stevens, A. 1983, Mental Models, Lawrence Erlbaum Associates, Mahwah, New Jersey.
- Gerrard, N. 1995, Some painful experiences of a white feminist therapist doing research with women of colour' in J. Adleman (Ed.), *Racism in the lives of women* (pp. 55-64), Harrington Park Press, New York.
- Gillis, A. & Jackson, W. 2002, Research Methods for Nurses: Methods and Interpretation, F.A. Davis Company, Philadelphia.
- Gilson, S. C., John, K., & Lang, L. H. P. 1990, 'Troubled debt restructurings. An empirical study of private reorganization of firms in default', *Journal of Financial Economics*, vol. 27, no. 2, pp. 315-353.
- Ginsberg, A. 1990, 'Connecting diversification to performance: A socio-cognitive approach', *Academy of Management Review*, vol. 15, pp. 514-535.
- Gluck, F., Kaufman, S., & Walleck, A. S. 1982, 'The four phases of strategic management', *Journal of Business Strategy*, vol. 2, no. 3, pp. 9-21.
- GMI, viewed November 2020, https://www.globalmediainsight.com/blog/saudi-arabia-social-media-statistics/
- Gopinath, C. 1991, 'Turnaround: Recognizing Decline and Initiating Intervention', Long Range Planning, vol. 24, pp. 96-101.
- Gotteiner, G., Mas-Machuca, M., & Marimon, F. 2019, 'Turnaround types, stages, strategies, and tactics: Putting things in order', *EAMR*, vol. 5, no. 2, pp. 12-37.
- Grant, R. M. & Jordan, J. 2015, Foundations of Strategy, 2nd edn, Wiley, Sussex.

- Greenwood, J. 1998, 'The role of reflection in single and double loop learning', *Jan*, vol. 27, no. 5, pp. 1048-1053.
- Griego, O.V., Geroy, G.D. & Wright, P.C. 2000, 'Predictors of learning organizations: a human resource development practitioner's perspective', *The Learning Organization*, vol. 7, no. 1, pp. 5-12.
- Grinyer, P., Mayes D. G. & McKiernan P. 1988, Sharpbenders, Blackwell, Oxford.
- Grix, J. 2001, *Demystifying Postgraduate Research*, University of Birmingham University Press, Birmingham.
- Grunig, L. A., Grunig, J. E. & Dozier, D. M. 2002, *Excellent public relations and effective organizations: A study of communication management in three countries*, Erlbaum, NJ.
- Guyatt, G., Oxman, A., Kunz, R., Vist, G., Falck-Ytter, Y., & Schunemann, H. 2008, 'What is "quality of evidence" and why is it important to clinicians?', *BMJ*, vol. 336, pp. 995-998.
- Haas, A., Snehota, I. & Corsaro, D. 2012, 'Creating value in business relationships: the role of sales', Industrial Marketing Management, vol. 41, pp. 94-105.
- Hambrick, D. C. 1983, 'Some tests of the effectiveness and functional attributes of Miles and Snow's strategic types', *Academy of Management Journal*, vol. 26, pp. 5-25.
- Hambrick, D.C. & D'Aveni, R.A. 1988, 'Large corporate failures as downward spirals', *Administrative Science Quarterly*, vol. 33, pp. 1-23.
- Hambrick, D. C. & Schecter, S. M. 1983, 'Turnaround Strategies for Mature Industrial-product Business Units', *Academy of Management Journal*, vol. 26, pp. 231-248.
- Hardy, M. & Bryman, A. 2004, *Introduction: Common Threads Among Techniques of Data Analysis,* M. Hardy & A Bryman edn, Sage, London.
- Harrigan, K.R. ,1982, 'Exit decisions in mature industries', *Academy of Management Journal*, vol. 25, pp. 707-732.
- Harrington, H. 2004, 'The Fallacy of Universal Best Practices', *Total Quality Management & Business Excellence*, vol. 15, no. 5-6
- Henderson A. M. & Parsons T. (trans.) 1947, *The Theory of Social and Economic Organization*, The Free Press, New York.
- Henkoff, R. 1990, 'How to plan for 1995', Fortune, pp. 70-79.
- Hess, T., Matt, C., Benlian, A. & Wiesb Ck, F. 2016, 'Options for formulating a digital transformation strategy, *MIS Quarterly Executive*, vol. 15, no. 2, pp. 123-139.
- Hiregoudar, C & Reddy, B. R. 2007, *Facility Planning and Layout Design (an industrial perspective)*, 1st edn, Technical Publications Pune, Pune.

- Hitt, W.D. 1995, 'The learning organization: some reflections on organizational renewal', *Leadership & Organization Development Journal*, vol. 16, no. 8, pp. 17-25.
- Hodgson, G. M. 2008, *The concept of a routine*, Edward Elgar Publishing, Northampton.
- Hoe, S. L. 2020, 'Digitalization in practice: The fifth discipline advantage', *The Learning Organization*, vol. 27, no. 1, pp. 31-41.
- Hofer, C. W. 1980, 'Turnaround Strategies', Journal of Business Strategy, vol. 1, pp. 19-31.
- Hoffman, R. C. 1989, 'Strategies for corporate turnarounds: what do we know about them? Journal of General Management, vol. 14, no. 3, pp. 46-66.
- Hong, J. 1999, 'Structuring for organizational learning', *The Learning Organization*, vol. 6, no. 4, pp. 173-185.
- Hosley, S. M., Lau, A. T. W., Levy, F.K. & Tan, D.S.K. 1994, 'The quest for the competitive learning organization', *Management Division*, vol. 32, no. 6, pp. 5-15.
- Hugh, M. O., 1986, 'Turnaround and recovery: What strategy do you need?', *Long Range Planning*, vol. 19, no. 1, pp. 80-88.
- Ingenbleek, P., Debruyne, M., Frambach, R. T. & Verhallen, T. M. M. 2003, 'Successful New Product Pricing Practices: A Contingency Approach, *Marketing Letters*, vol. 14, no. 4, pp. 289-305.
- Ireland R. D. & Hitt M. A. 1992, 'Mission statements: Importance, challenge, and recommendations for development', *Business Horizons*, pp. 34-42.
- Isidore, C. 2020, 'Hertz File for Bankruptcy', 24 May, viewed 1 June 2020, https://edition.cnn.com/2020/05/22/business/hertz-bankruptcy/index.html
- Ismail, Z. 2020, 'Between Force Majeure and Hardship, where does Covid-19 stand?', Youssry Saleh & Partners viewed 10 December 2021,

 https://www.lexology.com/library/detail.aspx?g=62dd5687-f457-4562-adb5-28e947788d77
- Jackson, S., Farndale, E. & Kakabadse, A. 2003, 'Executive development: meeting the needs of top teams and boards, *Journal of Management Development*, vol. 22, no. 3, pp. 185-265.
- Jensen, M. 2002, 'Value maximization, stakeholder theory, and the corporate objective function', Business Ethics Quarterly, vol. 12, pp. 235–256.
- Kaivo-Oja, J. R. L. & Lauraeus, I. T. 2018, 'The VUCA approach as a solution concept to corporate foresight challenges and global technological disruption', *foresight*, vol. 20, no. 1, pp. 27-49.
- Kalev, A. 2009, 'Cracking the glass cages? Restructuring and ascriptive inequality at work', *American Journal of Sociology*, vol. 114, no. 6, pp. 1591-1643.
- Karagiannopoulos, G. D., Georgopoulos, N. & Nikolopoulos, K. 2005 'Fathoming Porter's five forces model in the internet era, vol. 7, no. 6, pp.66-76.

- Katzenbach, J. 2003, 'Pride: A Strategic Asset', Strategy & Leadership, vol. 31, pp. 34-38.
- Kesner, I. F. & Dalton, D. R. 1994, 'Top Management Turnover and CEO Succession: An Investigation of the Effects of Turnover on Performance', *Journal of Management Studies*, vol. 31, pp. 701-713.
- King, R. C., Schilhavy, R., Chowa, C., & Chin W. 2016, 'Do customers identify with our website? The effects of website identification on repeat purchase intention', *International Journal of Electronic Commerce*, vol. 20, no. 3, pp. 319-354.
- Kipley, D., Lewis, A. O. & Jeng, J. 2012, 'Extending Ansoff's Strategic Diagnosis Model: Defining the Optimal Strategic Performance Positioning Matrix', *Sage Open*, vol. 1, no. 14
- Kitzinger, J. 1995, 'Qualitative Research: Introducing Focus Groups' *British Medical Journal*, vol. 311, pp. 299-302.
- Koizumi, M. 2017, Inherent Strategies in library Management, Chandos Publishing, Massachusetts.
- Kornberger, M. & Clegg, S. 2011, 'Strategy as performative practice: The case of Sydney 2030', Strategic Organization, vol. 9, no. 2, pp. 136-162.
- Kotorov, R., 2003, 'Customer Relationship Management: strategic lessons and future directions', Business Process Management Journal, vol. 9, pp. 566 – 571.
- Krogh, G. V., Roos, J. & Slocum, K. 1994, 'An essay on corporate epistemology', Strategic Management Journal, vol. 15, pp. 53-71.
- Kuhn, T. S. 1962, *The Structure of Scientific Revolutions*, University of Chicago Press, Chicago.
- Langley, A., Smallman, C., Tsoukas, H., & Van de Ven, A. H. 2013, 'Process studies of change in organization and management: Unveiling temporality, activity, and flow', *Academy of Management Journal*, vol. 56, no. 1, pp. 1-13.
- Lassila, O. & Mcguinness, D. 2001, 'The role of frame-based representation on the Semantic Web', *Electronic transactions on Artificial Intelligence (ETAI) Journal*, vol. 6.
- Latour, B. & Woolgar, S. 1979, *Laboratory Life: The Social Construction of Scientific Facts*, Sage, Beverly Hills.
- Lennon, A. & Wollin, A. 2001, 'Learning organizations: empirically investigating Metaphors', *Journal of Intellectual Capital*, vol. 2, no. 4, pp. 410-22.
- Leonard, K. 2018, 'Factors That May Be Endogenous and Exogenous in a Business', *Chron,* 8 Aug., viewed 11 November 2019, https://smallbusiness.chron.com/factors-may-endogenous-exogenous-business-34192.html
- Li, L., Su, F., Zhang, W., & Mao, J.Y. 2018, 'Digital transformation by SME entrepreneurs: a capability perspective, *Information Systems Journal*, vol. 28. no. 6, pp. 1129-1157.

- Liu, C. 2021, 'Don't underestimate the power of luck when it comes to success in business', Harvard Business Review, viewed 10 December 2021, < https://hbr.org/2021/06/dont-underestimate-the-power-of-luck-when-it-comes-to-success-in-business >
- Lohrke, F. T., Bedeian, A. G. & Palmer, T. B. 2004, 'The role of top management teams in formulating and implementing turnaround strategies: a review and research agenda', *International Journal of Management Reviews*, vol. 5, no. 2, pp. 63-90.
- Louis, M. R. 1980, 'Organizations as Culture-Bearing Milieux', Organizational Symbolism, Greenwich.
- Love, L., Priem, R., & Lumpkin, G. 2002, 'Explicitly articulated strategy and firm performance under alternative levels of centralization', *Journal of Management*, vol. 28, no. 5, pp. 611-627.
- Lynch, R. 2015, *Strategic Management*, 7th edn, Pearson Education, London.
- Lyons, P. R. 2016, 'Making the case for manager delegation of authority', *Human Resource Management International Digest*, vol. 24, no. 5, pp. 1-3
- Maguire, P. 1987, *Doing Participatory Action Research: A Feminist Approach,* University of Massachusetts Press, Massachusetts.
- Malacic, N. & Malacic, I. 2016, 'Key Factors for Successful Financial and Business Restructuring with a General Corporate Restructuring Model and Slovenian Companies Case Studies', *Institute for Economic Research*, no. 9, pp. 1-54.
- Mann, M. & Byun, S. 2017, 'To retrench or invest? Turnaround strategies during a recessionary time', Journal of Business Research, vol. 80, pp. 24-34.
- Marcazzan, E., Campagnolo, D., and Gianecchini, M. 2021, 'Reaction or anticipation? Resilience in small- and medium', *Journal of Small Business and Enterprise Development*, vol. 29, no. 5, pp. 764-788.
- March, J. G. & Simon, H. A. 1958, Organizations, Wiley, New York.
- Marshall, C. & Rossman, G. 2006, *Designing Qualitative Research*, 4th edn, Sage, Thousand Oaks.
- Martinet, A. 2010, 'Strategic planning, strategic management, strategic foresight: The seminal work of H. Igor Ansoff', *Technological Forecasting & Social Change*, vol. 77, pp. 1485-1487.
- Maslow, A. H. 1943, 'A Theory of Human Motivation', *Psychological Review*, vol. 50, pp. 370-396.
- Matt, C., Hess, T., & Benlian, A. 2015, 'Digital transformation strategies', *Business and Information Systems Engineering*, vol. 57, no. 5, pp. 339-343.
- Mayfield, J. & Mayfield, M. 2018, *Motivating language theory: Effective leader talk in the work place*, Palgrave MacMillan, London
- McGee, J. & Sammut-Bonnici, T. 2014, *Wiley Encyclopaedia of Management,* 3rd edn, John Wiley & Sons, West Sussex.

- McGill, M. E., Slocum, J. W. Jr. & Lei, D. 1992, 'Management practices in learning Organizations', *Organizational Dynamics*, vol. 21, no. 1, pp. 5-17.
- Mellahi, K., Jackson, P. & Sparks, L. 2002, 'An exploratory study into failure in successful organizations: the case of Marks and Spencer', *British Journal of Management*, vol. 13, no. 1, pp. 15-30.
- Men, L. R. & Yue, C. A. 2019, 'Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors', *Public Relations Review*, vol. 45, pp. 1-12
- Men, R. L. & Bowen, S. A. 2017, *Excellence in internal relations management*, Business Expert Press, NY.
- Merkus, S., Willems, T., & Veenswijk, M. 2019, 'Strategy implementation as performative practice: Reshaping organization into alignment with strategy', *Organization Management Journal*, vol. 16, no. 3, pp. 140-155.
- Merton, R. 1972, 'Insiders and outsiders: A chapter in the sociology of knowledge', American Journal of Sociology, vol. 78, no. 1, pp. 9-47.
- Merton, R. K. & Storer, N. W. 1973, *The Sociology of Science: Theoretical and Empirical Investigations,* University of Chicago Press, Chicago.
- Merriam, S. A., Johnson-Bailey, J., Lee, M.-Y., Kee, Y., Ntseane, G. & Muhamad, M. 2001, 'Power and positionality: Negotiating insider/outsider status within and across cultures', *International Journal of Lifelong Education*, vol. 20, no. 5, pp. 405-416.
- Mezirow, J. 1998, 'On critical reflection', *Adult Education Quarterly*, vol. 48, no. 3, pp.185-198.
- Mintzberg, H. 1987, Crafting Strategy, *Harvard Business Review*, July, viewed 15 May 2017.
- Mintzberg, H. 1987, 'The strategy concept I: Five Ps for strategy', California Management Review, vol. 30, no. 1, pp. 11-24.
- Mintzberg, H. 1989, *Mintzberg on management: inside our strange world of organizations*, Free Press, New York.
- Mintzberg, H. 1994, 'The Fall and Rise of Strategic Planning', *Harvard Business Review*, January, viewed 20 April 2018.
- Mintzberg, H., Ahlstrand, B., & Lampel, J. 1998, Strategy Safari: A Guided Tour Through the Wilds of Strategic Management, Free Press, New York.
- Monat, J., Amissah, M., & Gannon, T. 2020, 'Practical applications of systems thinking to business', *Systems*, vol. 8, no. 2, pp. 1-19.
- Monroe, K. B. 1990, Pricing: Making Profitable Decisions, New York, McGraw-Hill.

- Morgan, D. L. 1997, Focus Groups as Qualitative Research, 2nd edn, Sage, Thousand Oaks.
- Morrall, K. 1996, 'Bring training in-house', Bank Marketing, vol. 28, no. 8, pp. 43-52.
- Moussetis, R. C. 2011, 'Ansoff revisited: How Ansoff interfaces with both the planning and learning schools of thought in strategy', *Journal of Management History*, vol. 17, no. 1, pp. 102-125.
- Mulder, P. 2018, '5 P's of Strategy by Henry Mintzberg', viewed 23 August 2018 www.toolshero.com/strategy/5-ps-of-strategy/.
- Muller, B. 2008, 'Consistency between brand image and website image: Does it matter?'

 International Journal of Internet Marketing and Advertising, vol. 4, no. 4, pp. 350-361.
- Muller, C. 2022, 'Investing for beginners: How to read a stock chart', viewed 30 March 2022 https://www.moneyunder30.com/how-to-read-a-stock-chart.
- Mullins, L. J. & Christy, G. 2016, *Management & Organizational Behaviour*, 11th edn, Pearson, United Kingdom.
- Murdoch, G.A. 1995, 'Towards a learning organization', *Training for Quality*, vol. 3, no. 3, pp. 33-40.
- Nag, R., Hambrick, D. C. & Chen, M. J. 2007, 'What is strategic management, Really? Inductive derivation of a consensus definition of the filed', *Strategic Management Journal*, vol. 28 no. 9, pp. 935-955.
- Natapoera, M. P. & Mangundjaya, W. L. 2019, 'The effect of employee involvement and work engagement on workforce agility', ResearchGate, viewed 25 September 2020, < https://www.researchgate.net/profile/Wustari Mangundjaya/publication/344092837 The Effect of Employee Involvement and Work Engagement on Workforce Agility/links/5f9e747392851c14bcf8c709/The-Effect-of-Employee-Involvement-and-Work-Engagement-on-Workforce-Agility.pdf >
- National eLearning Center, 2020, viewed 20 April 2021, < https://nelc.gov.sa/en >
- Nguyen, P. 2011, 'On Henry Mintzberg's model of Managing', ResearchGate, viewed 25 September 2020,
 - < https://www.researchgate.net/profile/Phuong_Nguyen463/publication/320267823 On_Henry_Mintzberg's_Model_of_Managing/links/5ad8aee10f7e9b28593b5a56/On-Henry-Mintzbergs-Model-of-Managing.pdf >
- Nielsen 2017, Navigate to Win in the New Normal, The Nielsen Company.
- Nioche, J. P. & Pesqueux, Y. 1997, 'Accounting, economics and management in France: the slow emergence of an "accounting science", *European Accounting Review*, vol. 6, no. 2, pp. 231-250.
- Nixon, J. & Helms, M. 2010, 'Exploring SWOT analysis where are we now?: A review of academic research from the last decade', *Journal of Strategic Management*, vol. 3, pp. 215-251.

- Norton, B. & Smith, C. 1998, *Understanding Management Gurus in a Week*, Hodder & Stoughton, London.
- Oikonomou, A. 2018, 'Assessing the Impact of Employee Participation on Team-work Performance: A Way to Reinforce Entrepreneurship', SPOUDAI Journal of Economics and Business, vol. 68, no. 2-3, pp. 48-61.
- Okumus, F. 2001, 'Towards a strategy implementation framework', *International Journal of Contemporary Hospitality*, vol. 13, pp. 327-338.
- O'Neill, H. M. 1986, 'Turnaround and Recovery: What Strategy Do You Need?', Long Range Planning, vol. 19, pp. 80-88.
- Organ, D. W. 1988, *Organizational Citizenship Behavior: The good soldier syndrome*, Lexington Books, Washington DC.
- Orlitzky, M., Schmidt, F. L., & Rynes, S. L. 2003, 'Corporate social and financial performance: A metaanalysis', *Organization Studies*, vol. 24, no. 3, pp. 403–441.
- Ortenblad, A. 2007, 'Senge's many faces: problem or opportunity?', *The Learning Organization*, vol. 14, no. 2, pp. 108-122.
- Page, M. 2018, 'Developing a second line: Who runs your business when you're not there?', *Real Business*, 12 March 2018, viewed 5 October 2020,

 https://realbusiness.co.uk/who-runs-your-business-when-youre-not-there/
- Pandit, N. R. 2000, 'Some recommendations for improved research on corporate turnaround', M@n@Gement, vol. 3, no. 2, pp. 31.
- Parker, L. D. & Ritson, P. 2005, 'Revisiting Fayol: anticipating contemporary Management', *British Journal of Management*, Vol. 16, pp. 175-94.
- Parsons, N. 2018, 'What is a SWOT analysis, and how to do it right (with examples)', LivePlan, 5 April 2018, viewed 18 October 2020, https://www.liveplan.com/blog/what-is-a-swot-analysis-and-how-to-do-it-right-with-examples/
- Patanakul, P. & Milosevic, D. 2009, 'The effectiveness in managing a group of multiple projects: Factors of influence and measurement criteria', *International Journal of Project Management*, vol. 27, pp. 216-233.
- Patton, M. Q. 2002, *Qualitative Evaluation and Research Methods*, 3rd edn, Sage, Thousand Oaks.
- Payne, G. & Payne, J. 2004, *Key Concepts in Social Research*, Sage Publications, London.
- Pegoda, A. J. 2013, '15 things I wish I knew before starting graduate school', Without Ritual, Autonomous Negotiations, 20 June 2013, viewed 10 January 2021, https://andrewpegoda.com/2013/06/20/15-things-i-wish-i-knew-before-starting-graduate-school

- Peters, T. & Austin, N. 1985, *A Passion for Excellence The Leadership Difference*. HarperCollins Publishers, London, UK.
- Peters, T. & Waterman, R. 2004, In Search of Excellence: Lessons from America's Best Run Companies, Harper Collins, Bloomsbury.
- Piercy, N. 1981, 'British Export Market Selection and Pricing', *Industrial Marketing Management*, vol. 10, pp. 287-297.
- Piercy, N. & Giles, W. 1989, 'Making SWOT Analysis Work', *Marketing Intelligence & Planning*, vol. 7 no. 5/6 pp. 5-7.
- Poperwi, L. 2018, 'Principles of management: Their relevance and applicability in the management of current and future organisations', *Scholars Journal of Economics, Business & Management*, pp. 808 812.
- Porter, M. 1996, 'What is Strategy', *Harvard Business Review*, November-December, viewed 3 May 2017.
- Porter, M. 2008, 'The Five Competitive Forces that Shape Strategy', *Harvard Business Review*, January, viewed 3 October 2018.
- Prahalad, C. K. & Bettis, R. 1986, 'The dominant logic: A new linkage between diversity and performance', *Strategic Management Journal*, vol. 7 no. 6, pp. 485-501.
- Proksch, D., Rosin, A.F., Stubner, S. & Pinkwart, A. 2021, 'The influence of a digital strategy on the digitalization of new ventures: the mediating effect of digital capabilities and a digital culture', *Journal of Small Business Management*, vol. 11, no. 2, pp. 1-29.
- Ready, D. A., & Conger, J. A. 2008, 'Enabling bold visions', MIT Sloan Management Review, vol. 49, no. 2, pp. 70-76.
- Reese, S. 2020, 'Reflecting on impacts of Peter Senge's Fifth Discipline on learning organizations', *The learning Organization*, vol. 27, no. 1, pp. 75-80.
- Reid, D. 1995, 'Fayol: from experience to theory', *Journal of Management History*, vol. 1, no. 3, pp. 21-36.
- Robbins, D. K. & Pearce, J. A. 1992, 'Turnaround: Retrenchment and Recovery', *Strategic Management Journal*, vol. 13, pp. 287-309.
- Robbins, S.P., Bergman, R., Stagg, I. & Coulter, M. 2000, *Management*, 2nd ed., Prentice-Hall, Sydney.
- Roberts, D. 2017, 'Donald Trump and the rise of tribal epistemology', *Vox,* 19 May, viewed 5 May 2018, < https://www.vox.com/policy-and-politics/2017/3/22/14762030/donald-trump-tribal-epistemology
- Rogers, D. 1987, 'The Development of a Measure of Perceived Communication Openness', *Journal of Business Communication*, vol. 24, no. 4, pp. 53-61.

- Savin-Baden, M. & Wimpenny, K. 2007, 'Exploring and implementing participatory action research', *Journal of Geography in Higher Education*, vol. 31, no. 2, pp. 331-343.
- Savitz, L. A. & Kaluzny, A. D. 2000, 'Assessing the implementation of clinical process innovations: a cross-case comparison', *Journal of Healthcare Management*, vol. 45, no. 6, pp. 366-380.
- Saxby, M. 2019, 'Cost optimization versus cost cutting', *Vmox*, 14 October, viewed 15 April 2021, <
- Schalock R. L., Verdugo, M. A. & Loon, J. V. 2018, 'Understanding organization transformation in evaluation and program planning', *Evaluation and Program Planning*, vol. 67, pp. 53-60.
- Schiller, S. & Cui, J. 2010, 'Communication Openness in the Workplace: the Effects of Medium (F2F and IM) and Culture (U.S. and China)', *Journal of Global Information Technology Management*, vol. 13, no. 2, pp. 37-75.
- Schmitt, A. & Raisch, S. 2013, 'Corporate turnarounds: The duality of retrenchment and recovery', *Journal of Management Studies*, vol. 50, no. 7, pp. 1216-1244.
- Schoenberg, R., Collier, N., & Bowman, C. 2013 'Strategies for business turnaround and recovery: a review and synthesis', *European Business Review*, vol. 25, no. 3, pp.243-262.
- Schon, D. 1982, *The Reflective Practitioner How Professionals Think in Action,* Basic Publishers, New York, Available from: Kobo e-books.
- Schumacher T. & Mayer, S. 2018, 'Preparing managers for turbulent context: Teaching the principles of design thinking', *Journal of Management Education*, vol. 42, no. 4, pp. 496-523.
- Schunemann, H., Best, D., Vist, G., & Oxman, A. 2003, 'Letters, numbers, symbols and words: How to communicate grades of evidence and recommendations', *Canadian Medical Association Journal*, vol. 169, no. 7, pp. 677-680.
- Scott, J. 1990, A Matter of Record: Documentary Sources in Social Research, Polity Press, Cambridge.
- Scurtu, L. E. & Lupu, V. 2016, 'Enterprise resource planning ERP for business and knowledge management', *The USV Annals of Economics and Public Administration*, vol. 16, no. 23, pp. 145-153.
- Senge, P. 1990, The Fifth Discipline: The Art and Practice of the Learning Organization, Doubleday, New York.
- Senge, P. 1999, Learning for a change, Fast Company, pp. 178–185
- Senge, P., Roberts, C., Ross, R., Smith, B.J. & Kleiner, A. 1994 *The Fifth Discipline Fieldbook*, London, Century.

- Senior, B. & Swailes, S. 2016, *Organizational Change*, 5th edn, Pearson, United Kingdom.
- Sheppard, J. P., & Chowdhury, S. D. 2005, 'Riding the wrong wave: Organizational failure as a failed turnaround', *Long Range Planning*, vol. 38, no. 3, pp. 239-260.
- Silverman, D. 2004, *Qualitative Research: Theory, Method and Practice,* 2nd edn, Sage, London.
- Snyder, N. H. & Wheelen, T. L. 2017, 'Managerial Roles: Mintzberg and the management process theorists', *Academy of Management Journal*, vol. 1981, no. 1, pp. 249-253.
- SoFi, viewed April 2021, < https://www.sofi.com/learn/content/good-return-on-investment/ >
- Sriramesh, K., Grunig, J. E. & Dozier, D. M. 1996, 'Observation and measurement of two dimensions of organizational culture and their relationship to public relations', *Journal of Public Relations Research*, vol. 8, pp. 229-261.
- Starbuck, W.H., Greve, A. & Hedberg, B.L.T. 1978, 'Responding to crisis', *Journal of Business Administration*, vol. 9, pp. 111-137.
- Stavros, J. M. & Hinrichs G. 2019, *The Thin Book of SOAR*, 2nd edn, Thin Book Publishing Company, Oregon.
- Stopford, J. M. & Baden-Fuller, C. 1990, 'Corporate Rejuvenation', Journal of Management Sturdies, vol. 27, pp. 399-415.
- Storey, J. & Barnett, E. 2000, 'Knowledge management initiatives: Learning from failure', *Journal of Knowledge Management*, vol. 4, no. 2, pp. 145-156.
- Streubert, H. J. & Carpenter, D. R. 1995, *Qualitative Research in Nursing:*Advancing the Humanistic Imperative, J. B. Lippincott Company, Philadelphia.
- Stubbs, A. T. 2019, 'What is a point of sale (POS) system', 22 September, viewed 10 July 2020, https://www.softwareadvice.com/resources/what-is-a-point-of-sale-system/
- Sudarsanam, S. & Lai, J. 2001, 'Corporate Financial Distress and Turnaround Strategies: An Empirical Analysis', *British Journal of Management*, vol. 12, pp. 183-199.
- Susman. G. I., & Evered, R. D. 1978, 'An assessment of the scientific merits of action research', *Administrative Science Quarterly*, vol. 23, no. 4, pp. 582-603.
- Swanson, S. & Kent, A. 2017, 'Passion and pride in professional sports: Investigating the role of workplace emotion', *Sport Management Review*, vol. 20, pp. 352-364.
- Tang, D. 2016, 'How do you achieve management excellence?', 19 December, viewed 15 January 2021, https://flevy.com/blog/how-do-you-achieve-management-excellence/
- Tangpong, C., Abebe, M., & Li, Z. 2015, 'A temporal approach to retrenchment and successful turnaround in declining firms, *Journal of Management Studies*, vol. 52, no. 5, pp. 647-677.

- The Canadian Task Force on the Periodic Health Examination. 1979, 'The periodic health examination. Canadian Task Force on the Periodic Health Examination', Canadian Medical Association Journal, vol. 121, no. 9, pp. 1193-1254.
- 'Think Again' 2012, Business Strategy Review, vol. 3, pp.78-80.
- Thomas, G. F., Zolin, R., & Hartman, J. L. 2009, 'The central role of communication in developing trust and its effect on employee involvement', *Journal of Business Communication*, vol. 46, no. 3, pp. 287 310.
- Thornhill, S. & Amit, R. 2003, 'Learning about failure: Bankruptcy, firm age, and the resource-based view', *Organization Science*, vol. 14, no. 5, pp. 497-509.
- Tichy, N. 1983, *Managing strategic change: Technical, political, and cultural dynamics*. Wiley, New York.
- Touvila, K. 2019, 'Common Size Income Statement', *Investopedia*, 19 Sept., viewed 10 November 2019, https://www.investopedia.com/terms/c/commonsizeincomestatement.asp>
- Treiger, T. M. 2020, 'The heartbeat of case management: Revisiting five disciplines in case management', *Professional Case Management*, vol. 25, no. 4, pp. 232-234.
- Tsai, M. S., Tsai, M. C. & Chang, C. C. 2013, 'The direct and indirect factors on affecting organizational sustainability', *Journal of Management and Sustainability*, vol. 3. no. 4. pp. 67-77.
- Tsou, H. T. & Chen, J. S. 2021, 'How does digital technology usage benefit firm performance? Digital transformation strategy and organizational innovation as mediators', *Technology Analysis and Strategic Management*, vol. 20, no. 1, pp. 1-14.
- Tubbs, S. L. & Schulz, E. 2006, 'Exploring a taxonomy of global leadership competencies and meta-competencies', *The Journal of American Academy of Business*, vol. 8, no. 2, pp. 29-34.
- Tzokas, N., Hart, S., Argouslidis, P. & Saren M. 2000, 'Industrial Export Pricing Practices in the United Kingdom', *Industrial Marketing Management*, vol. 29, pp. 191-204.
- Udell, J. G. 1972, Successful Marketing Strategies in American Industry. Madison, Mimir.
- Varshney, D. & Abdulfattah, F. 2017, 'Applying select Strategic Management concepts on a Saudi Arabian start-up restaurant', Saudi Journal of Business and Management Studies, vol. 2, pp. 131-136.
- Vasanthi, S. & Basariya, S. 2018, 'Employee cross training and its impact on employee performance', International Journal of Civil Engineering and Technology, vol. 9, no. 6, pp. 800-806.
- Vial, G. 2019, 'Understanding digital transformation: a review and a research agenda', *The Journal of Strategic Information Systems*, vol. 28, no. 2, pp. 118-144.
- Vision 2030 2016, viewed 20 June 2018, https://www.vision2030.gov.sa

- Vlados & Chatzinikolaou, 2019, 'Towards a restructuration of the conventional SWOT analysis', Business & Management Studies, vol. 5. No. 2, pp. 76-83.
- Vulpen, E. 2021, 'Job rotation: A full guide with 5 examples', viewed 25 June 2021 https://www.digitalhrtech.com/job-rotation/?utm_content=buffer07679&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer>
- Wainer, H. 1981, 'Graphical data analysis', Annual Review of Psychology, vol. 32, pp. 191-241.
- Wang, H., Feng, J., Zhang, H. & Li, X. 2020, 'The effect of digital transformation strategy on performance: the moderating role of cognitive conflict', *International Journal of Conflict Management*, vol. 31, no. 3, pp. 441-462.
- Wang, Y. & Berens, G. 2015, 'The impact of 4 types of corporate social performance on reputation and financial performance', *Journal of Business ethics*, vol. 131, no. 2, pp. 337-359.
- Watson, T. J. 1997, 'Theorizing managerial work: a pragmatic pluralist approach to interdisciplinary research', *British Journal of Management*, vol. 8, no. 1, pp. 3-8.
- Weick, K. E. and Sutcliffe, K. M. 2007, Managing the Unexpected: Resilient Performance in an Age of Uncertainty, Jossey-Bass, San Francisco.
- Weitz, B.A. & Bradford, K.D. 1999, 'Personal selling and sales management: A relationship marketing perspective', *Journal of the Academy of Marketing Science*, vol. 27, no. 2, pp. 241-254.
- Weitzel, W. & Johnson, E. 1989, 'Decline in organizations: a literature integration and extension', *Administrative Science Quarterly*, vol. 34, pp. 91-109.
- Wells, J. D., Valacich, J. S. & Hess, T. J. 2011, 'What signals are you sending? How website quality influences perceptions of product quality and purchase intentions', *MIS Quarterly*, vol. 35, no. 2, pp. 373-396.
- Wickramasinghe, V. & De Zoyza, N. 2009, 'A comparative analysis of managerial competency needs across areas of functional specialization', *Journal of Management Development*, vol. 28, no. 4, pp. 344-360.
- Wolpert, J. 2002, 'Breaking out of the innovation box', *Harvard Business Review*, pp. 77-83, viewed 5 December 2018.
- World Health Organization 2020, viewed 20 January 2020, https://www.who.int/ > Worldometer 2020, viewed 25 January 2020, https://www.worldometers.info >
- Wren, D. A. 1972, *The Evaluation of Management Thought,* The Ronald Press, New York. NY.
- Wren, D. A. 1995, 'Henri Fayol: learning from experience', *Journal of Management History*, vol. 1, no. 3, pp. 5-12.
- Wren, D. A. 2001, 'Henri Fayol as strategist: A nineteenth century corporate turnaround', *Management Decision*, vol. 36, no. 6, pp. 475-487.

- Wright, R. P., Paroutis, S. E. & Blettner, D. P. 2013, 'How useful are the strategic tools we teach in business schools?', *Journal of Management Studies*, vol. 50, no. 1, pp. 92-125.
- Yoo, J. W., Lemak, D.J. & Choi, Y. 2006, 'Principles of management and competitive strategies: Using Fayol to implement Porter', *Journal of Management History*, vol. 12, no. 4, pp. 352-368.
- Young, L. 2006, 'Participatory action research (PAR): A research strategy for nursing?' Western Journal of Nursing Research, vol. 28, no. 5, pp. 499-504.
- Yurdakul, H. & Ozturkcan, S. 2014, 'Management practices in Kingdom of Saudi Arabia: Exploring perspectives of Saudi managers and Middle East expats', *ITMAR*, vol. 1, pp. 231-248.
- Zhang, X., Xu, Y. Y. & Ma, L. 2023, 'Information technology investment and digital transformation: the roles of digital transformation strategy and top management', *Business Process Management Journal*, vol. 29, no. 2, pp. 528-549.
- Zuber-Skerritt, O. 2005, 'A model of values and actions for personal knowledge management', Journal of Workplace Learning, vol. 17, no. ½, pp. 49-64.
- Zuber-Skerritt, O. & Perry, C. 2002, 'Action research within organizations and university thesis writing', *The Learning Organization*, vol. 9, no. 4, pp. 171-179.

Appendices:

- 1. Sample of the manufacturing manager report dated end of April 2018.
- 2. Section 1 10 of the minutes of meeting of the general assembly for the current year.
- 3. Saudi General Authority of Zakat and Tax warning letter.
- 4. Water-bottling company's organizational chart (initial diagnosis).
- 5. New pricing scheme (initial diagnosis).
- 6. SASO Guide for bottled & unbottled water.
- 7. Sample of a 'commissioning' sector of a contractual agreement for a new line (Item 12).
- 8. Cycle 1 approved strategic document.
- 9. Launching of the strategy division within the water-bottling company presentation.
- 10. Bank Statement.
- 11. The memo directed to the Saudi General Authority of Zakat and Tax requesting the scheduling of the amounts due.
- 12. Cycle 2 approved strategic document.
- 13. The 1st page of the MOA for the water-bottling company.
- 14. 2019 Budget detailed timeline presented.
- 15. Selected slides from the break-even analysis and working-template presentation.
- 16. Selected slides from the monthly MBR issued.
- 17. New Organization Structure Getting ready for 2020.
- 18. Sample PDR Form.

- 19. (i) Attendance Memo & (ii) sample attendance sheet.
- 20. The circulated memo informing the employees of the commencement of the fingerprint attendance.
- 21. Cycle 3 approved strategic document.
- 22. The agreed new water filling line project schedule.
- 23. The water-bottling company feedback on the new bottle design received from the Chinese company.
- 24. The final signed and stamped approved new bottle design
- 25. KSA government SWOT analysis.
- 26. Cycle 4 approved strategic document.
- 27. The comparison table from the shadow analysis report.
- 28. The distributed flyers.
- 29. Email temporary closing of the plant for 14 days due to Covid-19.
- 30. Cycle 5 approved strategic document.
- 31. Cycle 6 approved strategic document.
- 32. Mission, Vision, Core Values slides.
- 33. Cycle 7 approved strategic document.

Appendix 1: Sample of the manufacturing manager report dated end of April 2018.

التاريخ : 28/ 04 / 2018م

سعادة الأستاذ/ كمال محمد الموقر

صوره: الأستاذ/ ماجد حافض

السلام عليكم ورحمة الله وبركاته

الموضوع: تقرير عن الوضع الحالي لمصنع المياه

1 الكوادر البشرية بالمصنع:

- يوجد عدد 23 فرد على كفاله المصنع كالتالي:
- مدير مالي امين صندوق –مدير مبيعات مدير الجودة مسئول الصيانة امين المستودع) اجمالي عدد الموظفين الاداربين 6 قيمة الرواتب 27 الف ريال تقريبا).
- يوجد عدد ستة سواقين يعملون في المبيعات بسيارات الشركة وهم كانوا يعملون لحسابهم منذ فترة وحاليا تم تشغيلهم براتب شهري قدرة الفان ريال اعتبارا من شهر ابريل.
- يوجد عدد 11 عامل بالمصنع منهم ثلاثة مشغلين لماكينة النفج والليبل والكراتين والباقي عمالة عادية باجمالي رواتب قدرها 16 الف ريال تقريبا .
- يوجد عدد اربع موظفين سعوديون 1 وكيل شرعي ، 1 يعمل في المختبر 1 موظف امن على البوابة ، 1 موظف يعمل في
 الاعمال المساندة للمصنع بإجمالي رواتب قدر ها 18 الف ريال شهريا .
 - يوجد عدد واحد موظف مش على الكفالة يعمل امين مستودع المواد الخام وسائق الفور كلفت براتب قدرة 2500 ريال
 - اجمالي عدد العاملين المصنع 28 فرد بما فيهم اياد درويش براتب قدرة 8000 ريال وانا الموظف ال 29 .
- اجمالي الرواتب الشهرية تقريبا 62 الف ريال بدون راتبي الذي لم يتم تحديده حتى الان بما يتناسب مع النتائج التي تحققت خلال الفترة الماضية.

2 المعدات والاليات بالمصنع:

- يوجد حاليا عدد ستة ديانات موديلات قديمة تم الحمد لله تجديد وفحص اربعة منهم وجاري ا لانتهاء من الأثنين الباقيين وسيتم اجراء التأمين وتجديد الاستمارات والتي سوف تتكفل مبلغ لأ يقل عن 25 الف ريال نظر العدم تجديد الاستمارات منذ فترة كبيرة تصل إلي عشر سنوات لمعظمهم.
- يوجد عدد اثنين وانيت واحد منهم ليفان وتم اصلاحه وتم عمل الفحص الدوري له وجاري التامين وتجديد الاستمارة ،ويوجد وانيت آخر ماركة ايسوزو كان متوقف منذ اكثر من خمس سنوات والحمد لله تم اصلاحه وتم الفحص الدوري وجاري عمل التأمين ونقل ملكية السيارة من اسم السيد/سمير مراد إلي المصنع.
- جاري حاليا البحث عن ثلاث سيارات غير موجودين بالمصنع وسوف يتم احضار هم واصلاحهم ، وتم ايضا احضار سيارة كورولا
 موديل 2004 كانت متوقفة منذ عامين بحادث عن طريق اياد درويش وجاري فحصها واصلاحها وتجهيزها .
- يوجد عدد اثنين فوركلفت واحد يعمل بالديزل و هذا ممنوع استعما له داخل صالة الانتاج و هو يعمل بحالة جيدة ، و يوجد فوركلفت اخر كان متوقف منذ 13 سنة يعمل بالبنزين والغاز وتم الحمد لله اصلاحه وتشغيله و جاري اجراء اعمال الدهان وتشغيل خط الغاز به للعمل في صالة الانتاج.
- يوجد عدد اثنين رافعة 3 طن كانوا متعطلين منذ فترة والحمد لله تم اصلاحهم ويعملون بصورة جيدة داخل صالة الانتاج لنقل مواد التشغيل
- تم الحمد لله اصلاح ماكينة نفج الجوالين 20 لتر بعد عناء كبير وبدأ الانتاج بالفعل وقمت بارسال عينة منه لجدة و نحتاج لسيولة مالية لشراء مواد خام في حدود 25 الف ريال تقريبا وهذا موضوع في منتهي الأهمية حيث أننا سنستطيع بيع وتعبئة هذه الجوا لين بدون مشاكل مع هيئة الأغذية والدواء والتي تحظر علينا عدم استعمال او تعبئة قوارير بدون اسم المصنع .

Appendix 2: Section 1 - 10 of the minutes of meeting of the general assembly for the current year.

Madina Industrial Investment Co.

Authorized Capital 70.000,000 S.R.

C.R.: 4650021082



شركة المدينة للاستثمارات الصناعية. راس المال ٢٠٠٠،٠٠٠ ريال سعودي س.ت: ٢٩٥٠-٢١٠٨٢

محضر الاجتماع الثاني للجمعية العامة غير العادية لشركة المدينة للاستثمارات الصناعية (المدينة المنورة) شركة مساهمة سعودية الخميس ٤٠/٥٠/١٤ هـ الموافق ١٠/١٠/١٠/م

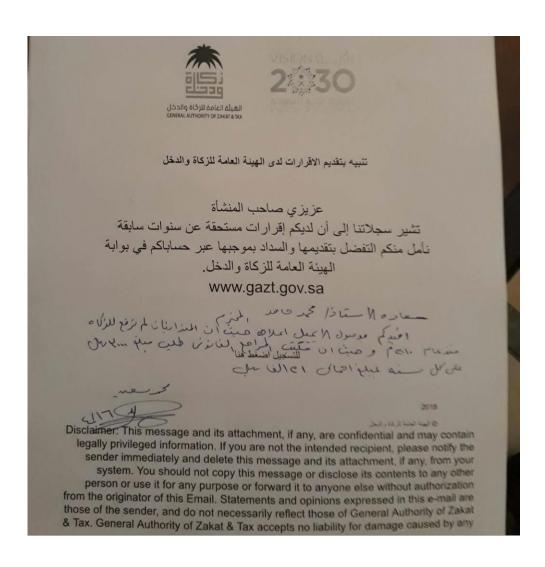
انه في يوم الخميس ٤ ، / ٥ ، / ، ٤ ٤ هـ الموافق ١ / ١ ، / ٩ ، ١ م تمام الساعة الواحدة ظهرا تم عقد الاجتماع الثاني للجمعية العامة غير العادية لشركة المدينة للاستثمارات الصناعية بناء على دعوة مجلس ادارة الشركة لحضور اجتماع الجمعية العامة غير العادية بموجب احاطة الادارة العامة للشركات بوزارة التجارة والاستثمار والاعلان المنشور في جريدة المدينة المنورة والدعوة المرسلة لجميع المساهمين هاتفيا عن طريق ظابط الاتصال بالشركة حيث انعقد الاجتماع بمقر الغرفة التجارية الصناعية (المدينة المنورة) برناسة الاستاذ / كمال محمد حلال. وافتتح رئيس الجمعية الاجتماع بالترحب بالحاضرين مرة اخري ، وأعلن اكتمال النصاب اللازم لانعقاد الجمعية حيث حضر مساهمون يملكون عدد (٢٠٠،٢٠٠٠) مليون سهم اصالة ووكالة من اصل (٢٠٠،٠٠٠) سبعة مليون سهم ويمثلون نسبة (٣٨٨٤) من رأس مال الشركة الاجتماع الجمعية صحيحا وفقا للمادة (٢٢) من نظام الشركات حيث يتطلب الاجتماع الثاني حضور نسبة ٢٥% من رأس المال ، وقد تم ترشيح السيد هشام مدني نمنكاني درويش امين سر للجمعية ولجمع وفرز الاصوات ، وتم ترشيح السيد هشام مدني نمنكاني لجمع وفرز الاصوات ،

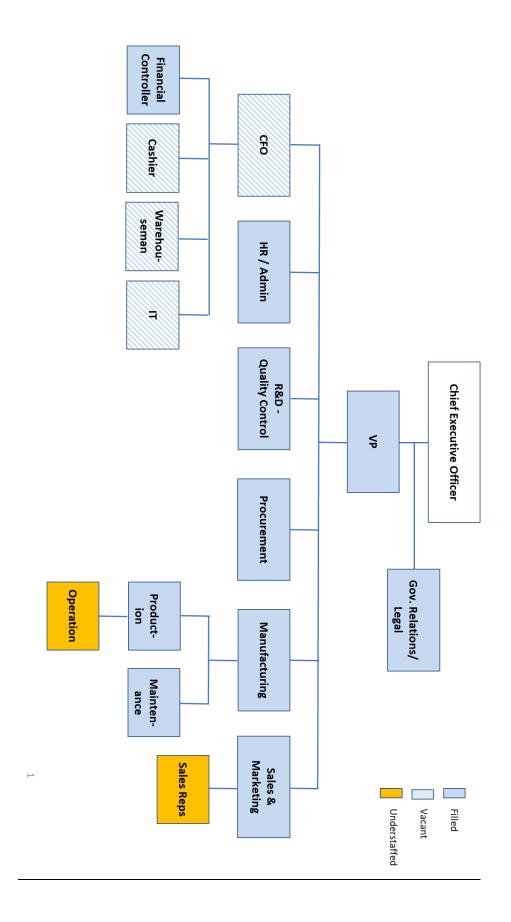
وقام رئيس الجمعية باستعراض بنود جدول الاعمال التالية :-

التصويت على تقرير مجلس الإدارة عن عام (٢٠١٢)	١
التصويت على تقرير مجلس الإدارة عن عام (٢٠١٣).	۲
التصويت على تقرير مجلس الإدارة عن عام (٢٠١٤).	٣
التصويت على تقرير مجلس الإدارة عن عام (٢٠١٥).	£
التصويت على تقرير مجلس الإدارة عن عام (٢٠١٦).	٥
التصويت على تقرير مجلس الإدارة عن عام (٢٠١٧) .	. *
التصويت على القوائم المالية عن العام المالي المنتهي في ٢٠١٢/١٢/٣١م	٧
التصويت على القوائم المالية عن العام المالي المنتهي في ٢٠١٣/١ ٢/٣١م	٨
التصويت على القوائم المالية عن العام المالي المنتهي في ٢٠١٤/١٢/٣١م	٩
التصويت على القوائم المالية عن العام المالي المنتهي في ٢٠٣١/٥١٥م	1.

المركز الرئيسي : المدينــة المنــورة - تليفون ٢٠١٣/ ١٠٤) فاكس : ١٠٤ / ١٠١٤) رقم المبني ١٨٣٨ - الرمز البزيدي ٢٠٥٢ (١٠٤) المناصرة البزيدي ٢٠٥٢ (١٠٤) الانتسان المدينــة المناصرة البزيدي ٢٠٥١ (١٠٤) المناصرة المناص

Appendix 3: Saudi General Authority of Zakat and Tax warning letter.





Appendix 5: New pricing scheme (initial diagnosis).







التاريخ: ۲۰۱۹/۰۳/۱۸ م

الموقر

السيد / مدير المبيعات

الاسدة / مندوبي المبيعات - مصنع قباء

السلام عليكم ورحمة الله وبركاته

نظرا لارتفاع اسعار توريد المواد الخام والتي تستخدم للإنتاج القوارير ٣٣٠ - ٢٠٠ ، وكذلك لتحملنا القيمة المضافة على المبيعات خلال الفترة السابقة ، عليه فقد تقرر اعتبار من تاريخ ٢٠١٩/٣/٠ العمل بالأسعار التالية :

١) كرتون شد ٤٠ /٣٣ ملم السعر ٥ر ٨ ريال (المندوب بدون راتب)

٢) شرنك شد ٢٠ /٣٣٠٠مم السعر ٢٥ر٨ ريال (المندوب بدون راتب)

٣) شرنك شد ١٦ / ٢٠٠ ملم السعر ٥ ريال (المندوب بدون راتب)

اما الأسعار بخصوص مدير المبيعات والنقدية المناديب الأخرى كالتالي:

١) كرتون شد ٤٠ /٣٣ملم السعر ٩ ريال

٢) شرنك شد ۲۰ /۳۳۰۰ملم السعر ٥٠ ر ٨ ريال

٣) شرنك شد ١٦ / ٠٠٠ ملم السعر ٥ ريال

هذا ونأمل من الجميع تفهم الوضع الحالي وبذل المزيد من الهمة والنشاط.

مدير المصنع

lés des rais E

que ne pa

صورة مع التحية للأستاذ كمال حلال صورة مع التحية للأستاذ ماجد حافض صورة مع التحية للأستاذ رائد كلكتاوي صورة للأدارة المالية

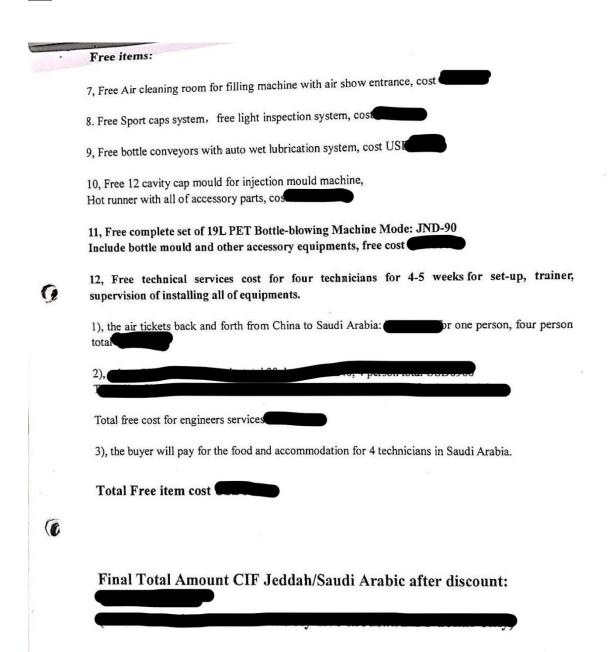
كة المدينة المنورة للمياه والعصائر المحدودة - المركز الرئيسي : المدينة المنورة - س.ت ٢٧٧٣٦ - ترخيص ١٠٦٠ - تليفون المسنع ٢٠٠٤٥٦٤٧٦٢٠٠٠٠٣ - الرقم المنوريبي : ٢٠٠٤٥٦٤٧٩٢٠٠٠٠٣ - الرقم الضريبي : ٨١٣٨ - الرمز البريدي ٢٥٤١ - الرقم الضريبي : ٨١٣٨ مرة المبني ٨١-٨١٨٨ - الرمز البريدي ٢٥٤١ - ١٠٤٥ مرة المنوريبي : ٨١-٨١٨٨ مرة المبني ٨١-٨١٨٨ - ٨١٣٨ - ٨١٨٨ المنوريبي : ٨١-٨١٨٨ المنوريبي المنوريبي المنوريبي المنوريبي المنوريبي المنوريبي المنوريبي مرة ٨١-٨١٨٨ - ٨١٨٨ المنوريبي المنوريبي المنوريبي المنوريبي المنوريبي منوريبي مرة ١٠٤٠ - ١٠٤٨ المنوريبي المنوريبي المنوريبي المنوريبي المنوريبي منوريبي المنوريبي ا

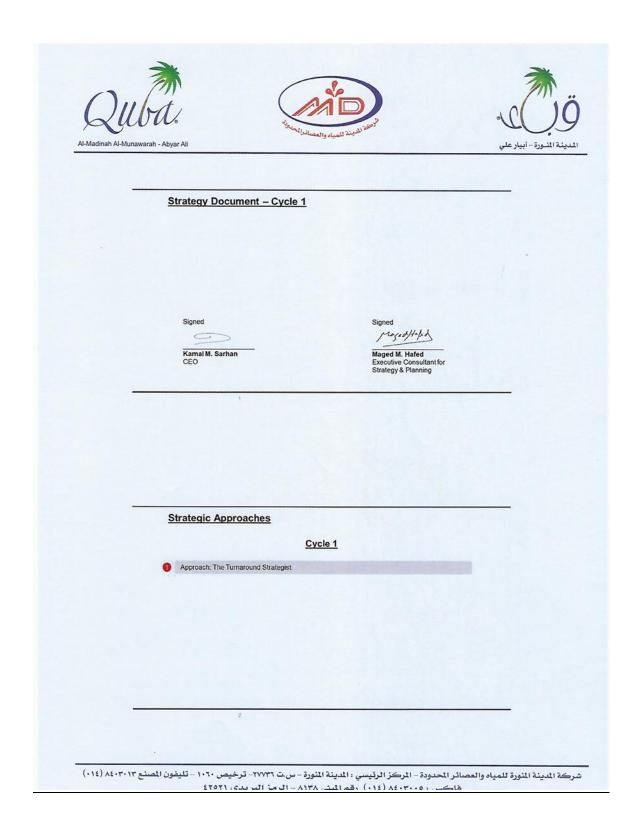


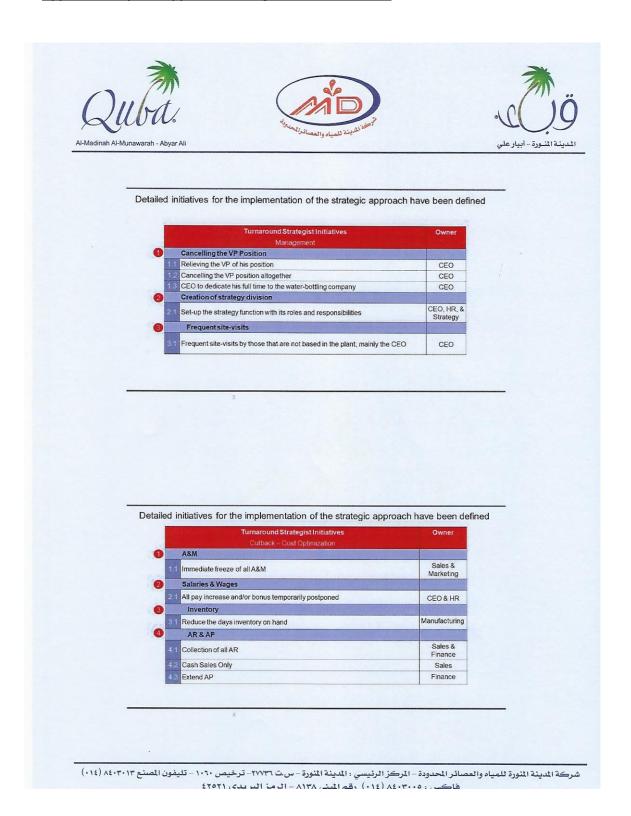
المواصفات القياسية السعودية لمياه الشرب المعبأة والغير معبأة

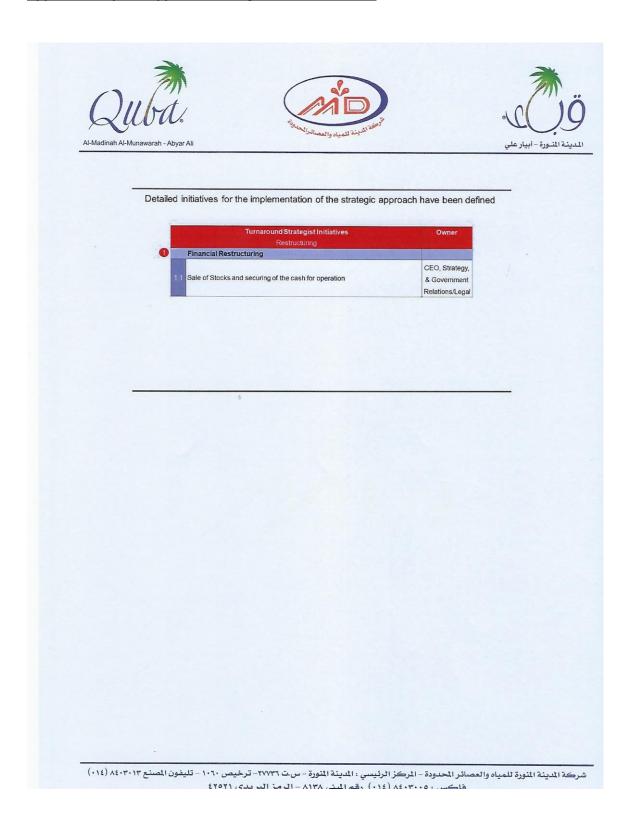
المواصفات المياه الغير المعبأة م .ق .س (2000/701) م .ق .خ (2000/149)	المواصفات المياه المعاَّة م. ق .س (409/ 2000) م. ق .خ (2000/1025)	وحدة القياس	التحاليل الكيميانية	٩
15	15	وحدة لون حقيقي	اللون	1
مقبول	عديم الطعم	مقبول	الطعم	2
مقبول	عديم الرائحة	مقبول	الرائحة	3
5	5	وحده بجهاز قياس العكارة	العكارة	4
8.5 – 6.5	8.5 — 6.5	جزء في المليون	المرقم المهيدروجيني	5
1000	500 – 100	جزء في المليون	مجموع الأملاح الكلية الذائبة	6
500	200	جزء في المليون	العسر الكلى	7
250	150	جزء في المليون	الكلورايد	8
250	150	جزء في المليون	الكبريتات	9
1.5	0.5	جزء في المليون	آمونيا	10
3	3	جزء في المليون	النيتريت	11
50	50	جزء في المليون	التنترات	12
0.3	0.3	جزء في المليون	الحديد	13
1.5	1.5 – 0.8	جزء في المليون	القلوريدات	14
200	100	جزء في المليون	الصوديوم	15
2	2	جزء في المليون	النحاس	16
0.5	0.5	جزء في المليون	المنجنيز	17
3	3	جزء في المليون	الزنك	18
0.2	0.2	جزء في المليون	الألمنيوم	19
0.01	0.01	جزء في المليون	الزرنيخ	20
0.7	0.7	جزء في المليون	باريوم	21
0.5	0.5	جزء في المليون	يورون	22
0.003	0.003	جزء في المليون	الكادميوم	23
0.01	0.01	جزء في المليون	الرصاص	24
0.02	0.02	جزء في المليون	نيكل	25
0.001	0.001	جزء في المليون	قصدير	26
0.1	0.1	جزء في المليون	فضة	27
0.05	0.05	جزء في المليون	الكروم	28
0.001	0.001	جزء في المليون	الزنبق	29

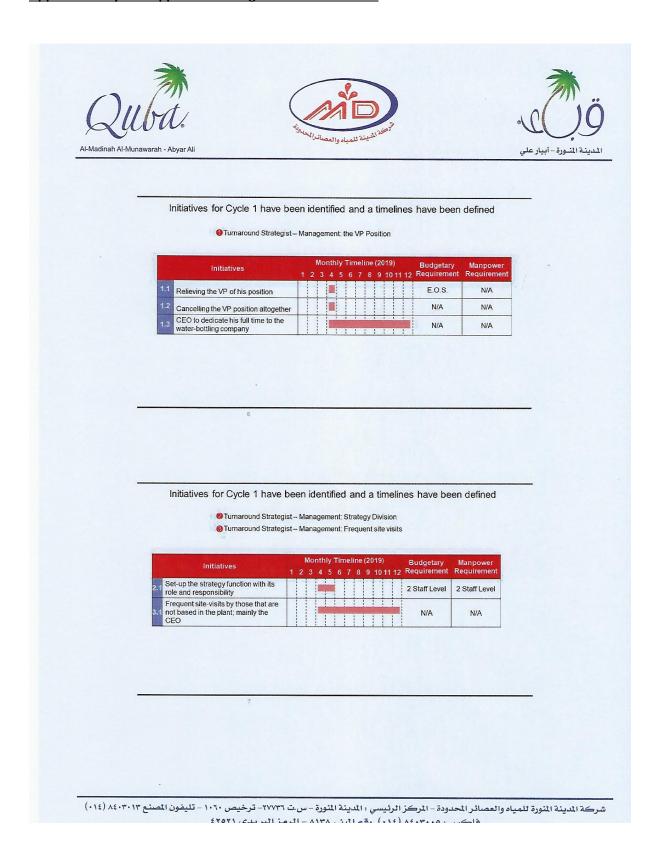
Appendix 7: Sample of a 'commissioning' sector of a contractual agreement for a new line (Item 12).

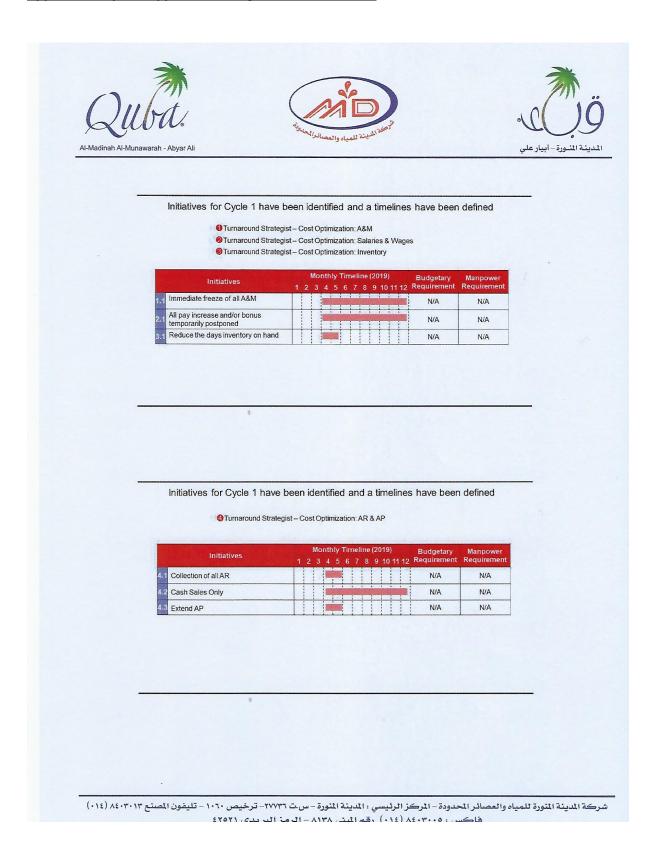


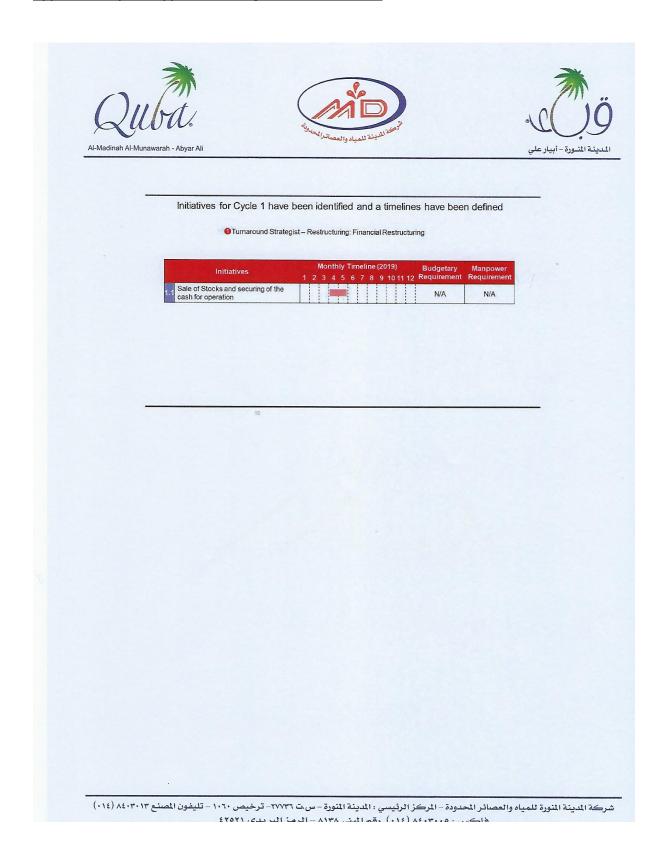




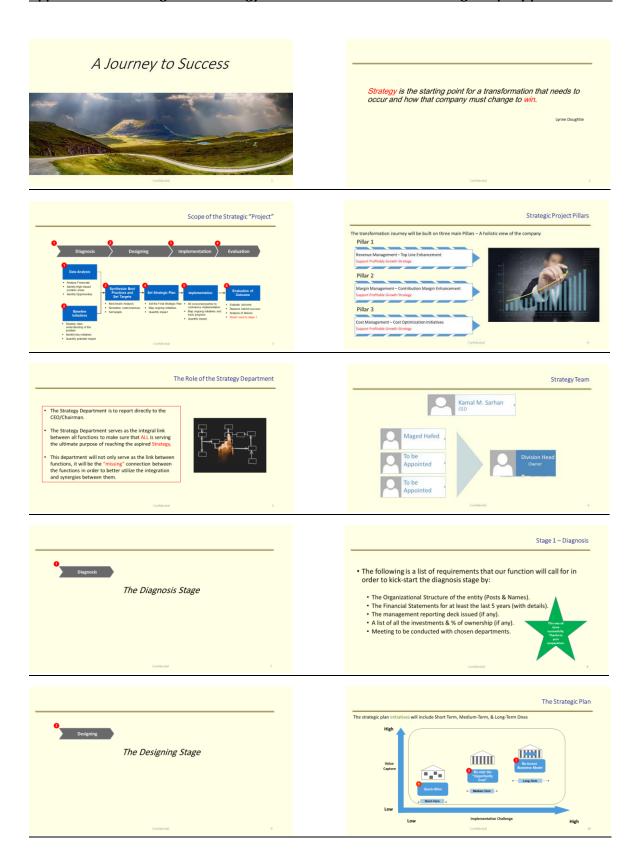








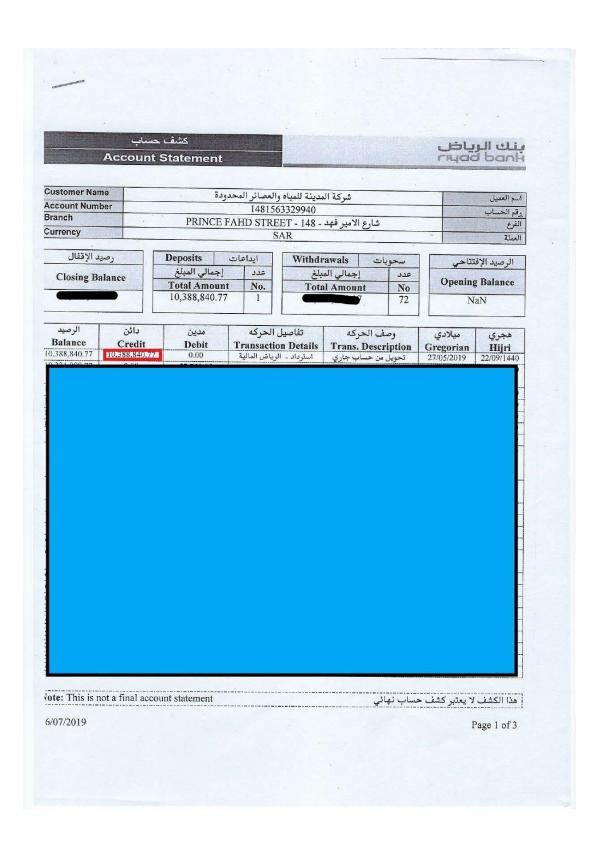
Appendix 9: Launching of the strategy division within the water-bottling company presentation.



Appendix 9: Launching of the strategy division within the water-bottling company presentation Cont'd.



Appendix 10: Bank Statement.



Appendix 11: The memo directed to the Saudi General Authority of Zakat and Tax requesting the scheduling of the amounts due.







الموقر

عناية مدير عام فرع الهيئة العامة للزكاة والدخل / المدينة المنورة

السلام عليكم ورحمة الله وبركاته، وبعـــد:

الموضوع : طلب تقسيط سداد الزكاة والدخل المستحقة للاعوام (٢٠١٥م / ٢٠١٥ م)

إشارة للموضوع اعلاه فأنه إمتثالاً منا لأنظمة ولوائح الهيئة العامة للزكاة والدخل وقناعة منا بوجوب الزكاة الشرعية فقد بادرنا بتقديم اقراراتنا الزكوية للاعوام المذكورة ، والتي اظهرت وجوب سداد زكاة مستحقة على النحو التالى :

*
العام
۰۱۰۱م
۱۱۰۱م
۱۰۱۲م
۲۰۱۳ م
۱۰۱۶م
۲۰۱۵ م
الاجمالي

وحيث أنه تم إنخفاض في مستوى البيعات خلال الاعوام التالية لذلك ، وكذلك ارتفاع المصاريف الثابتة والضرورية التي تكبدتها الشركة خلال نفس الفترة والفترات التالية ، مما ترتب عليه أثراً بالغ في تدفقاتنا النقدية وعد توفر السيولة النقدية لدينا الشئ الذي جعلنا غير قادرين على سداد الزكاة المستحقة علينا والمقرين بوجوبها للاعوام من ١٠١٠ حتى ٢٠١٥ م والبالغة ١٢٢٥١٤,٣١ ريال (فقط ستمائة واثنين وعشرون الف وخمسمائه واربعه وستون ريال وواحد وثلاثون هلله).

وعليه نرجو من سعادتكم التكرم بالموافقه على تقسيط سداد المبلغ المستحق علينا والبالغ (٦٢٢٥٦٤,٣١ ريال) على ان يتم سداده على دفعات شهرية بواقع (٤١٥٠٤ ريال) في كل شهر وذلك بعد دفع مبلغ (١٢٤٥١٦,٣١ ريال) دفعه اولى عبارة عن ٢٠٪ من المبلغ .

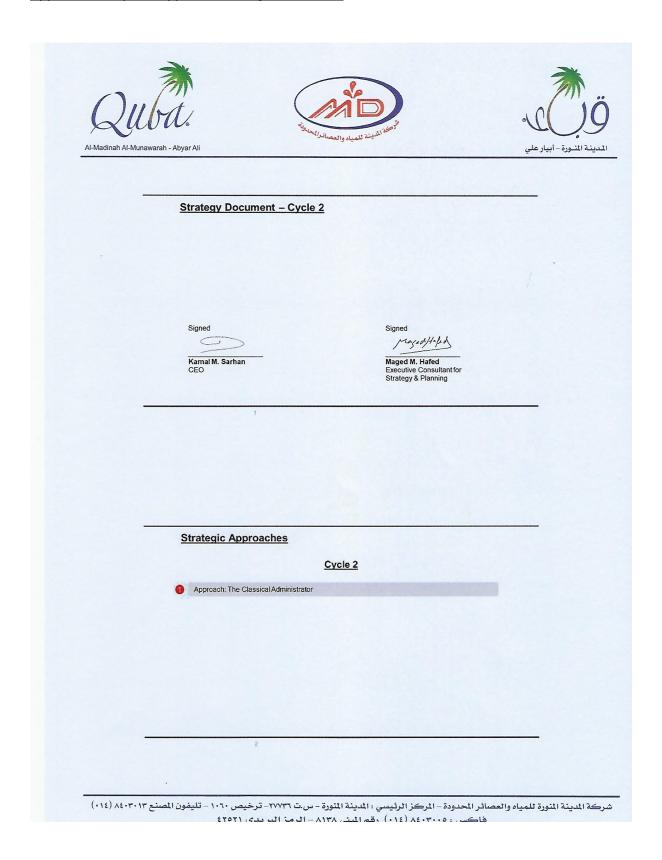
وتفضلوا بقبول التقدير والإحترام ...

نائب رئيس مجلس الإدارة

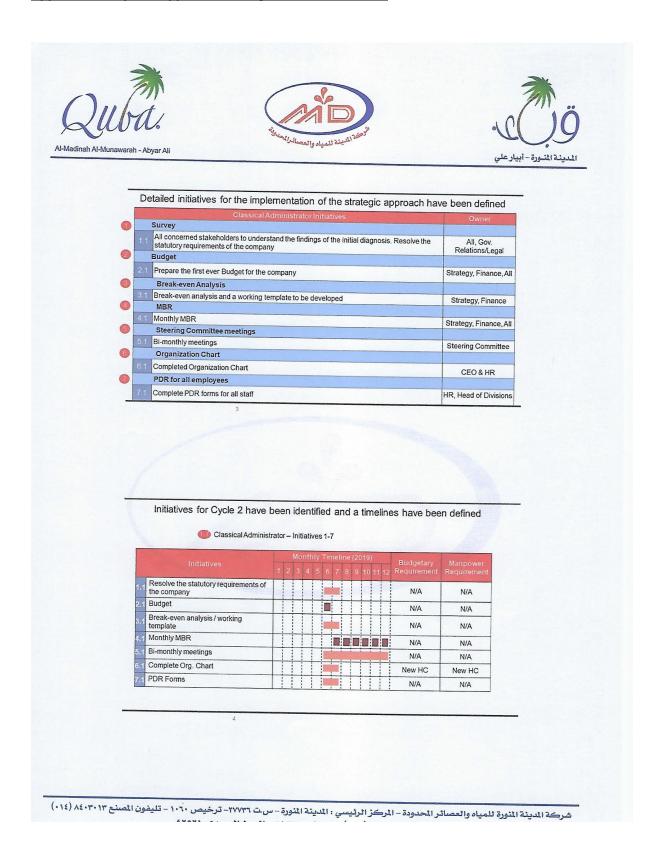
كمال محمد سرحان حلال



Appendix 12: Cycle 2 approved strategic document.



Appendix 12: Cycle 2 approved strategic document Cont'd.



Appendix 13: The 1st page of the MOA for the water-bottling company.

رقم العقد: 28419 المركز الرئيسي: المدينة المنورة رقم نسخة العقد: 3 (أس المال: 14180000

. تاريخ تقديم العقد: 18/12/1440

لقد سبق نمالك رأس المال (شركة شركة المدينة للإستثمارات الصناعية المدينة المقيدة بالسجل التجاري بمدينة المدينة المنورة رقم 4550021082 وتاريخ 22/07/1414 والمثبت عقد تأسيسها لدى كتابة العدل في الصحيفة رقم 2345 عدد 57055 من المجلد 52635 وتاريخ 18/04/1414هـ) تأسيس شركة [شركة المدينة للمياه والعصائر المجدوده (شركة شخص واحد)] [ذات مسؤولية محدودة] والمقيدة بالسجل التجاري رقم (4650027730)] وتاريخ [5/11/1419]هـ وحيث رغب مالك رأس المال بتعديل عقد التأسيس وذلك وفقا للشركات المادر بالمرسوم الملكي رقم م/3 بتاريخ 1437/1/28 هـ ولواتحه وفقا للشروط والأحكام التالية:

والمثبت عقد تأسيسها لدى كتاب العدل في الصحيفة رقم 108 عدد787 من المجلد 773 وتاريخ: 16/09/1419 هـ

وكان قد تم تدقيق آخر قرار شركاء للشركة واعتماده من قبل وزارة التجارة والاستثمار

وحيث رغب مالك رأس المال بتعديل عقد الشركة ، وفقا لنظام الشركات الصادر بالمرسوم الملكي رقم م/3 بتاريخ 1437/01/28 هـ ولوائحه، ووفقا للشروط والأحكام التالية :

"المادة الأولى: التمهيد"

.يعتبر هذا التمهيد جزء لا يتجزأ من العقد

"المادة الثانية: اسم الشركة"

اسم الشركة هو:[شركة المدينه للمياه والعصائر المحدوده (شركة شخص واحد)] [ذات مسؤولية محدودة] شركة شخص واحد

"المادة الثالثة: أغراض الشركة"

الباب	الفئة
الصناعات التحويلية	صُنع المشروبات غير الكحولية ، انتاج المياه المعدنية والمناه الأخرى المعنأة في ذحاحات

وتمارس الشركة أنشطتها وفق الأنظمة المتبعة وبعد الحصول على التراخيص اللازمة من الجهات المختصة إن وجدت.

"المادة الرابعة: المشاركة والاندماج"

يجوز للشركة إنشاء شركات بمفردها كما يجوز لها تمتلك الأسهم والحصص في شركات أخرى قائمة أو تندمج معها ولها حق الاشتراك مع الغير في تأسيس الشركات المساهمة أو ذات المسئولية المحدودة وذلك بعد استيفاء ما تتطلبه الأنظمة والتعليمات المتبعة في هذا الشأن. كما يجوز للشركة أن تتصرف في الأسهم أو الحصص على ألا يشمل ذلك الوساطة في تداولها.

"المادة الخامسة: المركز الرئيسي للشركة"

يكون المركز الرئيسي للشركة في مدينة [المدينة المنورة] وللشركة الحق في افتتاح فروع لها داخل وخارج المملكة متى اقتضت مصلحة الشركة وذلك [بقرار الادارة].

"المادة السادسة: مدة الشركة"

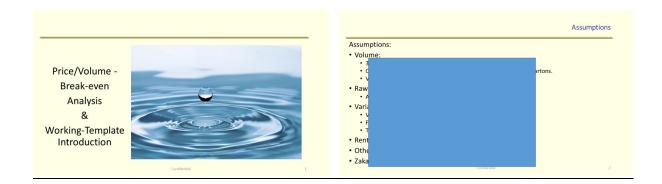
تأسست الشركة لمدة [25] عاماً تبدأ من تاريخ التأشير بالسجل التجاري ويجوز مد أجل الشركة قبل انقضائه مدة أخرى بقرار من المالك لرأس المال.

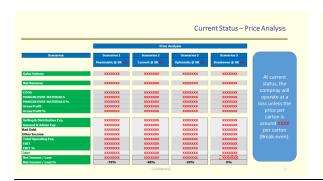
Appendix 14: 2019 Budget detailed timeline presented.

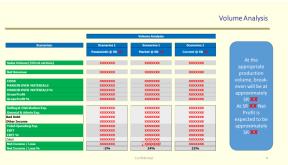
		2019 BOY Budget Task list			
ote: This exercise will cover	2019 (6 A + 6 B)				
Category	<u>Task</u>	<u>Clarification</u>	<u>Function</u>	Due Date	Statu
ick Off Meeting	Meeting for all Function Heads	Going over the Budget timeline and clarifying requirements	All	30-May	
emplates Circulation		Monthly spread for both 2017, 2018, and H1 2019 as a guideline.	Finance	2-Jun	
/olume					
	Sales	SKU/Channel/Month	Sales	6-Jun	
ase Configuration & Pricing					
	Existing SKUs	Any Foreseen changes in case / pack configuration	Sales	6-Jun	
	New SKU's	Case / pack / Lit Configuration - if any	Sales	6-Jun	
	Sales Pricing	Per case per SKU by channel	Sales	6-Jun	
<u>viscounts</u>					
	Direct Discounts	Pack / Channel	Sales	6-Jun	
	Indirect Discounts	Pack / Channel	Sales	6-Jun	
	Returns	Target to achieve	Sales	6-Jun	
	Trade promotions	Monthly by SKU	Sales	6-Jun	
irst Recap Meeting	Revision of	Volume / Revenue / Discounts / Returns	All	10-Jun	
		, , , , , , , , , , , , , , , , , , , ,			
law & Pack	Ingredients prices	Detailed pricing structure by ingredient - Water-treatment Chemicals	Procurement /Quality	13-Jun	
	Packaging prices	Detailed pricing structure by packaging - Preforms & Caps	Procurement	13-Jun	
econd Recap Meeting	Revision of MC Output		All	17-Jun	
eople Cost					
	HC	Split into current, new and 2013 carry forward	HR	19-Jun	
	People Cost related expenses	Split into current, new and 2013 carry forward	HR	19-Jun	
perating Expenses					
	MOH		Manufacturing	23-Jun	
	S&D		Sales	23-Jun	
	G&A GM / Central management		GM/Strategy	23-Jun	
	G&A Finance		Fin	23-Jun	
	G&A HR		HR	23-Jun	
	G&A Sales Admin	Dddd.	Sales	23-Jun	
	G&A IT	By month and assumptions	IT	23-Jun	
	G&A Operations and procurement		Procurement	23-Jun	
	G&A Government Relations		Gov. Relations		
	G&A R&D and Quality Control		R&D		
	G&A Others (Bad debts and other				
	unallocated G&A)		Fin	23-Jun	
<u>&M</u>					
	A&M is currently on hold				
ther income / Other xpense	Other in some / Oth	Development on formation in the second	<u></u>	22.1	
	Other income / Other expense	Breakdown of any foreseen non operation income or loss	Fin	23-Jun	
hird Recap Meeting	Revision on EBITDA	A IS & discussion on any cost optimization plans	All	24-Jun	
APEX Additions*					
	Sales CAPEX Requirement	New sales trucks requirements	Sales	26-Jun	
		G&A Capexes and Opexes (HO building, cleaning, security,		26-Jun	
	Administrative CAPEX Requirement	etc.)	HR		
	IT CAPEX Requirement	Computers / new systems	IT	26-Jun	
	Operation CAPEX Requirement	Any other operation CAPEX	Manufacturing	26-Jun	
The time the CAPEX should	be purchased and the time of operation	on should be clearly stated.			
epreciation					
_	Depreciation	Depreciation Calculation	Fin	27-Jun	

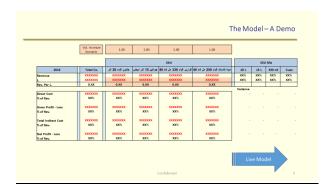
Appendix 15: Selected slides from the break-even analysis and working-template presentation.

(Figures omitted for confidentiality purposes)



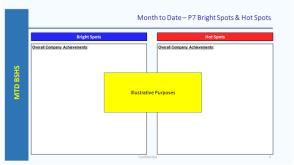




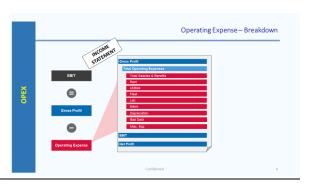


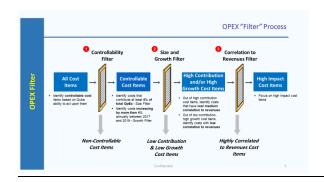
Appendix 16: Selected slides from the monthly MBR issued.

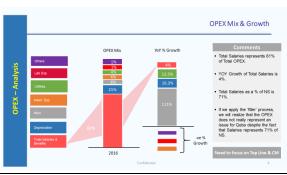


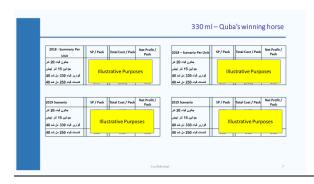


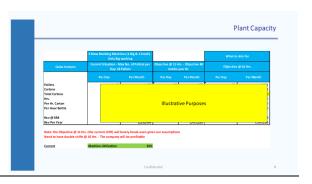


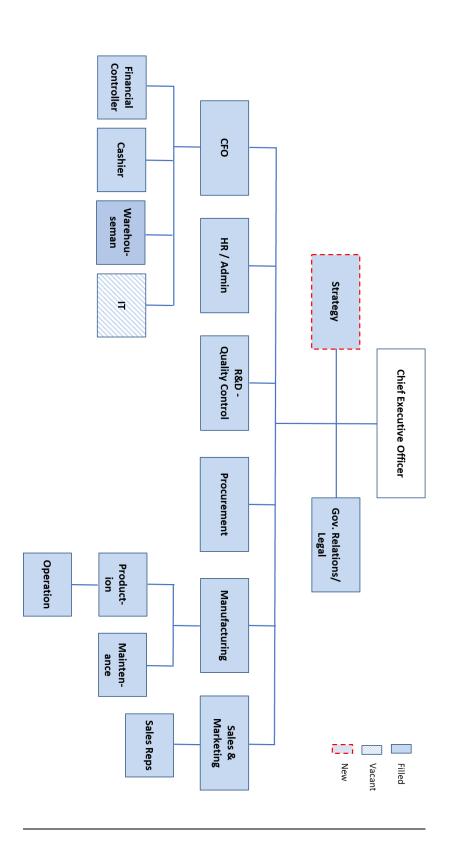














Performance and Development Review مراجعة تقييم الأداء

السنه: 2019	الوظيفه: مستشار تنفيذي للخطط	الإسم: ماجد محمد حافض
	والإستراتيجيات	
الشركه: قباء	المقر: الرئيسي	المدير المباشر: كمال محمد سرحان

نتائج الأعمال

النتائج	القيمه	مؤشر الأداء	الأهداف
	<u>%15</u>	 تقليص نسبة الخسارة 50%. 	 التعاون مع الإدارات المعنيه لتحسين أداء الشركة و صافي الربحية.
	<u>%25</u>	 إنشاء الإدارة تعريف دور الإداره للشركه. تعيين عدد 2 موظفين 	 إنشاء الإدارة الإستراتيجية للشركة.
	<u>%25</u>	 القيادة والمساعدة للإدارات في تطبيق المبادرات. الإلتزام بالجدول الزمني 	 التأكد من الدقة في التطبيق للأهداف الإستراتيجية من الموازنه / التقارير مع مراعاة الجدول الزمني المخصص لكل هدف.
	<u>%25</u>	 الإستمرارية في تطوير التقارير اللازمه لدعم إتخاذ القرار 	• دعم الأعمال والقرارات.
	<u>%10</u>	 معاونة الإدارات بفهم وقراءة مؤشرات الأداء بالمقارنة مع الموازنه لتحقيق الأهداف. 	 دعم الإدارة المالية وجميع الإدارات بالإلتزام بالموازنة المعده.

2019 PDR Page 1 of 2



نتائج تطوير الموارد البشرية

النتائج	القيمه	مؤشر الأداء	الأهداف
	<u>%75</u>	 العمل على أفضل هيكل لوظيفة التخطيط الإستراتيجي من خلال توفير التوجيه الكامل والتوجيه والتدريب لموظفي التخطيط الجدد لمساعدتهم على تحقيق أهدافهم 	 التعاون مع الإدارات المعنيه لتحسين أداء الشركة و صافي الربحية.
	<u>%25</u>	• الإشتراك في دورات تدريبية	 تعليم وتطوير الموظفين

الملخص

	تعليقات أو إقتراحات - 2019
	• أولويات التنمية 2020:

	نتائج الأعمال:		نتائج ا تطوير الموارد البشرية:		
		الإسم	التوقيع		
الموظف				التاريخ:	
المدير المباشر				التاريخ:	
الرئيس التنفيذي				التاريخ:	
الموارد البشرية				التاريخ:	

2019 PDR

Page 2 of 2

Appendix 19: (i) Attendance Memo & (ii) sample attendance sheet.

<u>i:</u>

التاريخ : 2019/08/22 م

الأخوة الموظفين بمصنع قباء للمياه المحترمين

السلام عليكم ورحمة الله وبركاته

الموضوع: الألتزام بمواعيد الدوام اليومية

حيث أن الأستاذ كمال حلال – رئيس مجلس المديرين – قد لاحظ كثرة الغياب، وعدم الاهتمام بمواعيد الدوام في المصنع خلال الفترة الماضية، عليه أمل منكم الالتزام بالحضور والتوقيع على كشف الحضور

عليه امل منكم الالتزام بالحضور والتوقيع على كشف الحضور والانصراف وسيتم احتساب الغياب أخر الشهر وفقا لكشف الحضور والانصراف وحسب الأنظمة المتبعة.

وأهيب بكم اخيرا الالتزام التام بالمواعيد لما فيه مصلحة الجميع خلال الفترة القادمة.

وتفضلوا بقبول خالص التحية

مدير المصنع

صورة مع التحية لسعادة الأستاذ كمال حلال

<u>ii:</u>

حضور وانصراف الموظفين بمصنع قباء لشهر ﴿ ﴿) ٢٠١٩ م ﴿ يَوْمَ لَا إِلَى الْمُوافِقَ ﴿ ﴿ ﴿ ٢٠١٩م

اسم الموظف	حض	 ور	انص_	ـــراف
	الساعة	التوقيع	الساعة	التوقيع
١- محمد حامد	9, 1	~c	0/	~~
۲- أياد درويش	<u> </u>	وثع		
۲- هشام مدني	es d			
ا- بدر السهلي	۸ `	2	2,376	15
- عبد الله الحجيلي	مغرو	ے موثع	1	
'- محمد سعید	2)	e) .e		
'- الفاتح مبارك	7	676		
- عثمان عبد الواحد)	9:50		

اعتماد المدير

Appendix 20: The circulated memo informing the employees of the commencement of the fingerprint attendance.







التاريخ: ٢٠٢٠/١/٣٠م

المحترمين

الأخوة منسوبي مصنع قباء للمياه السلام عليكم ورحمة الله ويركاته

اود احاطتكم علما بأننا سوف نبدأ بانن الله تطبيق نظام البصمة في الحضور والانصراف اعتبارا من تاريخ ٢٠٢٠/٢/١ بانن الله تعالى ،

واهيب بالجميع الالتزام بالبصمة في مواعيد العمل المحددة ، علما بأن الراتب الشهري سوف يرتبط بالتقرير الذي سيتم اخذه من جهاز البصمة شهريا .

واي شخص يكون لدية عمل خارج مواعيد الدوام ويتعثر عليه الحضور للبصمة لابد من رفع خطاب رسمي مسبقا لمدير المصنع يوضح فيه نوع العمل المكلف به حتى لا يتم احتسابه غياب اثناء تاديته لمأمورية العمل الموافق عليها.

ولكم الشكر.

مدير المصنع

209

شركة الدينة المنورة للمباه والمصائر المحبودة - المركز الرئيسي : المدينة المنورة - ست ٢٠٢٧ - ترخيص ١٠٠٠ - تليفون المسنع ٢٠٠٣ (١٠١) فاكس : ٨٤٠٣٠٠٥ (١٤) (قع المبني ٨١٣٨ - الرمز البريدي ٢٥٧١ - الرقم الضريبي : ٣٠٠٤٥٦٤٧٦٠٠٠٠٣ (١٠٤)

Appendix 21: Cycle 3 approved strategic document.

Mul			AN :
Zuv	Wo assessment	المستند المياه وال	C()9
fadinah Al-Munawarah	a - Abyar Ali		المدينة المنورة - أبيار علي
	Strategy Document - Cycle	3	
	Signed	Signed MacadHalid	
	Kamal M. Sarhan CEO	Maged M. Hafed	
		Executive Consultant for Strategy & Planning	
-			Microdinated autophysical
_			
	Strategic Approaches		
		Cycle 3	
	Approach: The Design Planner		
			TO AN ADMINISTRAÇÃO SALOR
- t	2		







Detailed initiatives for the implementation of the strategic approach have been defined

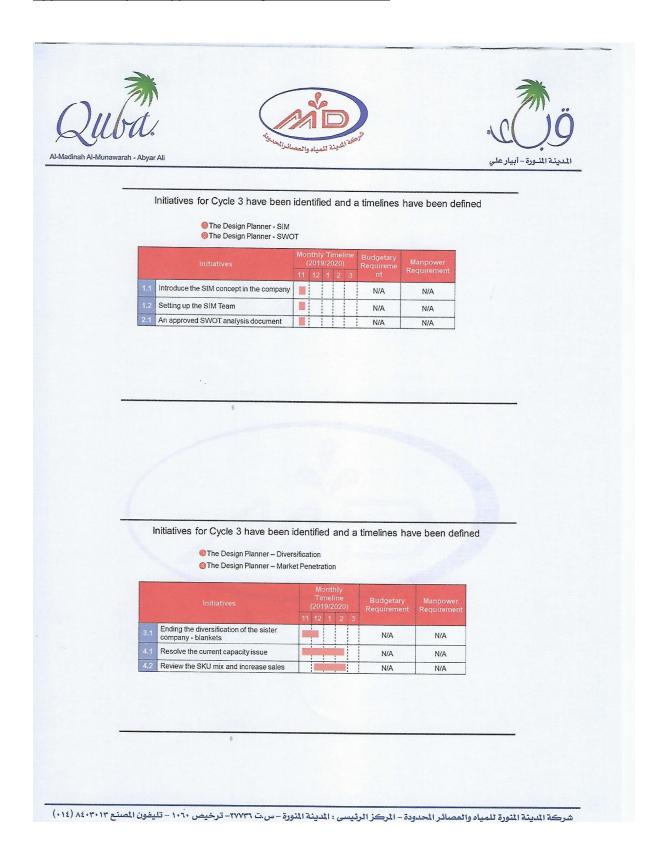
	The Design Planner Initiatives	Owner
	Strategic Issue Management (SIM)	
1.1	Introduce the SIM concept in the company	Strategy
1.2	Setting up the SIM Team	Steering Committee
	SWOT	
2.1	An approved SWOT analysis document	Steering Committee, SIM

Detailed initiatives for the implementation of the strategic approach have been defined

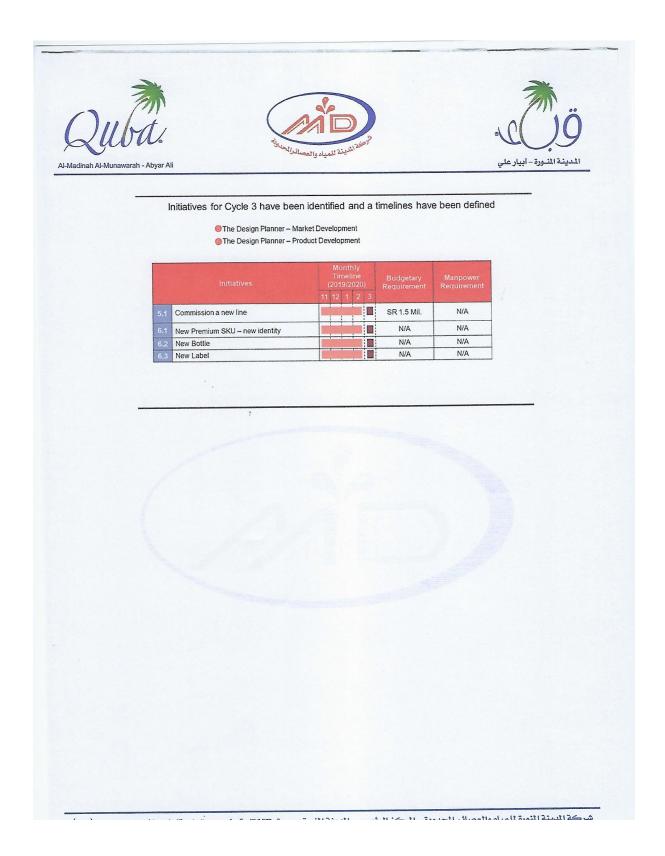
	The Design Planner Initiatives	
	Ansoff's Matrix - Diversification	
3.1	Ending the diversification of the sister company - blankets	CEO, Strategy
	Ansoff's Matrix - Market Penetration	
	Resolve the current capacity issue	CEO & Manufacturing
4.2	Review the SKU mix and increase sales	Sales & Finance
	Ansoff's Matrix - Market Development	
5.1	Commission a new line	CEO, Strategy, Manufacturing
	Ansoff's Matrix - Product Development	
	New Premium SKU – new identity	CEO, Strategy, &
	New Bottle	
	New Label	

شركة المدينة المنورة للمياه والعصائر المحدودة - المركز الرئيسي : المدينة المنورة - س.ت ٢٧٧٦٦ - ترخيص ١٠٦٠ - تليفون المصنع ٨٤٠٣٠١٣ (١٤٠) فاكس : ٨٤٠٣٠٠٥ (٢٠١) رقم المبني ٨١٣٨ - الرمز البريدي ٢٥٢١

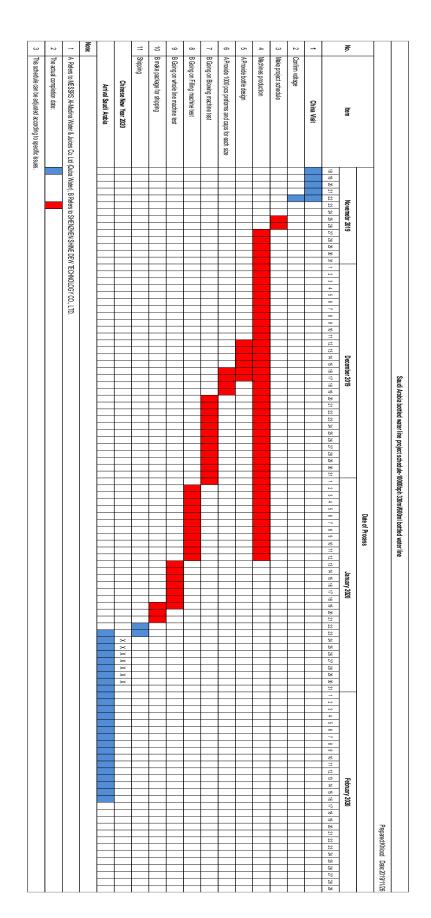
Appendix 21: Cycle 3 approved strategic document Cont'd.



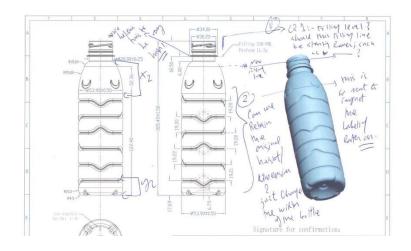
Appendix 21: Cycle 3 approved strategic document Cont'd.

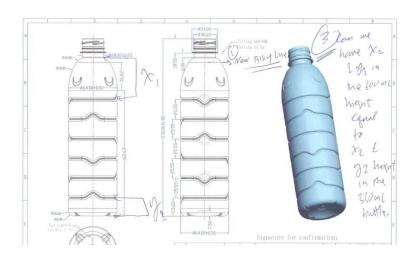


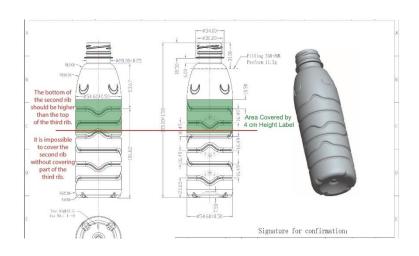
Appendix 22: The agreed new water filling line project schedule.



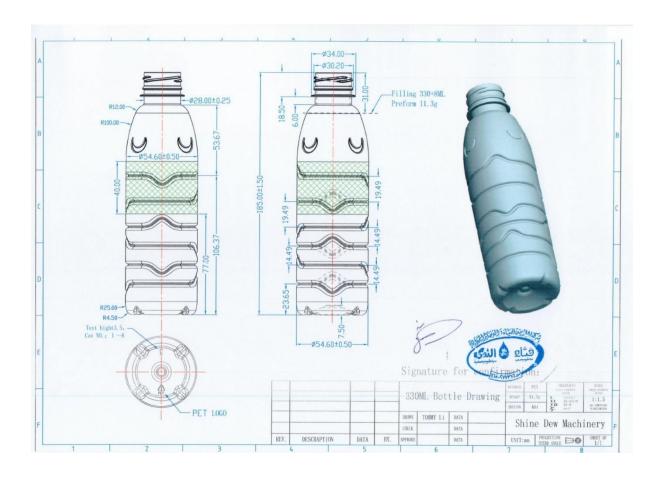
Appendix 23: The water-bottling company feedback on the new bottle design received from the Chinese company.







Appendix 24: The final signed and stamped approved new bottle design.



Appendix 25: KSA government SWOT analysis.



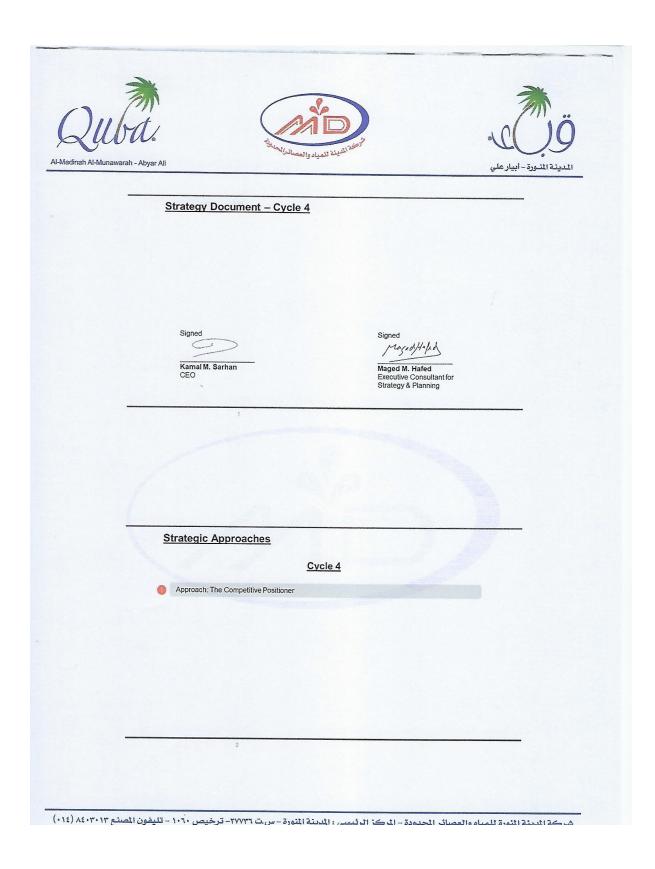


الأمانة العامة المساعدة لشؤون الغرف

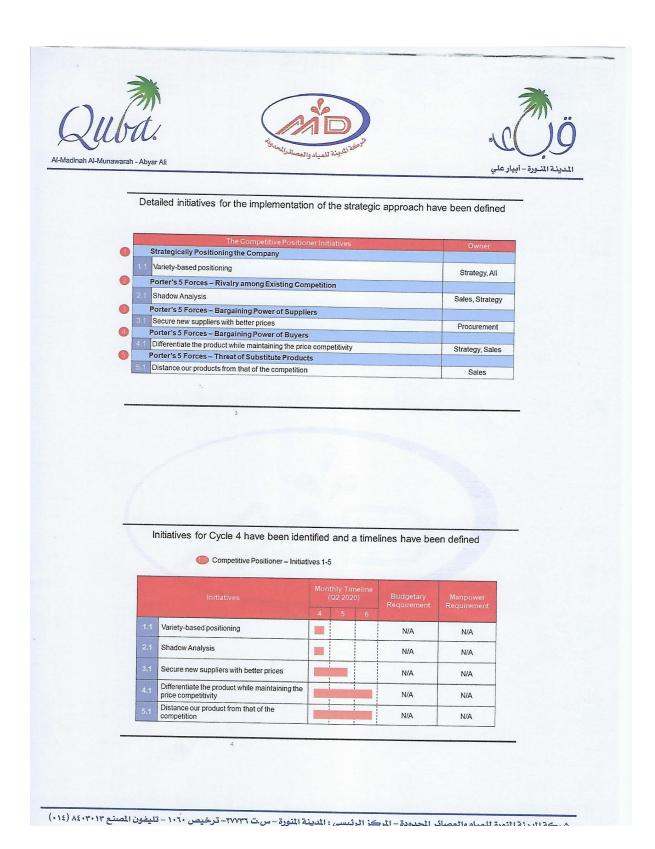
التحديات التي تواجه قطاع الأعمال

الحلول	التحديات	البند	الجهة	
الغاء المقابل المالي أو ان يكون السداد بشكل شهري أو في حالة الخروج النهائي يتم استعادة باق قيمة رخصة العمل كرصيد للمنشأة	رسوم رخص العمل وخاصة في ظل الازمة الحالية	المقابل المالي		
إسقاط نسبة ٥٠٪ من فيمة الجزاءات والمخالفات	السداد	المخالفات والجزاءات	وزارة الموارد البشرية والتنمية الاجتماعية	
تعطيل العمل بنظام حماية الأجور مؤقتا مع حلف أي ملاحظات سابقة لجميع المنشآت دعما لخدمة نقل الكفالة	حماية الأجور نسبة الألازام الحالية بالأجور تسبب إيفاف الخدمات عن المنشآت المنشآت المنشآت المنشآت			
الغاء شرط تواجد المقيم داخل المملكة	اشتراط أن يكون المقيم داخل المملكة	تحديد هوية مقيم		
الغاء غرامة عدم التجديد مؤقتا	توقف إيرادات المنشآت بشكل مفاجئ خاصة المنشآت التعليمية والتدريبية	غرامة عدم تجديد هوية مقيم	المديرية العامة للحوازات	
العمل على اتاحة الخدمة الكترونيا	يتم وفق إجراءات ورقية معتمدة تستغرق وقت	تمديد تأشيرة الخروج والعودة		
دعم الدولة للمنشآت باعقاءها من السناد / تأجيل السناد للافراد حد مليون والشركات عشره مليون ويدون احتساب غرامات تاخير ويدون عقوبات مده 90 يوم	السناد	الزكاة و الضريبة	الهيئة العامة للزكاة والدخل	
الغاء شرط السداد لاصدار الشهادة	عدم اصدار شهادة الزكاة في حالة عدم السداد	شهادة الزكاة		
تأجيل السداد مدة 6 أشهر	سداد المستحقات	المستحقات المالية	البنوك و التمويل	
الغاءها	السداد	عائد التمويل	البدوك والتمويل	
اسقاط استقطاع التامينات الاجتماعية ١٢٪ لمدة ٦ أشهر / الغاء الاشتراكات خلال فترة الأزمة	سداد قيمة الاشتراكات للعاملين بالمنشأة	الاشتراكات	التامينات الاجتماعية	
الغاء شرط السداد لاصدار الشهادة	عدم اصدار شهادة التامينات في حالة عدم السداد	شهادة التامينات		
عودة الدعم المالي للمعلمين الوطنيين	إغلاق المنشأة وتسريح العاملين ، بما فيهم المعلمين والموظفين الوطنيين الذين يمثلون أكثر من 650 من إجمالي العاملين	الاستمراية	وزارة التعليم	
مد فترة السماح للانتقال إلى مبان تعليمية ، مع النظر في التحديات التي تشترطها شركة تطوير في هذا الشأ	تزيد الأزمة الحالية من وطأة تعثر الشركة في الانتقال لمبان تعليمية وفق اشتراطات شركة تطوير	المباني التعليمية	وزرزه التعليم	
مجانا خلال فترة الازمة	الفواتير	الهاتف والانترنت	وزارة الاتصالات	
إسقاط الرسوم لمدة عام	رسوم التحديد السنوبة	السجلات والغرف التجارية	وزارة التجارة والاستثمار	
إسقاط الرسوم لمدة عام	رسوم واشتراطات التجديد	الرخص	البلديات والدقاع المدني	
تسديد ٥٠٪ من الإيجار السنوي للمباني المستأجرة و ٨٠٪ المباني التعليمية / تعليق القيمة الايجارية طوال فترة الأزمة	قيمة الإيجارات العقارية	الإيحارات	وزارة الإسكان	
مجانا خلال فترة الازمة	الفواتير	الكهرباء والمياه	الخدمات العامة	
تسديد ٤٠٠٪ من رواتب السعوديين و ٨٠٠٪ من رواتب العاملين الغير السعوديين طيلة مدة التوقف / دعم الدولة للشركة في سداد المستحقات المالية للعاملين خلال فترة الأربة حفاظا على بقائها في سوق العمل	تعار سداد الرواتب بسبب توقف إيرادات المنشآت بشكل مقاجئ خاصة المنشآت التعليمية والتدريبية	الأجور	الدعم الحكومي	

Appendix 26: Cycle 4 approved strategic document.

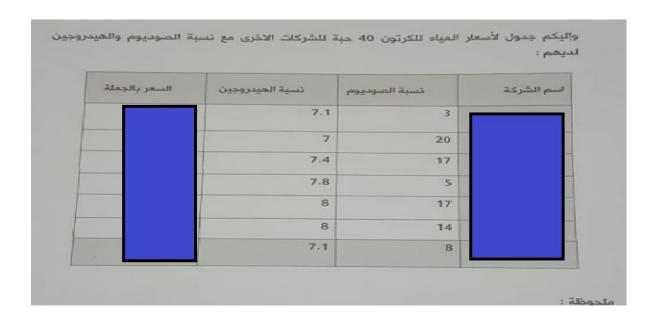


Appendix 26: Cycle 4 approved strategic document Cont'd.



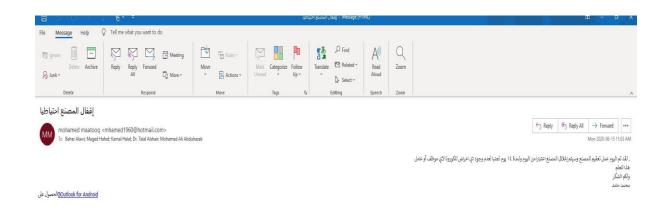
Appendix 27: The comparison table from the shadow analysis report.

Prices & names of competition blacked-out for confidentiality purposes.





Appendix 29: Email temporary closing of the plant for 14 days due to Covid-19.



Appendix 30: Cycle 5 approved strategic document.







Strategy Document - Cycle 5	
Signed	Signed
	magadytaked
Kamai M. Sarhan CEO	Maged M. Hafed Executive Consultant for
	Strategy & Planning
1	
Strategic Approaches	
Cy	rcle 5

شركة المدينة المنورة للمياه والعصائر المحدودة – المركز الرئيسي : المدينة المنورة – س.ت ٢٧٧٦ – ترخيص ١٠٦٠ – تليفون المصنع ٨٤٠٣٠١٣ (١١٤) هاكسب ١٠٥٠ من (١١٤) . قم المنب ٨١٣٨ - ١٠٥٠ من السبب ١٩٥٨ علم المنب ٨١٣٨ – الله من السبب ٢٥٣١

Appendix 30: Cycle 5 approved strategic document Cont'd.







Detailed initiatives for the implementation of the strategic approach have been defined

	The Self-Organizer Initiatives	Owner
	Identify the common 'spirit' within the company	
	The whole company is aligned on the common 'spirit'.	Strategy, SIM, All
	Revision of the company's manual of authority	
2.1	Final revised/approved manual of authority	CFO, Steering Committee, SIM
	Innovative 'ideas' to immediately boost top line sales	
	A list of tasks that may be implemented immediately to boost sales	Strategy, All
	Job rotation & cross-training	
	Employees performing job rotation and cross-training	CEO, HR, Strateg
	Digital adoption	
	Website	CEO, Strategy
	Updated ERP	CFO
	Updated POS	Sales

Initiatives for Cycle 5 have been identified and a timelines have been defined

Self-Organizer - Initiatives 1-5

Initiatives		Monthly Timeline (Q3 2020)			Budgetary Requirement	Manpower Requirement
						, to quite in the
1.1	Common 'Spirit'				N/A	N/A
	Manual of Authority				N/A	N/A
3.1	List of Tasks				N/A	N/A
4.1	Job rotation and Cross-training	I			N/A	N/A
5.13	Digital adoption Website, ERP, & POS		t		Cost of update	N/A

شركة المدينة المنورة للمياه والعصائر المحدودة - المركز الرئيسي: المدينة المنورة - س.ت ٢٧٧٣- ترخيص ١٠٦٠ - تليفون المصنع ٨٤٠٣٠١٣ (١٠٤) هركة المدينة المناورة المناع ٢٥٣١ منا المديد، ١٠٥٧ - المامة المديد، ١٠٥٧ منا المديد، ١٠٥٧ عند، ٨٤٥٠٠٠ منا المديد، ١٠٥٧ عند، ٨٤٥٠٠٠ منا المديد، ١٠٥٠ منا المديد، ١٠٥ من

Appendix 31: Cycle 6 approved strategic document.



Appendix 31: Cycle 6 approved strategic document Cont'd.







Detailed initiatives for the implementation of the strategic approach have been defined

	The Visionary Transformer Initiatives	Owner
	Mission Statement	
	Develop the company's mission statement	CEO, Strategy, SIN
	Vision Statement	
	Develop the company's vision statement	CEO, Strategy, SIN
	Corporate Values	
	Develop the company's corporate values	CEO, Strategy, SIN
	Mission, Vision, & Corporate Values Transformation Program	
	Proper communication of the mission, vision, and corporate values	Strategy, SIM
	Embedding the above in the company's culture	Strategy, SIM
	Corporate Social Responsibility	
	Selecting the type of corporate social responsibility & implementing it	CEO, Strategy, All
5.2	Communicating the corporate social responsibility to the customers / market	Sales

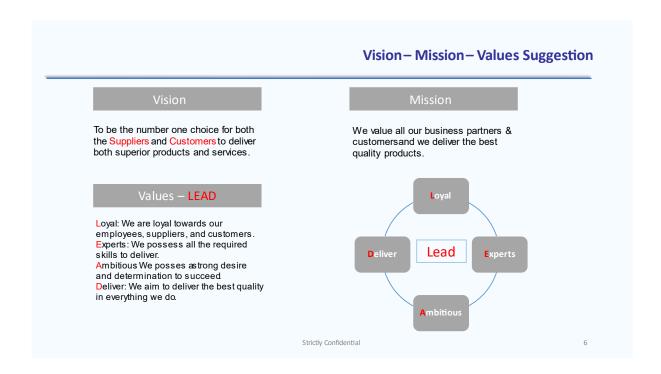
Initiatives for Cycle 6 have been identified and a timeline have been defined

Visionary Transformer – Initiatives 1-5

	Initiatives	Monthly Timeline (Q4 2020)			Budgetary Requirement	Manpower Requirement
					requirement	
	Mission Statement	-			N/A	N/A
	Vision Statement				N/A	N/A
	Corporate Values				N/A	N/A
1.12	Transformation Program		all Con		N/A	N/A
5.12	Corporate Social Responsibility		1077.50		N/A	N/A

شركة المدينة المنورة للمياه والعصائر المحدودة – المركز الرئيسي : المدينة المنورة – س.ت ٢٧٧٣٦ - ترخيص ١٠٦٠ – تليفون المصنع ٨٤٠٣٠١٣ (١٠٤) فاكس : ٨٤٠٣٠٠٥ (١١٤) (٢٠٤) رقم المبني ٨١٣٨ – الرمز البريدي ٢٧٥٢١

Appendix 32: Mission, Vision, Core Values slides.





The "Transformation program" will aim to change the mind-set and behavior of the Team through four key elements

Role-modeling of leadership

"... I see superiors, peers and subordinates behaving in the new way"

Fostering understanding and conviction through communication

"... I know what is expected from me, I agree with it and it is meaningful"

Developing talent and skills

"... I have skills and competencies to behave in the new way"

Reinforcing through formal mechanisms and KPIs

"... the structures, processes, and systems reinforce the change in behavior I am being asked to make"





Strictly Confidential

-

Appendix 33: Cycle 7 approved strategic document.

I-Madinah Al-Munawar	rah - Abyar Ali	مطف للدينة للمياه والعصائداللملعافية	7	المدينة المنورة - أبيار علي
-	Strategy Document –	Cycle 7		
		<u>-,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,</u>		
	Signed Kamal M. Sarhan		Maged M. Hafed	
	CEO		Executive Consultant for Strategy & Planning	
	f			
-	Strategic Approaches			
		Cycle 7		
	Approach: The Role Player			
_	2			

Appendix 33: Cycle 7 approved strategic document Cont'd.

