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العنوان باللغة العربية:

دور الإدارة الاستراتيجية في تعزيز القدرة على التكيف مع التغيير في شركات الاستشارات الإدارية

ب. العنوان باللغة الإنجليزية:

**The Role of Strategic Management in Enhancing the Ability to Adapt to Change in
Management Consulting Companies**

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Chapter One

1. Introduction

Given the dynamic and continuous changes that business environments around the world are exposed to in general, there has become an urgent need to adapt and respond to the changes that occur as a result of the events that occur rapidly in the dynamic business environment. Successful and effective strategic management is one of the most important key factors that have a significant impact on the success and sustainability of organizations and institutions. Therefore, this research is necessary to verify the role of strategic management in enhancing the ability of companies to adapt to these changes.

The strategic management concept has received a dramatic interest in organizational researches recently, specifically regarding its turn in leading organizational performance in dynamic and complicated environment. Strategic management indicates the capacity of managers to expecting, envision, preserve its resilience, and enabling others to develop strategic change (Hitt et al., 2016). The basis to this approach is the agreement of management actions with organizational purposes and sustainable strategic goals, that is specifically core in arise industries where conditions of market are unexpected. Theoretical frameworks on strategic management have developed to focus on adaptability, creation, and stakeholder management, significant in industries wisstening fast technological change. A predominant structure in the last years is the Upper Echelons Theory, that proposes that outputs of organization are partially expected by the properties of its top managers (Geletkanycz, & Sanders, 2004). This theory claims that the values, skills, and knowledge types of strategic managers immediately influence performance of the organization. In arising industries, where resilience and vision are basic, managers' capacity to deal with uncertainty and complexity has been proved to participate to the company success (Finkelstein et al., 2020). strategic managers in numerous fields should exhibit dynamic abilities, empowering them to reconfigure resources and skills to comply with change market requirements (Teece, 2018). other model relevant to strategic management is the Strategic management Theory , that suppose that managers who participate in sustainable planning and boost an organizational culture convenient to creation can drive performance earnings (Boal & Hooijberg, 2001). In this regard, strategic

managers not only formulate insight and orientation but also lead internal and external relationships, boosting creation and assuring the organization to adapt change. A study by Vera and Crossan, (2016) suppose that managers in fast developing sectors should boost organizational learning and innovation, empowering companies to compete in fluctuated markets. Finally, the strategic flexibility concept has recieved importance in recent researches and scientific studies, specifically in regarding to management in emerging industries. Strategic agility indicates to the ability of managers to rapid adaption to market changes, reallocate resources, and continuous innovation Wanxiang, (2024) .In companies featured by fast technological changes and fluctuating order, managers should not only identify strategic orientation but also be readiness to change when necessary (Wanxiang, 2024). Strategic management is a method to set a strategy by companies organizations and public authorities that combine strategy constitution and execution, and usually comprises strategic planning to form strategies, methods of executing strategies, and regular strategic learning. Strategic management characterize assisting companies and enterprises to fulfill significant objectives and arise public value (Bryson & George, 2020).

Adaptation to change indicates to a company making inner changes “to survive” and sustainable development, that can happen as a response to an external change in the outer environment or since companies aim to enhance performance. . A company can adjust utilizing several kinds of dynamic abilities, comprising for research and improvement, alliances , and acquisitions. When company aim to changes adaption in their outer environment based on dynamic abilities, they may make so weakly or well (Cristofaro et al.,2025). Siemens Healthineers is considered as an example in which the dynamic abilities shortage hindered organizational reaction to arising digital healthcare orientations. Although it is considered in a predominant player in the medical technology market, the company failed to sense the change scene and invest the chance for innovation in the digital healthcare field, finally restricting its success in movement the developed market dynamics (Teece et al., 2024). companies vary in their adaptation abilities in which they sometimes are good and sometimes are bad, and sometimes lacking them completely. company adaption to changes in the outer environment at least to certain level enable it to fit with the changed outer environment is more than would otherwise be the case. A company’s “evolutionary fitness” indicates to the extent of its success to make a living in a fluctuated environment (Arndt & Pierce, 2018;

Cristofaro & Lovallo, 2022; Leih & Teece, 2016). Accordingly, it can be said that adaptation result in development (Cafferata, 2016).

Given the importance of strategic management in various sectors, in addition to the importance of adapting to change in changing work environments, this study is concerned with investigating the role of strategic management in adapting to change considering management consulting companies as case study.

2. Study problem

Despite recent studies in the field of strategic management as a tool to enhance the performance of organizations (Islami, 2021); (Ferreira et al., 2020); (George et al., 2019), there is still a lot of ambiguity and uncertainty in implementing strategic management to improve the performance of organizations (Ansell & Boin, ۲۰۱۹); (Thorén & Vendel, 2019). This is because most companies are not willing to change and resist change (Nilsen et al., 2020); (Mansaray, 2019); (Weiner, 2020). Thus, this limits to achieve successful organizational performance Which prompted experts, researchers and academics to conduct research studies on the adaptation of organizations to change (Heggestad et al., 2019); (Williams, 2019); (Alexander & Fernandez, 2025).

Also, these efforts in conducting researches for adaption to change, there are very lack of studies and researched that studies the relationship between the strategic management and its roles in organization and adaption to change.

According to these issues and knowledge gaps, this study concerns with developing framework identifies the guidelines in strategic management that contributes to motivate adaption to change in organizations.

Therefore this study based on case study presents management consulting companies Which plays an important role in the success of local businesses at a high level. At the same time, these companies have been able to attract local and international experts to provide the best consulting services to companies operating in the Kingdom of Saudi Arabia (Sierra group, 2024).

3. Study Questions

Based on the statement of the problem that has been raised, this study attempts to answer the following:

1. Is there an impact of strategic management in its dimensions (strategic planning - strategic vision - innovation management - resource management) on adapting to the change in the administrative consulting company?
2. Do strategic planning strategies enhance adaptation to companies change?
3. Do innovation management strategies enhance adaptation to the change in companies?
4. Does strategic vision strategies enhance adaptation to companies change?
5. Are resource management strategies enhancing adaptation to companies 'change'?

4.Importance of the study (theoretical and applied):

Theoretical importance: The theoretical importance of the study comes from establishing a theoretical framework for strategic management and its role in adapting to change in companies, which opens a research field for researchers to conduct more in-depth studies in this field. This study can be considered a reference for developing the research field related to the subject of the study. Applied importance: This study provides a theoretical framework that can be presented to companies in the Kingdom of Saudi Arabia with the aim of correctly applying strategic management in companies, while providing a framework that includes all strategies for adapting to changes in companies in dynamic and changing work environments, so that companies can raise the level of organizational performance, whether in terms of productivity or job satisfaction, and achieve growth.

5.Study objectives

The aim of this study is to conduct a quantitative and qualitative analysis to study the relationship between strategic management and adaptation to change by considering the management consulting company in the Kingdom of Saudi Arabia as a case study. Based on the main objective, the following sub-objectives will be achieved:

1. Determine a framework for implementing effective strategic management in organizations
2. Identify the most effective strategies for adapting to change in companies that adopt strategic management in their approach
3. Test the relationship between strategic management and adaptation to change in organizations
4. Explore the role of strategic management in improving the suitability of change in organizations
5. Provide recommendations to organizations and companies to enhance management strategies in adapting to change and improving flexibility and the ability to innovate

6. Study hypotheses

1. There is an effect of strategic management in its dimensions (strategic planning - strategic vision - innovation management - resource management) on adapting to the change in the administrative consulting company at a level of moral significance (≥ 0.05)
2. Strategic planning strategies enhance the adaptation to the change in companies
3. Innovation management strategies enhance the adaptation to the change in companies
4. The strategic vision enhances the adaptation to the change in companies
5. Resources management strategies enhance the adaptation to the change in companies

A comprehensive literature review was conducted on recent studies and research that focus on studying strategic management and adaptation to change in changing work environments.

7. Study Concepts

Based on the literature review, previous studies and the subject of the study, the following operational definitions and terms used in the study can be provided:

-Strategic management: strategic management can be defined as the dynamic operation of formulation, execution, assessment, and strategy monitor to attain the strategic aims of the company (Rêgo et al., 2021).

- strategic vision: A strategic vision is an obvious perception and ambitious goals that identify sustainable goals and favorable future condition of the organization. It can be considered as guidance for all stakeholders participated. The strategic vision concludes what the company seeks to attain within a specific time taking into account the difficulties and opportunities (Niemand et al.,2021)

-resource management : Resource management indicated the organizing and effective dediction, usage, and supervision of an company's resources to attain its strategic goals. These resources comprise financial property, human resources, physical property, and technological infrastructure (Harijanto et al., 2022)

- Innovation management: innovation management indicates to the structured operation of motivating, leading, and executing innovated ideas, products, services, or operations within a company to attain sustainable strategic objectives and competitive benefit. It requires arising ecology that motivates creative thinking, determining chances for innovation, dedication resources for project innovations (Agustian et al.,2023).

-Strategic planning: Strategic planning is a structured procedures via which a company identifies its sustainable objectives, identifies the essential actions to attain those objectives, and dedicate resources to implement those plans. It requires setting an obvious vision, evaluating internal and external surroundings, setting strategic goals, and continuously control to assure alignment with the comprehensive strategic objectives (Malik,2023)

-Adaption to change : Adaptation to change indicates to the operation via which a company adjust its practices, constitution, processes, and culture to efficient reaction to internal and external changes in the business surroundings (Alsharari, 2024).

-Change Management: prediction and planning for adjustments before they happen to reduce disturbances and capitalize on chances (Javed & Arham,2023)

- **Flexibility** : establishing the capacity to rapidly transform and executing new practices in reaction to changing conditions (Govindarajan, & Ananthanpillai,2022).

-**Continuous Learning**: boosting learning culture and learning abilities and improvement to maintain personnel equipped with the experiences and knowledge required to deal with fluctuations (Armanious, M., & Padgett, 2021).

-**Efficient Communication**: assuring transparent and communication on time with all parties to distribute work faithfully and minimize refusing the change (Chukwurah et al.,2024)

8. Literature Review

1. Previous studies related to strategic management

Ahmad, (2024) carried out a research aimed to investigate the role of strategic financial management enhances 'company value and compete abilities in the rapid-fluctuating digital economy. This study found how financial strategy and digital innovation response to motivate competence and value arise in the digital world.

A study carries out by (McCall,2024) “Strategic Management and Competitive Advantage”. The study verifies the requirements extent globalization, digital transformation, and developed client favorables to strategic management . the results found that organizations should overcome restrictions as disruptive technologies, regulatory fluctuations, and market changes while aligning their strategies with company social roles and sustainability purposes.

Ferlie & Ongaro, (2022) conducted a book ”Strategic management in public services organizations: Concepts, schools and contemporary issues” The book examines strategic management in public service organizations from a comparative and international perspective, and reviews the relevant strategic models that influence how these organizations are managed. In an era of new and post-new administrative reforms, public managers at all levels are expected to respond to these new approaches that significantly impact their working practices, skills, and knowledge bases. The dimension of strategic management identified are: strategic planning, vision formulation, strategic growth, innovation management.

Mitra,(2021) executed a study “ Impact of strategic management, corporate social responsibility on firm performance in the post mandate period: evidence from India”

executed empirical study aimed to determine the major sides of Strategic Management and Firm Performance and study relationship between these two variables. the study showed that effective Communication in strategic management greatly influence on organizational performance

A research carried out by (Bryso & George, 2020) "Strategic management in public administration". The goal of the study is to review the relevant literature to the strategic management in order to identify strategic management concepts in public administration. and found that a strategic management is a method to set strategies by public companies or other authorities that combine formulation of the strategy and execution, and usually includes strategic planning to formulate strategies, methods of executing strategies, and constant strategic learning. Strategic management can assist public companies or other authorities to fulfill significant objectives .

The study found methods for strategic planning that are influenced by the Harvard Policy Model, logical incrementalism, and stakeholder management. More partial operation methods comprise strategic bargains, strategic issues management, and strategic planning, innovation management and resource management.

Fuertes et al.,(2020) published a paper "Conceptual Framework for the Strategic Management: A Literature Review—Descriptive". The goal of the study is to review the literature of the major principles that result in identifying the strategic method, strategies formulation, organizational structures, and strategic assessment as a guideline for the organizational management, considering the impacts resulted by the several kinds of strategies on the organizational performance. The major elements of strategic management detected by this study are : vision formulation, resource management , strategic planning , innovation management .

A research Steiss,(2019). Strategic management for public and nonprofit organizations. Routledge. The book aims to provide a comprehensive framework for strategic management that can be applied in public and non-profit organizations. The book aims to provide practical techniques and management concepts to improve organizational performance and adapt to change effectively. Through SWOT analysis, total quality management, systematic innovation, and Sigma, the book explains how organizations can develop strategies that achieve their goals and enhance their flexibility and ability to innovate. As for the most important results reached in the study, the book concludes that strategic management plays a crucial role in improving the performance of public

and non-profit organizations through the implementation of innovative and effective strategies. The book highlights the importance of internal and external analysis of the organizational environment, clearly defining strategic objectives, managing resources efficiently, and developing flexible strategies to adapt to challenges and developments. Another key finding is that the success of any strategy depends largely on the organization's ability to manage change, control performance, and stimulate continuous innovation

Dionisio, (2017) carried out a research “Strategic Thinking: The Role in Successful Management” Strategic thinking and strategic planning are concepts that are not clearly defined both in the literature and in the practice of business organizations and sometimes they are used interchangeably with each other or with strategic management. aimed to conduct a literature review to explain the strategic management concept by distinguishing between strategic thinking and strategic planning

the literature results showed that there is still the companies suffers from shortage in strategic thinking in which result in unplanned strategies which leads to wrong decisions, in a global climate that became more competitive, within rapid changes and with much more complicated requirements that can influence in the sustainability of these companies.

the results showed that strategic planning should follow strategic thinking and leaders are basic to execute strategies to design and establish a working environment where everyone is motivated to detect innovated ideas and to come up with enhancements and innovations, via a regular evaluation of both interior and external environments, with more opportunities for boosted outcomes.

2.Previous studies related to adaption to change

Jia & Nasir,(2025) carried out a research “Exploring the Role of Organizational Change and Commitment in Shaping Employee Performance: Evidence from Fifteen Supermarkets in Huangpu, Shanghai” aimed to verify the impact of organizational fluctuation and organizational adherence on personnel performance . The study showed the significance of change management and boosting robust organizational adherence to motivate personnel productivity.

Stasielowicz,(2025) conducted a study “The importance of change communication and state motivation when adapting to changes” aimed to enhance change management and the study showed that personnel training, and personnel selection in organizations, are good strategies in adaption to change.

Satriadi, & Ellmanda, (2025)” implemented a study” the important role of leadership style in organizational change (case study at pt. karwikarya foreign tourists house tanjung PINANG)” .The purpose of this study is to investigate the significance role of management in organizational change. the results emphasized the significance of leadership focusing on empathy, humility, and ability to change adaption.

Cristofaro et al., (2025) executed a study the study aimed to analyze articles to investigate the dynamic abilities–environment that comprise (a) the roles that dynamic abilities execute relating to the ecology which named by adaptation term, and (b) the development of the outer ecology which means separate or constant change. the authors have concentrated on discrete adaptation changes in the outer ecology. This results also showed the possibility of an adapting view of dynamic abilities and a renovated emphasis on the dynamic abilities to improve knowledge of how leaders chart company’s route through dynamic abilities. The study indicated also to change culture to adapt change , learning capacities, innovation capabilities.

Wanxiang,(2024) conducted a research “Exploring the Role of Strategic Leadership in Enhancing Organizational Performance: A Case Study of Emerging Industries”.This study seeks to detect the influence of strategic management on boosting organizational performance via major management practices analysis, decision-making methods, and the agreement of management strategies with organizational purposes. the study verified companies within arising industries to evaluate how management motivates competitive benefit, drives innovation, and sustainable development. The research determined management practices that assist to significant performance, comprising vision formulation, adaption to change, innovation management, and stakeholder participation. The results shed light in the significance of complying management strategies with changing market dynamics rapidly

A study conducted by (Ketemaw & Amente, 2023)” Effect of Strategic Change and Adaptation on Organizational Performance A Comprehensive Literature Review” seek to study impact of strategic change and adaptability on organizational performance based on a literature review addressed theoretical and empirical properties of strategic

change and adaptation. The results found that predicting strategic change and the method for change adaption it is essential for remaining in economic and technological environment. Also, the study showed that adaption to change can be achieved via organizational flexibility, capabilities to innovation and learning .

Sarta et al., (2021) conducted a study “Organizational Adaptation” that aimed to explain the concept of Organizational Adaptation that via reviewing 443 article relevant to the topic of the study. the study found that Organizational adaptation is unclear concept. However, the principle is widespread in management research and links among the central issues of organizational change, performance, and sustainable. Nevertheless, it is found in several terms (“fit,” “alignment,” “congruence,” and “strategic change”). The dimensions of change adaption identified in the study are: organizational flexibility, learning abilities , innovation abilities.

Van et al., (2020) implemented a study” How do employees adapt to organizational change? The role of meaning-making and work engagement”. This study concentrated on the advantages of work participation for personnel adaptation to organizational change. the result showed that personnel engagement have a significant impact on organizational change adaption. The study identified adaption to change dimensions which are: effective communication , learning abilities and organizational flexibility.

Sternad, (2011) conducted a literature review “ The strategic adaptation process: a literature review “ aimed to explain adaption to change process via literature review which concluded that Adaptation is an expression that has been broadly utilized in the strategy and organizational literature and found that there are three explanation of adaptation: (1) adaptation condition which are identified as a situation in which a company can stay a live the conditions of its ecology

(2) adaptive capacity, the ability of a company to response to changes within its ecology and consequently to preserve fit; and

(3) the operation of adaptation, that can be classified into an operation of adaptive specialization (enhancing the environment-organization fit in a certain state) and an operation of adaptive generalization (boosting the adaptive ability of the company).

Adaptation is essential for sustainability and to fulfill efficiency, the ability to produce a favorable impact.

3.Previous studies linked between strategic management and to adaption to change

A study by Jerab & Mabrouk, (2023) “The role of leadership in changing organizational culture “This study addresses the major role management plays in the dynamic operation of change and enhancing organizational awareness based on extensive literature review and the study found the significant role of leadership in motivating adaption to change. this paper shed light in the multiple influence of management in motivating cultural change within companies and enterprises.

Naamati Schneider, (2020) developed a paper “Strategic management as adaptation to changes in the ecosystems of public hospitals in Israel” carried out impact of strategic management in six public hospitals on assessment the adaptation level, execution, and inserting of management strategies in public hospitals utilizing the Ginter model of strategic management of health organizations. The study provided a significant insight over time and a better knowledge of the behavior and adaptation of hospitals to their continuous changing environment that require extensive cooperation between personnel and management as effective communication , resource management and vision formulation.

Comment on previous studies

The literature review aimed to identify the main independent variable which strategic management and its dimensions :strategic vision, resource management, innovation management, strategic planning while the dependent variable identified by literature is adaption to change and it dimensions: change management, flexibility, continuous learning ,efficient communication.

The literature addressed several studies related to strategic management and numerous studies regarded to adaption to change but there is very limitations of the studies that search on relationship between strategic management and adaption to change. Also, The literature review showed that most of the studies based on literature review and there is a lack of researches that adopt quantitative methods and surveying studies .

This study looks into an important gap in what we currently know by exploring how strategic management helps organizations adapt to change, especially in management consulting firms in Saudi Arabia. While earlier research has often looked at strategy and adaptation separately, few have really examined how practices like strategic planning, innovation, and resource management directly impact a company's ability to

keep up with changing conditions. Most existing studies tend to be more on the theoretical or qualitative side, so there's a real need for research that combines different methods to test these ideas more thoroughly. Focusing on Saudi Arabia's consulting industry also helps fill a gap, since this area and sector haven't been studied much despite their growing global role. This research is valuable because it develops a detailed framework that links key parts of strategic management like setting a clear vision and managing resources with how companies actually adapt, such as being flexible, learning continuously, and communicating effectively. This framework builds on well-known theories like Energetic Capabilities and Upper Echelons Theory, but it also offers practical tips for firms trying to stay adaptable. The study uses a mix of quantitative surveys (analyzed with SPSS) and in-depth interviews (analyzed with NVivo) to make sure the results are solid and detailed. Unlike some previous research that looks at just one piece of the puzzle, this work offers a complete picture, emphasizing actionable strategies for companies facing change. By building on earlier studies that provided strong theoretical backings and focusing on the specific regional context, this research addresses some common limitations like relying only on theory or having regional biases. It adds to the academic conversation while offering real-world advice for consulting firms in Saudi Arabia and beyond. The findings aim to help scholars expand the understanding of strategic adaptation and give companies practical, evidence-based ways to succeed in work environments.

Table 1 summarizes the comment on previous studies, indicating the similarities and differences in this study with previous studies

Table 1 Comment on previous studies

Similar aspects with previous studies	Differences with previous studies
Eating strategic management in institutions and companies	A great shortage of studies that examine the relationship between strategic management and adaptation to change.
Study adaptation to change in changing work environments	There is a lack of research that depends on quantitative methods and survey studies

9. Study limits: (spatial, temporal, human)

Time Limits: The time limitation is that the data for the interviews and questionnaire will be collected during the year 2025.

Spatial Limits: The results of the study represent companies located in the Kingdom of Saudi Arabia and the mechanism for its application in another geographical area will not be confirmed.

Human Limits: The data will be collected based on a sample from the management consulting company only.

10.Procedures of the Study:

10.1 Study Methodology

The study methodology is based on the hybrid method, which combines the qualitative and quantitative approaches to study the role of strategic management in enhancing adaptation to change in companies by choosing a case study of the Saudi Consulting Company in Jeddah .

Sample study and Community:

- **Study Community**

The study community includes employees of a management consulting company in Saudi Arabia comprising (chief executive officer-chief operating officer - senior manager-consultant manager-administrators). Management consulting companies in Saudi Arabia are considered important factors in developing businesses in the Kingdom, as they represent a vital tool for improving the performance of Saudi organizations, companies and institutions, especially in light of the increasing competition and multiple challenges facing these entities. Management consulting can ensure innovative and objective solutions to problems, and thus can help companies achieve sustainable growth and improve their financial and structural operations. The total number of employees of the management consulting company in Saudi Arabia is 100 employees.

- **Study sample**

The study community included 150 employees of the management consulting company in Jeddah (chief executive officer-chief operating officer - senior manager-consultant manager-administrators), while the study sample size was calculated based on the Thomson equation as follows:

$$\frac{N \times p \times (1-p)}{(N-1) \times \frac{d^2}{Z^2} + p \times (1-p)} = \frac{150 \times 0.5 \times (1-0.5)}{(150-1) \times \frac{0.05^2}{1.96^2} + 0.5 \times (1-0.5)} \approx 108 \quad \bullet$$

Where “N” denotes the known population size, “n” denotes the required sample size, “d” denotes the error rate and is usually taken as (0.05), while Z is the standard score (the number of standard deviations that separate a point from the mean). The commonly used standard scores are 1.96 for a 95% confidence level.

10.2 Data collection methods:

The data collection based on two tools : survey questionnaire will be distributed online using google forms via social media while structured interviews will be conducted at 7 experts from the management consulting company in order to investigate the outcomes of quantitative methods. The interviews will be designed and executed face to face method.

10.3 Suggested statistical procedures

1. Quantitative method : the data of questionnaire will be analyzed based on SPSS software using the following statistical methods: Reliability analysis, pearson correlation coefficients, arithmetic mean, standard deviation and linear regression analysis
2. qualitative method : the data of interviews will be analyzed based on Nvivo software via thematic analysis by coding the themes and analyze the most frequented themes using Lexical approach and thematic approach

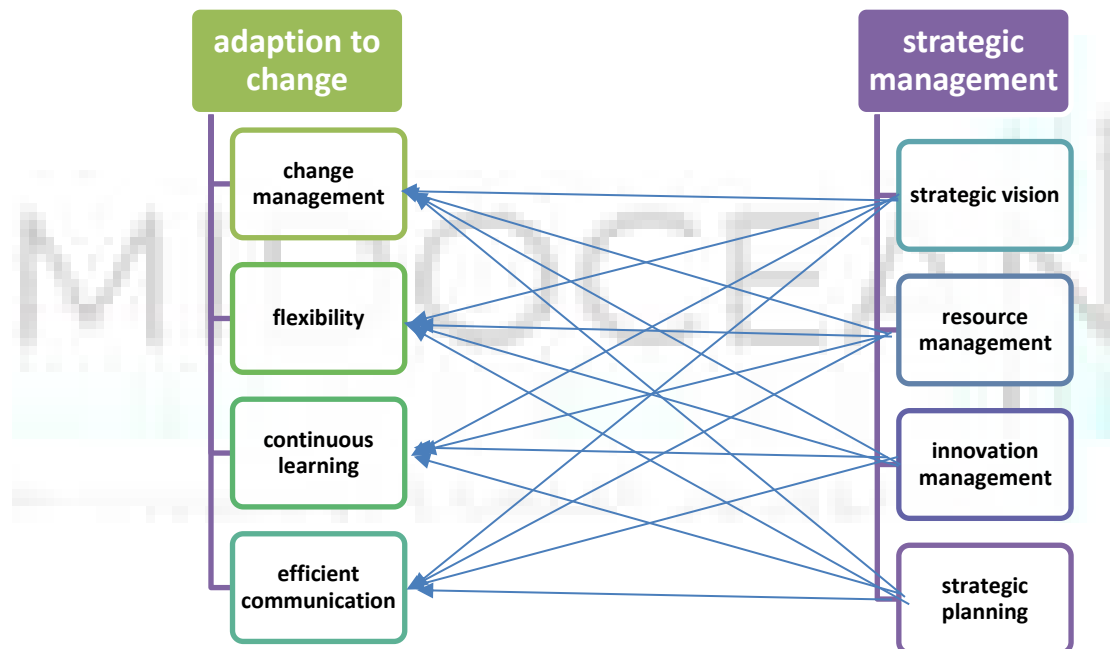
10.4 Steps to implement the study plan:

Firstly, The study will based on data collection using literature review in order to identify the comprehensive strategic management practices in organizations in addition to identifying adaption to change practices. Then data will be designed in questionnaire that will be validated and modified based on experts then will be distributed to the study

sample and analyzed using SPSS software .The second stage of the study based on investigating the outcomes the quantitative method using interviews with 7 experts in management consulting company and the data of the interviews will be coded and analyzed using Nvivo software.

11.Study Model

The study model includes the relationship between the main independent variable which strategic management and its dimensions: strategic vision, resource management, innovation management, strategic planning and the main the dependent variable which is by adaption to change and it dimensions: change management, flexibility, continuous learning , efficient communication.



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