

حسام الناجم – الفصل الرابع (مراجعة 2)

رقم الملاحظة	الملاحظة	قرار التقييم	رد الطالب بعد التعديل
C1-01	الخط بين عرض النتائج ومناقشتها، من خلال تضمين تفسيرات نظرية ومقارنات بالدراسات السابقة داخل الفصل الرابع.	التزم الطالب جزئياً بالملاحظة؛ إذ حذف المقارنات والاستشهادات بالدراسات السابقة من الفصل الرابع، إلا أن بعض فقرات اختبار الفرضيات ما تزال تتضمن تفسيراً نظرياً وأسباباً محتملة للنتائج، ولا سيما للمسارات غير الدالة. لذا ينبغي قصر الفصل الرابع على العرض والتفسير الإحصائي، ونقل هذه التفسيرات إلى الفصل الخامس.	تم حذف جميع المقارنات والاستشهادات والتفسيرات النظرية والأسباب المحتملة من الفصل الرابع وقد تم مراجعة جميع فقرات الفصل الرابع والمحافظة على عرض النتائج فقط دون اللجوء للتفسير ولا سيما فقرات اختبار الفرضيات ويقتصر الفصل الرابع على العرض والتفسير الإحصائي فقط كما تم إضلل حذف التفسيرات من الاحصاءات الوصفية وتظليلها باللون الرمادي
C1-10	لا يوجد ربط واضح بين النتائج الوصفية والأهداف البحثية بعد عرض كل بعد من أبعاد الدراسة.	لم يلتزم الطالب بالملاحظة فعلى الرغم من تحسن تنظيم عرض النتائج الوصفية، إلا أنه لم يصف ربطاً صريحاً بين نتائج كل بُعد والهدف أو السؤال البحثي الذي تعالجه تلك النتائج، حيث يقتصر العرض على النتائج الإحصائية دون بيان مباشر لكيفية إجابتها عن أهداف الدراسة، ولذلك ما تزال هذه الملاحظة قائمة.	تم ربط النتائج الوصفية لكل بعد من أبعاد الدراسة بأسئلة البحث وأهدافه بفقرة 4.5 اختبار الفرضيات وتم تظليلها باللون الأزرق
C1-11	عنوان القسم <i>Reliability and Validity</i> لا يتوافق مع محتواه بالكامل، إذ أدرجت فيه الإحصاءات الوصفية إلى جانب مؤشرات الثبات والصدق.	لم يلتزم الطالب بالملاحظة . فما زال عنوان قسم <i>Reliability and Validity</i> يتضمن محتوى يتجاوز اختبارات الثبات والصدق، حيث أدرجت ضمنه الإحصاءات الوصفية للمتغيرات، مما يجعل عنوان القسم غير معبر بدقة عن محتواه. ويستحسن فصل الإحصاءات الوصفية في قسم	تم تظليل الجدول 4.11 باللون الأحمر حيث يحوي فقط Cronbach alpha , AVE, composite reliability ولا يحوي أي قيم لاحصاءات وصفية

	مستقل والإبقاء على مؤشرات الثبات والصدق تحت هذا العنوان فقط.		
C1-18	لم يتم اختبار الفرضيات وفق التسلسل المنطقي للفرضيات الوارد في الفصل الأول، بل عُرضت نتائج المسارات مباشرة دون ربط كل مسار بفرضيته المقابلة.	لم يلتزم الطالب بالملاحظة . إذ ما زالت نتائج النموذج البنائي تُعرض مباشرة وفق المسارات الإحصائية، دون تنظيمها بحسب تسلسل الفرضيات الوارد في الفصل الأول، أو ربط كل مسار بالفرضية المقابلة بصورة صريحة، مما يضعف الاتساق بين تصميم الدراسة وعرض نتائج اختبار الفرضيات.	يوجد فقرة خاصة ومستقلة لاختبار الفرضيات حسب تسلسلها في الفصل الأول وهي الفقرة 4.5 اختبار الفرضيات ومظللة باللون الأخضر
C1-22	جدول نتائج SEM لا يتضمن عمودًا يوضح حالة الفرضية (Supported / Not Supported).	لم يلتزم الطالب بالملاحظة . إذ ما زال جدول نتائج نموذج المعادلات البنائية (SEM) يقتصر على عرض المؤشرات الإحصائية للمسارات، دون تضمين عمود مستقل يبين حالة كل فرضية / (Supported / Not Supported) أو مقبولة / غير مقبولة)، مما يقلل من وضوح عرض نتائج اختبار الفرضيات.	يحتوي الجدول 4.14 على عمود بعنوان decision مظلل باللون البرتقالي وفيه قرار لكل فرضية فيما اذا كانت or not supported supported

نموذج

مشروع خطة أطروحة للتسجيل لدرجة الدكتوراه

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 generally exposed to, there has become an urgent need to adapt and respond to changes that occur as a result of the rapid events occurring in the dynamic business environment. Today's business world is changing faster than ever before, thanks to new technology, changing customer preferences, changing regulations and laws, and an increasing focus on sustainability (Moșteanu, 2024). Therefore, having a solid strategic plan is essential for long-term survival and growth, especially as conditions continue to change. To meet these challenges, successful strategic management is one of the most important key factors that significantly impact the success and sustainability of organizations and institutions (Alkhodary, 2023).

Strategic management is based on several theoretical frameworks that have evolved to focus on adaptability, innovation, and stakeholder management, which is important in companies and organizations experiencing rapid technological change. One of the most prominent of these theories prevailing in recent years is the top-down theory, which relies on management and the characteristics of managers (Kim, 2022). Top-down theory provides an effective means of understanding how a leader's personality and background influence company strategies. When companies understand this, they can make decisions and implement their strategies more effectively. Through this theory, organizations can build strong leadership teams, increase their flexibility in changing situations, and improve their performance even under difficult business conditions (Abatecola & Cristofaro, 2020). Another model related to strategic management is strategic management theory, which assumes that managers participate in sustainable planning and foster an organizational culture conducive to innovation (Amason & Ward, 2020). Strategic management theory is also extremely important when studying digital change, as it helps understand how companies use new technologies to maintain their competitiveness and provides a way to Clearly, to understand how companies adapt their strategies during difficult economic times or when sudden changes occur in the markets (Rêgo et al., 2021). By adopting these theories in the study, the foundations and controls for the strategic management necessary to bring about change in organizations can be established.

As for adapting to change, the term refers to the company making internal changes to “survive” and develop sustainably. This can occur in response to an external change in the external environment or because companies aim to improve performance. The company can adapt using several types of dynamic capabilities, including research, improvement, and alliances (Cristofaro et al., 2025).

Given the importance of strategic management in a rapidly changing business environment, the literature has included many studies that have examined the role of strategic management in organizations (Ferlie & Ongaro, (2022); ESvatosova, 2020)

and other studies that have addressed adaptation to change in organizations (Pescaroli et al., 2023; Sabuhari et al., 2020) in various fields. However, to date, the literature is largely lacking in studies that examine the impact of strategic management on adapting to change in organizations, which are in great need of adopting strategies of flexibility, strategic planning, and strategic vision in light of the rapidly changing environment in all sectors in general. In this study, the management consulting firms sector was chosen as a case study because management consulting firms are of particular importance because their success depends on their ability to quickly adapt to changing customer needs and market uncertainty. Consulting firms also constitute a link between management theory and practical application in other companies, and their success in adapting to change proves the effectiveness of tools and strategies that can be transferred to other sectors to improve their flexibility, as these companies operate in a rapidly changing world and often face challenges. Large, such as new technologies and changing markets, and because its main function is to provide strategic advice to clients, its ability to adapt to change is an example to be emulated in other sectors. There are no studies or research that have highlighted the management consulting sector, despite its importance. Therefore, it is very important to study how strategic management helps management consulting firms maintain their flexibility and adaptability. From an academic perspective, the choice of strategic management as a case study has not been addressed in relation to the subject of the study.

Given the importance of the study, it aims to explore the role of strategic management in enhancing adaptation to change in management consulting firms in the Kingdom of Saudi Arabia. Accordingly, this study aims to answer the following question:

What is the impact of strategic management in enhancing adaptation to change in management consulting firms?

This study will contribute to enriching the academic literature and research studies. It will also serve as a framework that serves as a guide for companies on the optimal application of strategic management to keep pace with the changing business environment and enhance adaptation to change.

2. Study problem

While the importance of strategic management in improving organizational performance has proven effective (Islami, 2021; Ferreira et al., 2020; George et al., 2019), its implementation on the ground remains problematic, especially when organizations are trying to adapt to change (Ansell & Boin, 2019; Thorén & Vendel, 2019). Persistent barriers, such as organizational inertia and resistance to change, often undermine improvement initiatives (Nilsen et al., 2020; Mansaray, 2019; Weiner, 2020). Although recent studies have explored adaptation as an independent concept (Heggstad et al., 2019; Alexander & Fernandez, 2025), there are clear, but not vague,

gaps that are not specifically studied. (1) There is a lack of empirical research that directly examines how strategic management practices enable adaptation, rather than focusing solely on performance outcomes in Saudi Arabia, which represents the geographical context of the study. The literature has been limited to addressing strategic management in companies and institutions, without addressing its effectiveness in breaking resistance to change and adapting to the labor market (Ali, 2019; Mohammed, 2017). (2) The relationship between strategic management and adaptation within management consulting firms that undergo and facilitate change has not received much attention, especially in Saudi Arabia. One study analyzed, designed, and implemented a management information systems consulting firm (Alomari et al., 2019) without addressing any of the study variables (strategic management or adaptation to change). Abdullah, 2024, also mentioned the challenges and difficulties facing the strategic management companies sector in Saudi Arabia due to weak strategic management. A report presented by the ILaf website (2025) revealed the decline of management consulting firms and their reduced efficiency in providing solutions due to management problems, including reliance on foreign experts without proper planning and developing management strategies that are compatible with local reality. Foreign experts are not familiar with the local reality, which created a management gap that led to a lack of flexibility to keep pace with emerging changes. Another study examined how consulting firms share knowledge with clients in the Arab world without addressing strategic management practices or adapting to change (Huang et al., 2022). (3) There is a noticeable absence of studies specific to the context in the Kingdom of Saudi Arabia, despite the urgent need for organizational adaptation in light of Vision 2030. This study aims to address these gaps by examining the intersection of strategic management and adaptation within Saudi management consulting firms. This focus is justified given the dual role of these firms as examples of adaptation to change (Sierra Group, 2024). Using an in-depth case study methodology using quantitative and qualitative methods, the research seeks to: (a) integrate strategic management theory with organizational adaptation models, (b) develop relevant guidelines. In the context of Saudi companies, and (c) proposing practical metrics for assessing adaptive readiness, the study thus provides practical and timely insights for practitioners aiming to overcome resistance to change, while also contributing to the academic discourse on strategic resilience in emerging markets.

3. Study Questions

Based on the problem statement presented, this study attempts to answer the following main question:

- Does strategic management have an impact on enhancing adaptability to change in a management consulting firm?

The following sub-questions arise from the main question:

1. Does strategic planning have an impact on enhancing resilience in a management consulting firm?
2. Does innovation management have an impact on enhancing resilience in a management consulting firm?
3. Does strategic vision have an impact on enhancing resilience in a management consulting firm?
4. Does resource management have an impact on enhancing resilience in a management consulting firm?
5. Does strategic planning have an impact on enhancing continuous learning in a management consulting firm?
6. Does innovation management have an impact on enhancing continuous learning in a management consulting firm?
7. Does strategic vision have an impact on enhancing continuous learning in a management consulting firm?
8. Does resource management have an impact on enhancing continuous learning in a management consulting firm?

4. Importance of the study

A. Theoretical Significance

Alenezi et al. (2021) stated that change management in Saudi institutions and companies suffers from weak success, and leaders face numerous challenges, including employee resistance. The Saudi public sector is undergoing widespread changes under

the government's reform agenda, Vision 2030. However, there is little research on organizational change in the Arab world; what exists is in-depth and pays little attention to the roles of leaders. Therefore, this study serves as a starting point for exploring solutions and strategies that can achieve successful adaptation to change in Saudi management consulting firms, which have not been addressed in previous studies. This will be done by examining strategic management, which is currently considered a promising solution for confronting change (Henry, 2021). Therefore, this study chose strategic management to measure its impact on adapting to change, by selecting a Saudi consulting firm as a case study, as a reference for all clients and companies to provide solutions for dealing with adapting to change in a dynamic environment. This study contributes to opening the way for researchers and academics to further research and improve this field. The theoretical significance of the study also stems from establishing a theoretical framework for strategic management and its role. In adapting to change in companies, this opens up a research area for researchers to conduct more in-depth studies in this field. This study can be considered a reference for developing research related to the topic of the study. In addition, this study adds a new dimension to the literature through its application to management consulting firms in the Kingdom of Saudi Arabia, a context that has not received sufficient research.

B. Applied Importance:

Abdullah (2024) stated that a large percentage of employees in the consulting sector (especially non-Saudis) in the Kingdom of Saudi Arabia do not possess the experience, knowledge, and skills necessary to guide organizations to achieve their strategic goals. They fall into a trap, similar to what many large companies in this sector have fallen into: a lack of knowledge or disregard for the culture of the organization or the culture of the country, which may be the greatest obstacle to implementing the strategies and plans that are drawn up and convincing leaders of them. This is due to weak strategic management and resistance to change policies. Therefore, the importance of this study lies in developing a guiding framework for the management consulting sector in general and institutions in particular in the Kingdom of Saudi Arabia. It includes directives and recommendations for improving strategic management across various dimensions, highlighting its role, and developing solutions to address resistance to change in the Kingdom of Saudi Arabia, with the aim of making sectors more inclusive. Management consulting is ready to keep pace with Vision 2030 in the Kingdom of Saudi Arabia.

5. Study objectives

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

1. Study the impact of strategic planning on enhancing resilience in a management consulting firm.
2. Study the impact of innovation management on enhancing resilience in a management consulting firm.
3. Study the impact of strategic vision on enhancing resilience in a management consulting firm.
4. Study the impact of resource management on enhancing resilience in a management consulting firm.
5. Study the impact of strategic planning on enhancing continuous learning in a management consulting firm.
6. Study the impact of innovation management on enhancing continuous learning in a management consulting firm.
7. Study the impact of strategic vision on enhancing continuous learning in a management consulting firm.
8. Study the impact of resource management on enhancing continuous learning in a management consulting firm.

6. Study hypotheses

Based on the study questions, the main hypothesis was formulated as follows:

H₁: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic management on enhancing adaptability to change in a management consulting firm.

From this main hypothesis, the following sub-hypotheses emerge:

H_{1,a}: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic planning on enhancing resilience in a management consulting firm.

H_{1,b}: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of innovation management on enhancing resilience in a management consulting firm.

H_{1,c}: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic vision on enhancing resilience in a company. Management Consulting

H_{1,d}: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of resource management on enhancing resilience in a management consulting firm.

H_{1,e}: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of strategic planning on enhancing continuous learning in a management consulting firm.

H_{1,f}: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of innovation management on enhancing continuous learning in a management consulting firm.

H_{1,g}: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of strategic vision on enhancing continuous learning in a management consulting firm.

$H_{1,h}$: There is a statistically significant effect Statistical significance at the level of significance ($\alpha \leq 0.05$) for resource management to enhance continuous learning in a management consulting firm

7. Study Concepts

Based on a review of the literature, previous studies, and the subject matter of the study, the following technical and operational definitions can be presented:

A. Terminological Definitions:

The Main Independent Variable and its Sub-variables

- Strategic Management: Strategic management can be defined as the dynamic process of formulating, implementing, evaluating, and monitoring strategy to achieve a company's strategic objectives (Rêgo et al., 2021).
- Strategic Vision: A strategic vision is a clear vision and ambitious goals that define the organization's sustainable objectives and favorable future state. It can be viewed as a guide for all stakeholders involved. The strategic vision articulates what a company seeks to achieve within a specific timeframe, taking into account challenges and opportunities (Niemand et al., 2021).
- Resource Management: Resource management refers to the effective organization, allocation, utilization, and management of a company's resources to achieve its strategic objectives. These resources include financial assets, human resources, physical assets, and technological infrastructure (Harijanto et al., 2022).
- Innovation Management: Innovation management refers to the systematic process of stimulating, leading, and implementing innovative ideas, products, services, or processes within a company to achieve sustainable strategic objectives and competitive advantage. It requires an emerging environment that stimulates creative thinking, identifies innovation opportunities, and allocates resources to project innovations (Agustian et al., 2023).
- Strategic Planning: Strategic planning is a structured process through which a company defines its sustainable goals, identifies key actions to achieve those goals, and

allocates resources to implement those plans. It requires establishing a clear vision, assessing the internal and external environment, setting strategic objectives, and ongoing monitoring to ensure alignment with overall strategic objectives (Malik, 2023).

Main Dependent Variable:

1. Adapting to Change: Adapting to change refers to the process by which a company adjusts its practices, constitution, processes, and culture to respond effectively to internal and external changes in the business environment (Alsharari, 2024). The main dependent variable includes the following sub-variables:

a. Resilience: Resilience is the ability to adapt and recover in the face of volatility. It includes the ability to recalibrate strategies, modify structures, and update processes as conditions evolve, thereby maintaining effectiveness even under uncertainty or change (Govindarajan, & Ananthanpillai, 2022).

b. Continuous learning: Enhancing and improving the learning culture and capabilities to maintain a workforce with the expertise and knowledge needed to handle change (Armanious & Padgett, 2021).

b. Operational Definitions of the Study

The Main Independent Variable and its Sub-variables:

Strategic Management: The procedures followed by Saudi management consulting firms, which include a comprehensive and structured process for defining their strategic objectives, determining how to use resources, and making key decisions. This approach helps companies adapt effectively to changes in the environment and build a sustainable competitive advantage.

a. Strategic Planning: This is a method by which consulting firms define their long-term goals. They assess their strengths and weaknesses, examine what is happening inside and outside the organization, and then plan how to achieve these goals, while monitoring market changes.

b. Strategic Vision: This is the company's vision of its future direction. It involves setting a clear direction and objectives that enable the company to stay on track as the surrounding environment changes. It involves defining comprehensive plans and

ensuring they are aligned with the requirements of the developing world in which we operate.

c. Innovation Management: The company systematically generates new ideas, creates innovative solutions, and utilizes digital transformation and automation, putting them into action to remain competitive and adapt smoothly to the ever-changing world of management consulting.

d. Resource Management: This relates to how a company plans and utilizes its resources, staff, and knowledge in the best possible way to support its strategies and remain flexible when circumstances change.

8. Sub-variable (Adaptation to Change): The extent to which Saudi management consulting firms respond quickly and easily to changes within and external to their organizations. This includes adjusting strategies, workflows, and organizational structures to ensure business continuity and achieve objectives. The main dependent variable includes the following sub-variables:

a. Flexibility: Flexibility refers to a consulting firm's ability to quickly adapt its strategies and operational frameworks in response to shifts within the competitive landscape by recalibrating processes or direction as conditions evolve.

b. Continuous Learning: Continuous learning refers to the ongoing process by which a management consulting firm seeks to acquire new information, develop relevant skills, and reflect on past experiences. This approach enables the firm to improve its performance and maintain its ability to adapt to changing challenges and sector changes.

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 total number of local management consulting firms in the Kingdom of Saudi Arabia is 55 companies. Due to the difficulty of accessing all management consulting firms in the Kingdom, only management consulting firms in the city of Jeddah were selected as a geographical area. The number of these companies in the city of Jeddah is eight companies. When contacting the companies, the approval of only two

companies out of eight companies was obtained, which gave approval to allow their employees to participate in the survey study to collect data.

Human Limits: data will be collected based on a sample of management consulting firm employees only and include (CEO - COO - Senior Manager - Consulting Manager - Administrators)

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:

The study population consists of employees of a management consulting firm in the Kingdom of Saudi Arabia, consisting of (CEO - COO - Senior Manager - Consulting Manager - Administrators). Management consulting firms in the Kingdom of Saudi Arabia are considered important factors in business development 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 (Insight, 2024).

To determine the study population, the number of consulting firms in the Kingdom of Saudi Arabia was counted at 600. These firms vary between engineering, environmental, financial, risk management, administrative, and operational. However, since this study only targets management consulting firms, it was found that the number of companies included in the research scope, in addition to being local and not branches of a global company, decreased to approximately 55 management consulting firms. Due to the difficulty of communicating with all of these companies in the Kingdom of Saudi Arabia, the study scope was determined within the city of Jeddah as the geographical scope of the study, which reduced the number of companies to eight. When communicating with

companies in Jeddah, approval was obtained from only two companies out of eight to allow their employees to participate in the survey to collect data. These two companies are in the city of Jeddah: Kafaa - Efficiency Excellence, which has 70 employees, and the other company, Strategic Gears Leadership | Strategic Gears, which has 80 employees. Therefore, the total number of the study population is 150. Since the study community is small, the study sample will be chosen intentionally, meaning the questionnaire will be distributed to the entire study community.

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 was built by the researcher, where the main variables were identified based on the study topic, while the sub-variables were identified after reviewing the literature and previous studies, through which the main independent variable was identified, which is strategic management, with its sub-dimensions: strategic planning (Asobee, (2021); Chatterjee et al., 2022), strategic vision (Rêgo et; Ali & Anwar, 2021), innovation management (Lin et al., 2024 Krasnostanova et al., 2021), resource management (Hamouche, (2023)), while the main dependent variable in the study represents adaptation to change and its sub-variables: flexibility (Szemző et al., 2021; Park & Park, 2021) and continuous learning (Budhiraja & Rathi, 2023; Frank & Mohamed, 2024). The relationship between the main and sub-variables will be studied directly without the influence of an intermediary variable. Figure 1.1 shows the study model.

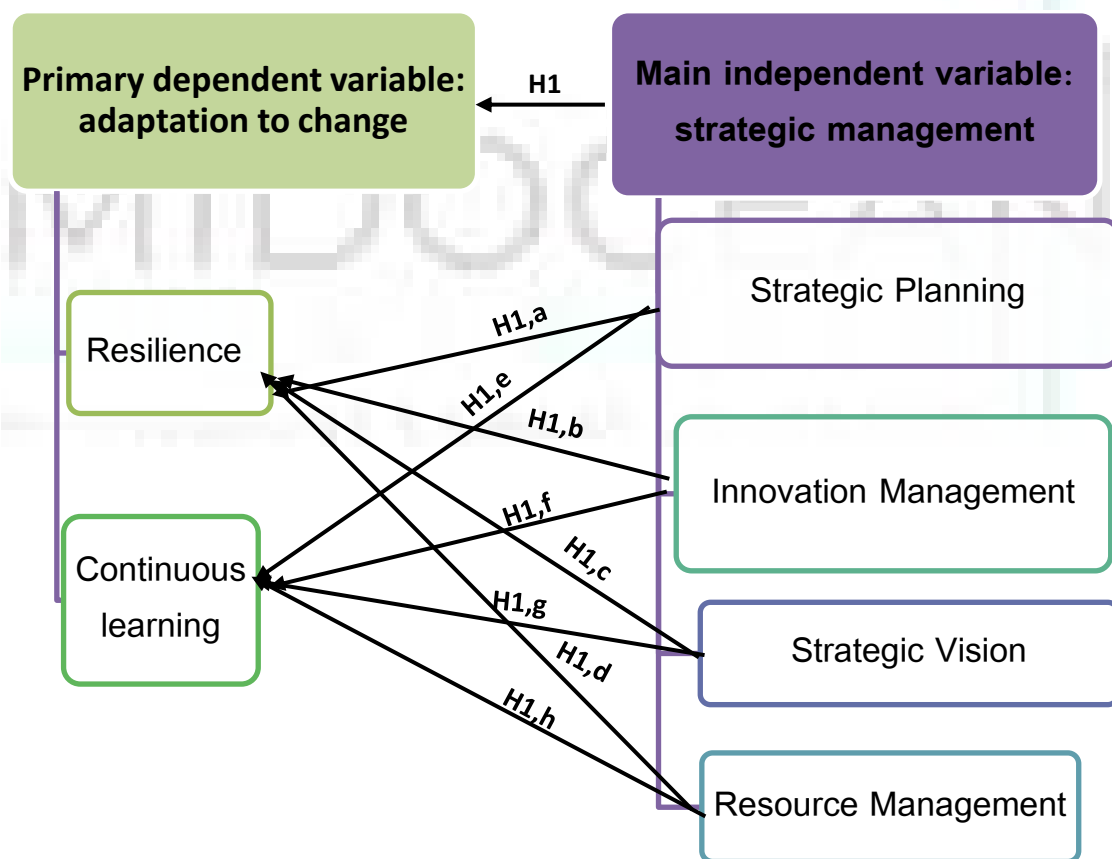


Figure 1.1 Study Model: The Impact of Strategic Management on Enhancing Adaptation to Change in a Management Consulting Firm

Chapter Two

Theoretical Study

2.1.Introduction

Chapter 2 explores how strategic management can help organizations adapt and maintain their resilience, particularly within management consulting firms. It begins by explaining some fundamentals, such as the nature of strategy and strategic management, and the importance of adapting to change in today's world.

The primary objective is to demonstrate how strategic management provides organizations with a clear and sequential approach to decision-making, alignment, performance enhancement, and resilience in rapidly changing environments. It also addresses key aspects of strategic management, such as having a clear vision, managing resources wisely, fostering innovation, and effective planning. Furthermore, the chapter examines how organizations adapt to change, including building resilience, continuous learning, and clear communication. It includes a review of previous research on these topics, highlighting areas for further investigation, especially the relationship between strategic management and organizational adaptability. The chapter concludes by emphasizing the importance of further empirical research, particularly within the Saudi Arabian management consulting landscape, to better understand how these practices help organizations adapt. In short, this chapter lays a solid foundation for understanding how strategic management and adaptability work together.

2.2 Basic Concepts

2.2.1 Strategy

Strategy is about making a series of coordinated choices aimed at helping a company perform well (Wiraeus & Creelman, 2019). When developing strategic plans (SPs), organizations define their main objectives and goals, and then discover the best ways to achieve each of them (Retnandari, 2022). These strategies are adjusted to predict expected outcomes, along with key measures and criteria. A clear and well-thought-out strategy helps organizations achieve their goals, remain competitive, and make the most of their strengths (Isfahani et al., 2022). Creating a strategy involves matching what the

organization can do with opportunities outside the company to position itself well in the market.

According to Wiraeus & Creelman (2019), the key to success in defining a goal or project is ensuring that everyone on the team agrees on the meaning of the strategy. This maintains clarity during the planning process. When formulating a strategy, it's important to identify different customer or market segments and understand their interests, whether it's price, quality, features, brand image, reliability, or service. Ultimately, a company's strategy is shaped by the specific customer groups and markets it decides to focus on.

Putting a strategy into action means ensuring that daily activities support overall goals (Fuertes et al., 2020). It involves translating your plans into concrete steps that lead to desired outcomes. While defining your strategy is often straightforward, its actual implementation is typically more challenging, primarily because many traditional management approaches tend to hinder this. This is where tools like the Balanced Scorecard (BSC) come in handy. They help leaders stay on track by outlining strategies in a clear and structured way. This approach works best when leaders have a clear picture of their organization's goals and know the steps required to achieve them. Strategic planning involves looking ahead and developing ways to achieve organizational objectives. Good strategic planning is key to running things smoothly, helping you focus, use your resources wisely, coordinate activities, monitor progress, and operate more efficiently (Ritson, 2019; Isfahani et al., 2022).

In the public sector, this type of planning often builds on and adapts private sector strategies to improve how services are delivered (Lapiente & Van de Walle, 2020). When properly implemented, strategic planning produces a detailed document called the strategic plan, which guides the organization's efforts (Retnandari, 2022).

A strategic plan is essentially a written document that clearly states what an organization aims to achieve and details the steps necessary to reach it (Dlamini et al., 2020). Developing a plan requires a deep understanding of the organization, starting with defining its vision, mission, and core values. From there, it moves to setting specific objectives, selecting strategies, defining expected outcomes, key performance indicators (KPIs), targets, and results frameworks. Finally, it involves knowing the resources needed to implement the plan (Kaplan & Norton, 2004). A strategic plan

provides clear guidance on how to implement strategies (Wiraeus & Creelman, 2019), helps determine the organization's direction (Ritson, 2019), and is used to define the organization's identity, focus efforts, and maintain alignment (Yean et al., 2020). Adaptability helps employees change their approaches and cope smoothly with organizational shifts, which in turn affects the overall flexibility of the organization in relation to the strategy.

The ability to adapt enables employees to change their approaches and deal with organizational transformations smoothly, which in turn affects the overall flexibility of the organization in relation to the strategy.

In a study by (Yean,2022) investigated how employee adaptability acts as a bridge between managerial factors such as trust, support, openness, goal clarity, and engagement, and employee readiness for change in public sector organizations. They found that trust and goal clarity enhance employee adaptability. Furthermore, adaptability was shown to be a significant link between how trust and goal clarity influence employee willingness to accept change. Following the definition of strategy, section 2.2.2 explains the concept of strategic management.

2.2.2 Strategic Management

Strategic management encompasses a set of plans and initiatives that shape an organization's long-term growth and success. It includes two processes: planning and execution, both designed to achieve the organization's defined objectives. This management approach systematically coordinates all of the organization's resources to ensure the achievement of these objectives. The process follows sequential stages, beginning with goal setting, then assessing the competitive environment and conducting internal organizational analysis, culminating in the establishment of systems for evaluating and effectively implementing the strategy (Ibrahim, 2018).

From a research perspective, strategic management can be defined as: the comprehensive decision-making and implementation processes undertaken by executive leadership to determine a long-term organizational direction. Key components include conducting SWOT analyses to improve performance, enhance implementation, and increase organizational value. This framework also includes

continuous performance evaluation and ongoing enhancement of the organization's strategic competencies (Khalif and Slim, 2024).

For strategic management to be implemented in business organizations, the following procedures must be followed:

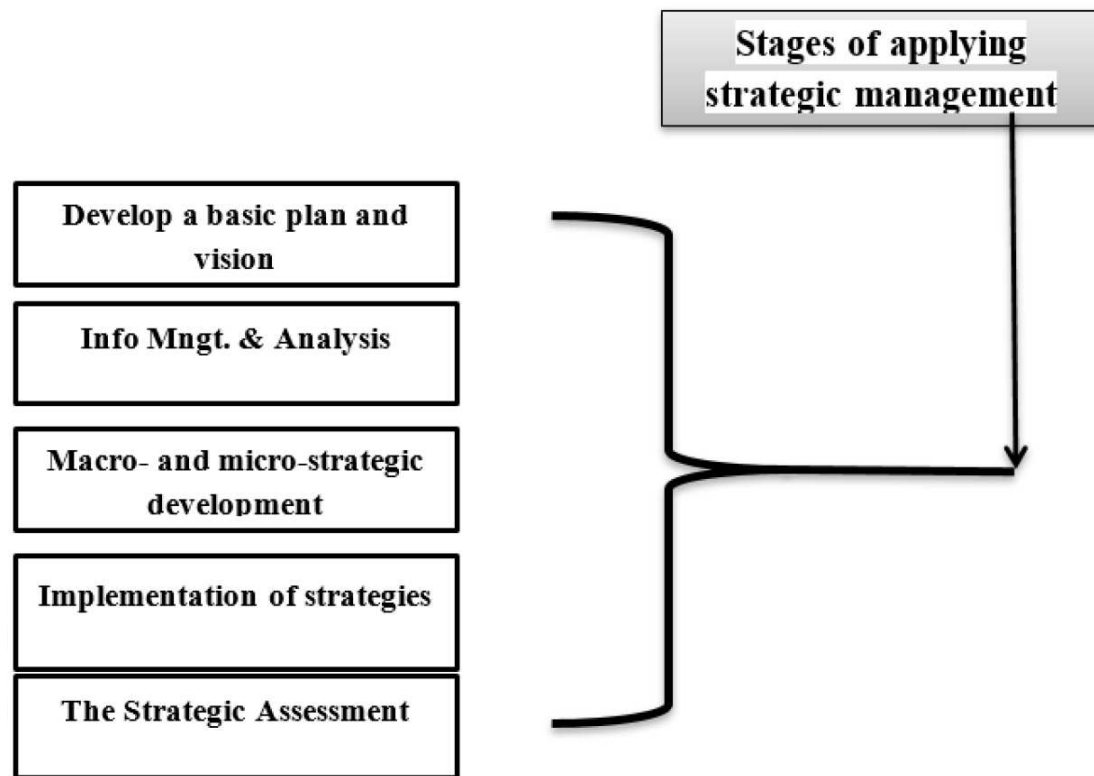


Figure 2.1 Strategic Management Process (Khalif and Slim,2024)

Strategic management concerns the systematic way in which leaders set and implement their main objectives and projects. They do this by considering what is best for all stakeholders, assessing available resources, and examining both their internal processes and external market conditions (David et al., 2020). This process helps organizations develop clear strategic plans that align with their overall goals and devise specific methods for achieving those goals. A key component of strategic management is identifying and articulating the approaches leaders can use to enhance efficiency and market differentiation. While senior leaders, such as CEOs, bear ultimate responsibility for corporate strategy, implementation is often influenced by middle managers and frontline staff as well (Schneller et al., 2023). This shared responsibility means that a diverse group of people, not just senior executives, are often involved in shaping strategic initiatives. After defining the term "strategic management" in organizations, section 2.2.3 explains the second key term of the study: adapting to change.

2.2.3 Adapting to Change

The success of any organization truly depends on its ability to adapt and change strategically. These qualities help companies remain relevant and competitive, especially in today's rapidly changing markets. Without continuous growth and change, companies risk falling behind or becoming obsolete, particularly given how quickly things change in the business world (Makina & Capssa et al., 2022). It's not just about having a plan; companies need to constantly review and adjust their strategies to stay ahead. This means being able to detect market shifts, changing consumer preferences, and new technological developments early and act quickly and effectively to address these changes (Le & Kroll, 2017–2020). In manufacturing, leaders can use this concept of strategic transformation to enhance their operational efficiency. This might involve redesigning processes, reorganizing teams, or introducing new innovations into the mix (Atieno & Kyongo, 2020).

Good management closely monitors how things are going, checks whether processes are aligned with the company's larger goals, and helps them find ways to improve systematically and keep things running smoothly (Bubenik et al., 2022). Some research suggests that companies with a weaker market reputation that rely solely on closed innovation can do better by opening up more to external ideas, although engaging too many customers may not be beneficial for all companies (Morgan et al., 2021).

As Leick (2019) points out, the most important strategies for adapting and growing in the market are staying ahead of trends and expanding into new areas. In general, maintaining flexibility and adapting strategically is essential for survival and success in today's fast-paced business environment. Companies that regularly review and update their strategies tend to have a better chance of achieving long-term success and growth. Many different factors influence how organizations undergo strategic changes and adapt over time. These factors can generally be divided into two groups: external and internal. External influences include changing market trends, the emergence of new competitors, technological advancements, political shifts, economic fluctuations, and changes in society and culture. These factors often drive organizations to reconsider and adjust their strategies. Internally, factors such as company structure, workplace culture, available resources, core skills, and leadership styles play a significant role in an organization's ability to adapt (Kujala, 2022).

Employee skills, motivation, and perceptions are also extremely important when organizations attempt change (Richard, 2019). Leadership is particularly important; studies have found that those led by entrepreneurial or innovative CEOs tend to be better at implementing strategic changes (Wang et al., 2021), that leaders who stay longer in their roles positively influence transformation (Le & Kroll, 2017), and that having leadership teams with diverse and experienced leaders can help with adaptation. The personal characteristics of CEOs, based on the Five Factors model, influence how organizations handle change, with some characteristics proving more beneficial than others (Capssa et al., 2022). While external pressures initiate the drive toward change, it is the organization's ability to identify opportunities and improve its internal processes that truly determines success. Additional important findings include: rapidly changing environments tend to stimulate resource-based strategic shifts (Yang, 2019), financial flexibility makes the relationship between environment and strategy stronger (Yang, 2019), and a focus on delivering high-quality products helps organizations adapt better (Kujala, 2022).

Transformational leadership plays a key role in driving change (Mulegwa & Imbambi, 2019). When considering team dynamics, studies show that: learning-based departments can hinder change, task-focused departments can help drive transformation, and rapid environmental changes can reduce the negative effects of diversity within teams (Richard, 2019). After explaining the study's concepts and terminology, the following section presents the strategic management process in its entirety (environmental analysis, strategy formulation, strategy implementation, evaluation, and control).

2.3 The Strategic Management Process

Strategic management is the ongoing process by which a company develops and implements its long-term plans. It is an iterative process that helps organizations do things like set clear goals, understand their strengths and weaknesses, analyze the external environment, develop appropriate strategies, and determine how to use their resources to achieve those goals (Juneja, 2023). Because this process is constantly changing, companies need to continuously adapt to internal challenges and new external changes (Wheelen et al., 2017). In this study, we address five key stages of strategic management: first, surveying and analyzing the environment; second,

developing and formulating strategies; third, planning how to implement the strategies; fourth, the actual implementation of the strategies; and finally, checking progress and making necessary adjustments.

2.3.1 Environmental Analysis

The first step in strategic management is to take a close look at what is happening both inside and outside the company. This typically begins with a SWOT analysis, which helps identify the company's strengths, weaknesses, opportunities, and threats (Benzaghta et al., 2021). A PEST analysis is then often conducted to examine factors such as political issues, economic conditions, socio-cultural trends, technological advancements, environmental concerns, and legal challenges that may affect the business.

2.3.2 Strategy Formulation

When organizations begin defining their strategic goals and objectives, they typically start by analyzing their environment (Okumus et al., 2019). This step involves identifying the best path to achieving those goals. Once this is clear, various strategic options are considered, and the most suitable one is selected. Key components of this process include defining the company's competitive position, clearly identifying target markets, and outlining the steps necessary to successfully implement the chosen strategies (Singh et al., 2023).

2.3.3 Strategy Implementation

Successfully implementing a strategy is crucial for achieving objectives. It means translating your plans into actionable steps, making smart choices regarding resources, allocating tasks, and establishing an organizational structure that facilitates smooth workflow. To achieve this, managers should keep everyone informed and encourage teamwork across different departments and levels. Clear communication and collaboration are essential to ensure effective strategy implementation. The essence of turning strategy into reality lies in putting plans and initiatives into action. Successfully implementing this requires strong leadership, good project management skills, and the ability to handle changes within the organization. The main objective is to ensure smooth workflow. During this process, progress is monitored, any problems that may

arise are resolved, and the strategy is updated as needed to ensure that work is on track (Mio et al., 2020).

2.3.4 Evaluation and Control

Reviewing the success of the strategy and making any necessary adjustments is an essential part of developing the strategic plan. Teams use tools such as Key Performance Indicators (KPIs) and other relevant metrics to determine whether the organization is achieving its objectives (Yerimpasheva & Balgabayeva, 2020). This review involves closely monitoring aspects such as financial results, customer feedback, process improvements, and other important indicators that provide a clear picture of progress. It also means continuously monitoring these aspects and using real-time feedback systems to ensure consistency. This ongoing monitoring helps maintain control and keeps the organization progressing toward its long-term goals (Singh et al., 2023).

Following a theoretical review of the strategic management process, section 2.4 highlights the importance of strategic management.

2.4 The Importance of Strategic Management

Strategy is an essential part of managing any organization, especially with regard to sustainable growth (Thi et al., 2023). Its importance lies in helping organizations succeed in the long term. As Dobbs (2014) explains, having a clear strategy enables you to align your resources with your goals and aspirations. It also helps identify the areas where the organization excels and where it may face difficulties, allowing you to develop plans to address weaknesses and maximize strengths. There are five key benefits to having a good strategic management process: creating a robust framework for decision-making, maintaining consistency across all actions, improving workflow, making the organization more adaptable and resilient, and encouraging teamwork and strategic thinking.

2.4.1 Providing a Systematic Approach to Decision-Making

Strategic management is a pivotal element in ensuring an organization's success and sustainability. It provides a structured and forward-looking approach to decision-making, enabling organizations to anticipate future obstacles and potential

opportunities (Eberhard, 2023). This proactive stance allows them to strategically prepare for the future rather than simply reacting to immediate situations, thereby gaining a competitive advantage in challenging market conditions. By implementing this systematic process, companies can improve their operational outcomes and ensure sustainable achievements, helping to reduce unpredictability and manage potential risks (Pambreni et al., 2019).

2.4.2 Maintaining Alignment and Consistency

Strategic management is essential for maintaining alignment and working towards common goals. It involves clearly defining the company's mission, vision, and key objectives, helping everyone understand their role in achieving these goals (Samimi et al., 2022). When things are clear, employees, managers, and stakeholders feel more connected and motivated because they see how their efforts fit into the bigger picture. Furthermore, strategic management helps companies maintain their agility and respond quickly to changing market trends and customer needs. By closely examining both the external world and what is happening within the company, companies can identify their strengths and areas for improvement (Daft, 2021). This understanding facilitates the development of strategies that leverage strengths and address weaknesses or gaps in customer satisfaction. It also contributes to clearer and more effective decision-making. Strategic management provides leaders with a structured way to evaluate options and make informed decisions (Burgelman, 2002). By following these principles, managers can ensure their decisions align with company goals, available resources, and current market conditions. This thoughtful process helps in selecting initiatives that are consistent with the overall strategy. As a result, it reduces disagreements within the team, encourages consistency, and minimizes the risk of pursuing conflicting strategies (Kabeyi, 2019).

2.4.3 Improving Organizational Performance

Strategic management is a key factor in helping organizations operate more effectively. It provides a clear method for assessing progress and identifying areas for improvement (Bogers et al., 2019). By setting specific performance goals and regularly checking the organization's performance against those goals, companies establish a reliable system for tracking progress. This approach helps identify growth opportunities, pinpoint weaknesses, and make informed, data-driven decisions. Overall, this approach enables

organizations to maximize their strengths, address their weaknesses, seize new opportunities, and minimize surprises or risks along the way.

2.4.4 Enhancing Adaptability and Resilience

In today's rapidly changing business world, companies face constant shifts in markets, technology, and customer needs. Therefore, they must be agile and responsive to any changes (Caputo et al., 2021). Strategic management helps companies stay ahead by regularly monitoring external changes and understanding competitor movements. In this way, they can make smarter decisions, maintain their competitiveness, generate new ideas, and deal with surprises or disruptions in the market more effectively (Bamford et al., 2023).

2.4.5 Fostering a Culture of Collaboration and Strategic Thinking

Strategic management is crucial for building an organizational culture that focuses on teamwork and a forward-looking vision. This means encouraging different departments to collaborate and share knowledge across teams. It is also essential to involve employees at all levels in making important decisions. When individuals from different areas share their ideas, companies can develop innovative solutions, enhance employee engagement and commitment, and ultimately strengthen the entire organization (Schermerhorn et al., 2020).

2.5 Dimensions of Strategic Management

2.5.1 Strategic Vision

AlDhaheri et al. (2020) state that the strategic vision model primarily aims to translate the managerial guidelines of the strategic vision and business mission into specific performance indicators, outcomes, and results that the organization strives to achieve. Managers can then monitor the company's progress by setting objectives and measuring their success or failure in achieving them. Elbanna et al. (2024) propose a model that focuses on medium and large companies competing in a diverse industry or a single business. These authors reveal that strategic vision is the result of a formal planning process, with the most important role falling on the top manager. Strategic managers are responsible for defining strategies and formulating them based on a set of elements obtained as steps within this model.

A strategic vision is concerned with developing an organization's vision and identifying the priorities, actions, and activities necessary to achieve it. The organization's stated vision includes measurable, realistic, and achievable goals, while simultaneously presenting sufficient challenges. A strategic vision involves setting goals and allocating resources, and discipline or order is a prerequisite for its success (Kabeyi, 2019). Following the theoretical review of the strategic vision sub-independent variable, the resource management sub-independent variable will be addressed in section 2.5.2.

2.5.2 Resource Management

Resource management involves formulating and implementing the key objectives and initiatives adopted by senior managers in the company, in relation to the owners, based on consideration of resources and an assessment of the external and internal environment in which the organization competes. Therefore, a business strategy should possess at least five attributes (Hajli et al., 2017): (1) measurability, (2) clarity of objectives, (3) resource consumption, (4) defined responsibilities, and (5) verifiability. Companies are now focusing more on leveraging external resources, such as customers, rather than internal efficiencies, to gain new competitive advantages. Organizations change through the transformation and restructuring of resources and capabilities. One such transformation involves identifying the most suitable organizational structure to achieve a competitive advantage (Fuertes et al., 2020). Following the theoretical review of the independent sub-variable, resource management, the independent sub-variable, innovation management, will be addressed in section 2.5.3.

2.5.3 Innovation Management

Strategic innovation means innovation in an individual's business model that leads to a new way of performing (Alqershi et al., 2020). Strategic innovation ensures that organizations do not fall into the trap of following accepted administrative procedures and patterns, which, despite this, cannot remain dominant since all their competitors are doing the same. In the contemporary business world, the ability to formulate strategic innovation is vital for providing effective and efficient performance. Therefore, strategic innovation, in particular, is a contribution of this study to the Yemeni context. In the highly competitive business environment of the 21st century, companies need to embrace innovation in order to survive and grow, providing value to stakeholders: owners, employees, society, and the economy in general. Horibe (2016)

believes that one way for organizations to continuously innovate, win in the competitive market, and maintain their growth is to move from competitive advantage strategies to an innovation path. Innovation management programs can enhance entrepreneurial ecosystems by unifying an organization's innovation programs, stakeholders, and resources in one place. Digital innovation is the use of digital technology during the innovation process (Nambisan et al. 2017). Digital innovation stimulates the creation or change of products, processes, or business models and transforms entire industries (Laudien and Pesch 2019).

Previous research has highlighted the digitization of innovation processes and their outcomes, particularly regarding the beneficial impact of information technology (IT) on new product development (Mauerhoefer et al. 2017). The capabilities of IT infrastructure can enhance the efficiency of the new product development process by reducing cycle time and project costs, and improving the quality of the new product development process. Furthermore, new product development management (NPD) programs can promote coordination within entrepreneurial ecosystems (EEs), which consist of "a set of interconnected actors and factors coordinated in a way that enables productive entrepreneurship within a defined area." NPD programs can also support the integration of innovation programs, stakeholders, and resources within an organization (Cavallo et al. 2019). Following the theoretical review of the independent subvariate Innovation Management, the strategic planning subvariate will be addressed in Section 2.5.4.

2.5.4 Strategic Planning

Strategic planning is essentially the process of determining where an organization wants to go by closely examining its current activities and future goals (Henderson & Hines, 2019). It is a fundamental management practice that helps companies share their vision, develop concrete strategies, and make informed decisions about how best to utilize their resources to achieve their objectives. Researchers have shown that good strategic planning can help companies differentiate themselves in the market, develop innovative models, improve their processes, and gain an edge by investing in their employees. However, putting these strategies into practice can sometimes lead to improved outcomes and sometimes to setbacks. Therefore, it is crucial to have the right planning process in place (Donkor et al., 2018). In today's rapidly changing business world,

organizations need to establish the right strategic frameworks to maintain their competitiveness and continue to grow sustainably (Yadav et al., 2020; Albrechts et al., 2016).

2.6 Dimensions of Adapting to Change

2.6.1 Resilience

The theory of resilience in the face of change, proposed by Rachmad (2022), explores how individuals and organizations can maintain their stability while remaining resilient in a rapidly changing world driven by new technologies and global interconnectedness. The theory offers practical advice for building resilience, which is the ability to continue operating effectively even amidst significant disruptions. This is achieved through rapid adaptation, continuous learning, and maintaining flexibility. The theory emphasizes the importance of laying a solid foundation through preparation, education, and skills development, which many find difficult when unprepared for change (Nosike et al., 2024). Following the theoretical review of the dependent sub-variable, resilience, the dependent sub-variable, continuous learning, will be addressed in section 2.6.2.

For example, companies that do not plan for change often face difficulties when market conditions change, which illustrates the importance of resilience. The basic principles include raising awareness among individuals about the importance of resilience, developing strategies such as developing new skills and modifying processes, establishing strong support systems with appropriate resources and policies, and regularly reviewing and improving these strategies based on feedback. Resilience can be measured by the extent to which organizations adapt, the stability of processes during change, the achievement of goals despite disruptions, and the satisfaction of individuals with their resilience efforts. These criteria are often verified through surveys, performance data, and ongoing evaluations. Variables that affect the effectiveness of resilience include the organization's readiness, the effectiveness of its strategies, and the results achieved during periods of change. These criteria are assessed using tools similar to those used in measurement. Due to the breadth of this theory, it applies to many fields such as human resources, where companies develop employee resilience programs; psychology, which deals with mental adaptation; education, through flexible curricula; and social communication, in helping groups accept change. Healthcare, through supporting professionals with system updates, relies on strong

leadership, a culture that encourages resilience, sufficient resources, and the ability to learn from feedback to improve strategies (Otokiti et al., 2022).

Implementing this theory involves an ongoing process: first, identifying needs; then creating tailored programs that include resilience training, supportive policies, and feedback channels; and regularly checking progress to ensure resilience is built sustainably for both individuals and organizations (Baker et al., 2021).

2.6.2 Continuous Learning

The Adaptive Learning Theory, developed by Euseppe Eddie Rachmed in 2022, emphasizes the importance of flexibility in learning. It demonstrates that the ability to adapt quickly to new information and changing situations is key to success in many different fields. This theory offers practical advice for individuals and organizations on how to develop better strategies for adapting to changing circumstances. It explains that adaptive learning is an ongoing process of changing your approach based on new needs, contexts, and goals. True adaptive learning is not just about acquiring knowledge, but about applying that knowledge in real-life situations, particularly through flexibility, self-awareness, and reflection. The idea stemmed from observing how rapidly technology advances, how much information is available, and how constantly market demands change all of which require individuals and organizations to adapt quickly. For example, in today's job market, skills are constantly evolving, and those who can learn and adapt more quickly tend to achieve better results.

This highlights the importance of having systematic methods for building adaptive learning skills. The framework for applying this theory includes key steps: first, recognizing and understanding new challenges; then designing flexible learning plans to address them; second, using reflection and feedback to continue improving; and creating supportive environments that encourage trying new things and innovation (Müller et al., 2023). The success of adaptive learning is demonstrated through greater flexibility, more effective learning, stronger application of knowledge, higher satisfaction, faster skill development, and improved performance—all of which can be measured through questionnaires, interviews, and performance data (Chughtai et al., 2024). The theory also addresses the flexibility of the learning process, the effectiveness of different strategies, and their impact on outcomes, using the same assessment methods. This theory can be useful in many fields: human resources professionals can

design adaptive training programs; psychologists can explore its impact on mental health; teachers can develop flexible curricula; and social networks can raise awareness of adaptive learning (Budhiraja & Rathi, 2023).

To ensure the success of this theory, it is important to create supportive environments that value continuous growth. Effectiveness can be measured through indicators such as adaptability, learning success, knowledge application, satisfaction, speed of skill development, and performance outcomes. Overall, this provides a robust framework for developing the critical adaptive learning skills needed in our rapidly changing world (Rachmad, 2022).

2.7 Reference Studies:

A comprehensive literature review was conducted on recent studies and research focusing on strategic management and adapting to change in evolving business environments.

2.7.1 Previous Studies Related to Strategic Management

Dionisio (2017) conducted a study entitled "Strategic Thinking: The Role in Successful Management." Based on a review of 35 key articles and major works published since 1985, this study aims to clarify the persistent confusion between strategic thinking and strategic planning. It also defines their distinct roles in the strategic decision-making process. The significance of this research lies in its filling a gap in both academic discussions and management practice, where the conflation of these concepts has led to weak strategies and poor company outcomes. The study also incorporates sustainability as a current strategic priority and argues that strategic thinking is essential for incorporating complex, long-term challenges into the core business strategy. The findings demonstrate that strategic thinking is a creative, holistic, systems-based process grounded in intuition and vision. This should precede the more analytical and structured process of strategic planning. The paper concludes that fostering strategic thinking at all levels of the organization—individually and collectively—is key to making better strategic choices, maintaining agility, and gaining a lasting competitive advantage, especially in rapidly changing markets. From a critical perspective, this paper provides a solid theoretical foundation for the research titled "The Role of Strategic Management in Enhancing Adaptability to Change in Management

Consulting Firms," clearly differentiating between aspects of strategic management and identifying adaptability as a key outcome. However, it has limitations because it does not focus on the unique structure and project-based nature of management consulting firms, where adaptability is paramount. Furthermore, while it suggests that strategic thinking improves decision-making, it offers few details on the actual methods or tools that translate strategic management into agile and adaptive practices within the organization. It also lacks empirical data linking these ideas to concrete results. Therefore, there is a clear research gap: there are not enough real-world, industry-specific studies addressing how integrated strategic management can be implemented in management consulting firms to enhance their adaptability to change. This gap provides an opportunity for future studies to explore specific approaches, test the links between strategic process maturity and adaptability measures, and understand how the need for adaptability changes the strategic management cycle in knowledge-based service companies.

Steiss's 2019 study, "Strategic Management of Public and Non-Profit Organizations," aims to provide a comprehensive framework for strategic management applicable to both public and non-profit organizations. The book presents practical management techniques and concepts for improving organizational performance and adapting effectively to change. Through SWOT analysis, Total Quality Management (TQM), systematic innovation, and Sigma, the book explains how organizations can develop strategies to achieve their goals and enhance their resilience and capacity for innovation. Among the study's key findings, 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. It 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 foster continuous innovation.

Fuertes et al. (2020) published a research paper titled "The Conceptual Framework of Strategic Management: A Literature Review – Descriptive." Based on an in-depth analysis of 5,400 publications, this study aims to establish and present a framework for strategic management by examining key concepts such as strategic approaches, strategy

development, organizational structures, strategic planning, and strategy review. This research is significant because it fills a gap in the existing literature by combining key theories into a practical guide for managers and researchers. It clarifies how strategic management impacts organizational outcomes. The methodology involved a rigorous review process using databases such as ProQuest, Scopus, and ScienceDirect, with keywords including strategic management, organizational structures, and strategy evaluation. Ultimately, 216 relevant research papers were analyzed to identify key principles and approaches. Strategic outcomes are categorized into different levels (corporations, businesses, functions, and operations) and types (classical, evolutionary, large-scale, and procedural). The papers also describe different organizational structures and their impacts, identify formal steps and tools for strategy planning (such as SWOT, BCG, and Balanced Scorecard), and review strategy evaluation tools. The study concluded that good strategic management combines intuition and analysis to create a competitive advantage and long-term success. From a critical perspective related to the research title, "The Role of Strategic Management in Enhancing Adaptability in Management Consulting Firms," this paper provides a solid theoretical foundation for the elements and tools of strategic management. Its focus on widely adopted evolutionary approaches is particularly relevant to adaptability. However, it has limitations because it adopts a broad, industry-neutral approach and does not focus on the unique, knowledge-based, project-driven, and partnership-based nature of consulting firms. While it explains planning and review tools, it does not delve into how strategic management builds adaptability. It also does not fully address the challenges of using hierarchical controls in a decentralized, expert-led culture, or the need for real-time, effective feedback systems rather than static models like the traditional balanced scorecard. Therefore, there is a clear research gap: there are no focused studies on how to build and utilize aspects of strategic management in consulting firms to enhance and improve their adaptability to changes in the market, technology, and customers. This provides an opportunity for future studies to examine the relationship between specific flexible strategic practices and adaptive performance metrics, and to develop process models that demonstrate strategic management in consulting as an ongoing and integrated practice of sensing and responding to change, rather than a one-off planning event.

Ferlie & Ongaro (2022) authored a book titled "Strategic Management in Public Service Organizations: Concepts, Schools, and Contemporary Issues." This research paper provides an in-depth look at how strategic management models are applied to public service institutions. It argues that although these models originated in the private sector, they have become more relevant to public services due to the emergence of different strategic approaches and changes in public administration, such as New Public Management (NPM). The study employs a diverse and context-based methodology, treating strategy as a vehicle for showcasing different theories. It includes comparative case studies, bibliometric analysis, and a theoretical review to see how strategic management fits into different political and administrative environments. The main findings show that strategic management in the public sector depends on specific administrative reforms but remains an essential component of effective public administration. However, a significant gap persists between business/management research and public administration, which may limit learning between the two fields.

Regarding my research on "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," this paper highlights a significant gap. While the study examines how the public sector has adopted strategic management, it doesn't cover how these models—particularly those emphasizing agility, critical skills, and teamwork—function in knowledge-based and project-driven environments like consulting firms. The study's focus on public services overlooks the specific challenges faced by consulting firms, such as rapid market changes, client-led innovation, and the need for continuous learning and flexibility. Future research should explore how consulting firms can use strategic management not only for planning but also for rapid adaptation, building resilience and a competitive advantage in changing circumstances. This area at the intersection of strategic management and organizational change remains under-explored.

A study by Bryso & George (2020) titled "Strategic Management in Public Administration" compiles key ideas related to strategic management in public administration. It aims to clarify definitions, methodologies, and systems for strategic planning and management to improve public sector performance and achieve greater value. The study's significance lies in its clear overview of strategic planning

frameworks (such as the Harvard policy model, logical hierarchy, and stakeholder management) and strategic management systems (such as integrated units, contracts, collaboration, and portfolio approaches). It also addresses common criticisms and emphasizes the need to adapt strategies to specific contexts. The paper employs an in-depth literature review, empirical studies, and meta-analyses to assess the effectiveness of these strategic approaches. Key findings demonstrate that strategic planning has a positive impact on organizational performance, particularly in terms of effectiveness. Successful strategy requires aligning objectives with capabilities, and the best strategists possess both ambitious goals and strong capabilities. The study concludes by highlighting research gaps, including a better understanding of social processes, the integration of hybrid approaches, and their applications beyond formal institutions. Regarding my research on "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," this paper reveals a clear research gap. While it accurately describes the strategic frameworks of public institutions, it does not explore how these models—particularly those emphasizing agility, innovation, and emerging strategy—can be applied to the fast-paced, project-driven, and knowledge-rich environment of management consulting. The focus on the public sector overlooks the unique challenges faced by consulting firms, such as rapidly evolving client demands, changing team structures, intellectual capital turnover, and the need for continuous strategic renewal in highly competitive markets. Future research should address how consulting firms utilize strategic management not only as a planning tool but also as an inherent capacity for rapid adaptation, learning, and agility—areas that have been under-researched in both public and private sector strategies.

Mitra (2021) conducted a study titled "The Impact of Strategic Management and Corporate Social Responsibility on Company Performance in the Post-Mandate Period: Evidence from India." This study examines how strategic management and corporate social responsibility (CSR) impact company performance in India after the implementation of CSR regulations under the Companies Act 2013. The aim was to identify the key components of strategic management and CSR, establish a reliable method for measuring them, and demonstrate the relationship between strategic orientation, CSR, and company performance. This research is significant as it is one of the first studies to examine mandatory CSR in a growing economy, providing valuable

insights into how regulations influence corporate behavior. The study employed the Isaacson (2012) framework and a multi-method approach, including a survey of 312 large Indian companies. Data were analyzed using exploratory and confirmatory factor analyses and structural equation modeling. The results showed that CSR continuity, market orientation, and community orientation have a strong impact on CSR and company performance. On the other hand, corporate social responsibility (CSR) intention, management, and industry standards have had positive but not significant effects. Regarding my research, "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," this study provides a basic understanding of how strategic orientations impact organizational outcomes, but it overlooks a crucial aspect related to adaptability to change. While Mitra's work links strategic management to performance in a structured CSR environment, it does not address how strategies such as agility, innovation, and agile governance help firms adapt in rapidly changing fields like management consulting. The study focuses on CSR as a mediating factor within a required framework, limiting its usefulness for industries where change originates from market shifts, technological changes, and customer needs rather than rules. This highlights a research gap regarding how strategic management practices, beyond CSR, contribute to building adaptability in knowledge-based and service-oriented firms, such as consulting firms. The study emphasizes the need for models that combine strategic agility with readiness for change in these contexts.

This study by Flammer & Ioannou (2021) examines how firms shifted their investments in key resources—workforce, capital expenditure (CAPEX), research and development (R&D), and corporate social responsibility (CSR)—during the 2007–2009 financial crisis. It focuses on the increased borrowing costs resulting from the credit crunch. The aim was to demonstrate how firms redirected their resources during financial distress to maintain their competitiveness. The study's significance lies in its provision of quasi-experimental, causal evidence for strategic changes during a rare and severe economic disruption. Using the difference-by-differences method, which leverages quasi-random timing—whether long-term corporate debt was due before or after the credit market panic in August 2007—the study analyzes data from Compustat, Dealscan, and KLD. The findings reveal a two-pronged strategy: firms reduced their workforce and capital expenditures but maintained their R&D and CSR levels, particularly in industries where

these investments were critical. These firms also performed better after the crisis (ROI, Tobin test, and analyst recommendations).

Regarding my research on how strategic management helps consulting firms adapt, this study provides useful evidence on resource shifts during crises, but it highlights a significant context and sector gap. While the study shows that R&D and CSR choices remain concentrated in manufacturing and capital-intensive sectors during financial shocks, it doesn't address how service-oriented firms, such as consulting firms, adjust their key resources—particularly human capital, intellectual property, client relationships, and organizational resilience—when faced with non-financial changes like digital transformation, new regulations, or competitive pressures. The study focuses on changes in physical resources under credit constraints and overlooks the role of critical capabilities, strategic foresight, and organizational learning, which are essential for consulting firms dealing with constant change. Therefore, there is a gap in understanding how strategic management specifically supports adaptability in professional services firms, where the main “assets” are intangible, and where change is driven by customer needs and innovation rather than solely by financial factors.

This study by Zinchenko et al. (2022) establishes a practical framework for adaptive strategic management in the digital business world. It aims to develop principles, design a process, and examine the practical aspects of adaptive strategy during digital transformation. The significance of this research lies in bridging the gap in standardized approaches to strategic management in increasingly robust digital environments. It proposes a clear process that integrates diagnosis, strategy selection, and implementation. The authors employ structural, dialectical, and modeling methods to construct a three-part mechanism: diagnosis, selection, and implementation. This is supported by agile concepts and digital tools such as big data, artificial intelligence, customer relationship management (CRM), and the Scrum/Kanban methodology. The findings demonstrate that adaptive strategic management, driven by customer needs and supported by digital tools, enables companies to maintain their competitiveness through continuous monitoring, scenario planning, and flexible responses. However, this approach faces limitations due to digital risks such as cybercrime and the digital divide. In light of this, and in relation to my research on the role of strategic management in fostering adaptability in management consulting firms, the study provides a useful general framework for digital adaptation but reveals a gap in context

and sector specificity. While it clearly explains the process of adaptive strategy in digital environments, it doesn't cover the unique nature of knowledge-intensive professional services firms like consulting. In these firms, adaptability relies less on production-focused digital tools and more on intangible assets such as intellectual capital, agile client relationships, organizational learning, and partnership-based governance. The model focuses on technology and structured components but misses the human-centered, collaborative, and client-building processes that consulting firms need to navigate change. Therefore, there is a research gap in examining how strategic management specifically builds adaptability not just digital tools in consulting, focusing on leadership thinking, knowledge sharing, service innovation, and a culture of adaptability without clear product cycles.

A 2023 study by Alotaibi examined the impact of strategic planning on organizational performance in the Saudi Arabian public sector, focusing on three key ministries. The research employed a theoretical framework combining the Technology Acceptance Model (TAM), the Unified Theory of Technology Acceptance and Use (UTAUT), and the Theory of Reasoned Action (TRA). The study explored how organizational, social, and individual factors influence the use and success of strategic planning. Using a quantitative methodology, data were collected through online questionnaires completed by 373 employees and analyzed using SPSS software. The results showed that organizational factors—such as goal clarity, internal and external analysis, and implementation—significantly shape how employees perceive and utilize strategic planning. This, in turn, positively impacts outcomes such as innovation, efficiency, profitability, quality, and service delivery. Social factors, such as organizational culture and government policy, also influenced perceptions, while individual factors, such as training and rewards, were significant. Regarding the research title, "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," this study offers valuable insights but also highlights significant gaps. While it clearly demonstrates the impact of strategic planning in a structured, policy-driven public sector, it fails to cover the rapidly evolving, project-based, and client-centric environment of management consulting firms, where adaptability and responsiveness are paramount. The study focuses on the factors influencing adoption rather than on how strategic management processes—such as flexible planning, continuous environmental monitoring, and agile strategy execution—help consulting

firms navigate uncertainty and prepare for change. Furthermore, the study's use of cross-sectional data from a single country limits its applicability to the rapidly changing global consulting sector. Therefore, there is a clear research gap in understanding how strategic management frameworks within consulting firms can be adapted to support organizational resilience, learning, and adaptability, particularly in response to disruptive trends such as digital transformation, remote consulting, and evolving client needs.

Based on a research paper titled "Strategic Management of Adaptive Behavior in Companies" by Yin (2023), this study aimed to measure the relationship between adaptability assessment methods and strategic development in retail companies. The study focused on Chinese retailers to understand how adaptability impacts strategic decisions and performance. The significance of this study lies in the need for companies to adapt quickly to external changes, such as globalization and evolving customer demands, to maintain their competitiveness and sustainability. The research employed a multi-method approach, including surveys of 48 senior managers, matrix-based analysis (specifically, the Strategic Adaptation Context Matrix), and the calculation of overall adaptability scores. These scores were based on factors such as resilience, mobility, and sustainability, using data from 2017–2021. The main findings showed that 33.33% of retailers demonstrated strong adaptability, while 41.6% struggled to respond quickly to rapidly changing external conditions. The matrix analysis also yielded various strategic recommendations, such as preventative, somewhat passive, and proactive adaptation strategies, depending on each company's specific circumstances. A critical examination of this research, titled "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," reveals several shortcomings. First, the study focuses on retail companies, particularly in the grocery sector. This limits its applicability to management consulting firms, which operate in a knowledge-based and service-oriented environment. These firms are characterized by different adaptive factors, such as intellectual capital, client relationships, and rapid innovation cycles. Second, while the study focuses on external factors and internal capabilities, it does not explore the role of strategic management practices, such as leadership, company culture, or building critical capabilities. These elements are essential for consulting firms to enhance adaptability. Furthermore, relying on metrics like integration scores may overlook important qualitative aspects of

strategic adaptability, such as employee engagement, client feedback, or agile work methods—all critical elements in consulting. Finally, the study does not explain how strategic management can effectively shape adaptability rather than simply reacting to external changes. This reveals a gap in understanding how consulting firms can use strategic foresight, continuous learning, and teamwork to enhance their ability to adapt in volatile markets.

A study by McCall (2024), titled "Strategic Management and Competitive Advantage," explores the principles, processes, and tools of strategic management and their role in building a sustainable competitive advantage across various sectors. Its significance lies in providing a clear understanding of how organizations align their internal strengths with external opportunities to navigate changing and uncertain business environments, thereby contributing to long-term growth and stability. The study employs a theoretical and analytical approach, utilizing established frameworks such as SWOT analysis, Porter's Five Forces, VRIO, and critical capabilities. It also includes case studies from companies like Amazon, Tesla, and Apple to provide real-world examples. The findings confirm that competitive advantage stems from strategies such as cost leadership, differentiation, and focus. These strategies support agility, innovation, and sustainability. Effective strategic management helps organizations adapt to change, mitigate risks, and maintain their market leadership.

A critical analysis of this research paper, titled "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," reveals a significant gap. While the paper comprehensively covers strategic management in broad, product-centric industries (such as retail, technology, and manufacturing), it largely overlooks the unique position of knowledge-based service sectors like management consulting. Specifically, it doesn't explore how strategic management tools can be used to enhance agility in consulting firms, where competitive advantage relies on intangible assets like intellectual capital, client relationships, and rapid knowledge sharing rather than tangible assets or cost structures. Nor does the study focus on internal agility approaches—such as agile project methodologies, cultures of continuous learning, or partnership-based governance—which are essential for consulting firms to respond to client changes and market volatility. This gap highlights the need to investigate how strategic management concepts can be adapted to support

agility in professional services firms, where change is driven more by client needs and organizational shifts than by technology alone.

Based on a research paper by Ahmad (2024) titled "The Role of Strategic Financial Management in Enhancing Corporate Value and Competitiveness in the Digital Economy," this study aims to explore how strategic financial management can improve the value and competitiveness of small and medium-sized enterprises (SMEs) in the rapidly changing digital economy. The significance of this study stems from the need for SMEs to align their financial strategies with digital transformation, enabling them to keep pace with new market changes, improve financial performance, and achieve sustainable growth. The study employs a multi-method approach, combining quantitative regression analysis of data from 129 SMEs across various sectors with qualitative insights from interviews with senior managers. The results demonstrate a positive correlation between strategic alignment, a culture of innovation, and corporate value. They also confirm that integrating digital investments, strategic objectives, and risk management is more effective than spending on technology alone. However, digital investments have not always translated into increased market share.

A critical examination of this research reveals a clear gap in its focus on the topic of "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms." While the study offers valuable insights into strategic financial management for small and medium-sized enterprises (SMEs) and product-based industries, it fails to address the unique adaptation challenges faced by management consulting firms. These firms are knowledge-based, service-oriented, and rely on human capital rather than tangible assets. The paper focuses on financial metrics, digital technology investments, and risk management, but it overlooks how strategic management—including leadership, corporate culture, agile approaches, and client relationship management—helps consulting firms adapt. It also neglects the importance of intangible assets, such as intellectual property and networks, which are essential for consulting firms to respond to evolving client needs and regulations. This gap highlights the need for further research into how holistic strategic management approaches, beyond financial strategies, can support resilience, innovation, and adaptability in professional services firms like management consulting.

2.7.2 Previous Studies on Adapting to Change

Sternad (2011) conducted a literature review entitled "The Strategic Adaptation Process: A Review of the Literature." This review aimed to synthesize current theories on organizational adaptation. It distinguished between the state of adaptation, adaptability, and the adaptation process. It also addressed frameworks from contingency theory, population ecology, strategic choice, cognitive perspectives, and biological capabilities. The significance of this study lies in its provision of a clear foundation for understanding how organizations perceive, interpret, and respond to changes in their environment. It also focused on the relationship between managerial thinking, contextual understanding, political behavior, and strategic decisions. Methodologically, the review adopted a theoretical and integrative approach. It analyzed and synthesized a wide range of literature to propose a stepwise model of strategic adaptation, involving the diagnosis of strategic problems, the development of options, and their selection. The main findings demonstrate that adaptation is a complex and ongoing process influenced by cognitive factors (such as where attention is focused and how opportunities or threats are categorized), organizational policies, and resources such as laxity. The study also indicates that adaptation, whether proactive or passive, significantly impacts strategic response.

A critical examination of this review, particularly regarding its title, "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," reveals a clear research gap. While the review comprehensively covers adaptation in general organizational environments, it fails to focus on the unique characteristics of knowledge-intensive professional services firms, such as management consulting firms. The model and discussions primarily target the manufacturing, industrial, or large corporate sectors. These discussions overlook how adaptation functions within consulting firms, where the primary "product" is intangible advice. Adaptation here is often client-driven and project-based. Competitive advantage relies on human capital, reputation, and network resilience. The review also downplays the crucial role of strategic management as an ongoing and deliberate practice of building adaptability—through leadership development, knowledge management, or partnerships—which is fundamental to consulting firms. While cognitive and policy perspectives are well explained, they do not relate to the specific internal dynamics of consulting partnerships. These challenges include consensus-

building, expert authority, and rapid team changes. Therefore, there is a gap in understanding how to create and use strategic management frameworks specifically to enhance adaptability in management consulting. This field is characterized by rapid change, close client interaction, and the volatility of intellectual assets.

Van et al. (2020) conducted a study titled "How Do Employees Adapt to Organizational Change? The Role of Meaning-Making and Engagement at Work." This study investigates how employees adapt to organizational change, focusing on the transition to flexible workspaces. It explores the role of understanding change and engaging at work, based on Conservation of Resources (COR) theory and change transition models. Using a multi-wavelength, multi-source design, the research followed 71 employees over five weeks, collecting adaptive performance data that was assessed by supervisors. The results show that meaning-making at the onset of change promotes initial engagement at work. This, in turn, leads to positive attitudes toward change and improves adaptive performance and the performance of additional roles. While the study emphasizes the importance of individual psychological resources in facilitating adaptation, it is limited by its focus on a single organizational environment, small sample size, and concentration on a single type of environmental change, thus limiting the applicability of the findings. More importantly, regarding research on "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," this paper reveals a key gap: it focuses primarily on small-scale psychological processes and overlooks larger strategic factors such as structured change planning, coherent leadership, resource management, and organizational learning. These are crucial in rapidly changing, knowledge-based sectors like consulting. Future research should integrate strategic management perspectives to examine how overall firm strategies contribute to building adaptability and link individual resilience to the overall resilience of the system.

Sarta et al. (2021) conducted a study titled "Organizational Adaptation." This systematic review employs a hybrid approach, combining computational thematic modeling and manual coding of 443 articles. It aims to clarify the concept of organizational adaptation by defining it as deliberate, relational, conditional, and convergent actions taken to bridge the gap between an organization and its environment. The study's significance lies in its consolidation of five decades of literature spanning six theoretical domains. It identifies three key questions: Why does

adaptation occur? What internal factors support it? And what environmental factors drive it? It also points to 11 ongoing conceptual and practical problems that make it difficult to build upon existing knowledge. The methodology creatively blends machine learning for broad coverage with manual coding for detailed analysis. This results in a common framework and suggests ways to address existing problems, such as separating adaptation from its antecedent and consequential processes, and addressing its multi-layered nature. The findings demonstrate that adaptation does not equate to strategic or performance change, and they caution against the risks of conceptual confusion and observational difficulties. They recommend a multi-level perspective (internal, market, and organizational) to fully understand the convergence mechanism. In a study titled "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," this research paper reveals a key gap: while it elaborates well on adaptation at the general theoretical level, it offers limited detail on how strategic management processes—such as formal planning, resource management, strategic leadership, and critical capacity building—contribute to driving adaptation in project- and knowledge-based organizations, such as management consulting firms. The review's broad focus on shared challenges and cross-sectoral visions overlooks the specific ways in which consulting firms, facing rapid customer-driven and technological changes, utilize strategic management to steadily build adaptability, align internal skills with evolving market needs, and navigate the dynamic nature of their field and its multiple stakeholders.

A systematic literature review by Khaw et al. (2022) provides an in-depth look at how employees and organizations react to change. These reactions are broken down into micro and macro levels to identify causes, effects, and research challenges. The study aims to synthesize existing research on change reactions, provide a comprehensive framework, and demonstrate how even negative change reactions can offer valuable feedback. Using the PRISMA protocol across four major databases, the review examined 79 articles. It identified key factors such as leadership styles, communication, and individual attitudes. It also identified outcomes such as voice-over, departure, loyalty, and disengagement. The findings emphasize that transformational leadership, open communication, and employee engagement are essential for reducing resistance and helping individuals adapt to change. However, the review also points to some gaps, including a lack of multi-level studies, a heavy reliance on self-reported data, and

limited focus on specific sectors, particularly knowledge-based industries such as management consulting.

It is important to note that this review of the research titled “The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms” highlights a significant research gap. While the report adequately covers general responses to organizational change, it does not specifically address how strategic management practices—such as building critical capabilities, strategic agility, and structural change approaches—directly improve management consulting firms’ adaptability. The consulting industry, characterized by its project-based work, high client dependency, and rapidly evolving knowledge base, faces unique and under-researched challenges in the realm of change. Current research largely focuses on leadership and communication but fails to connect strategic management concepts to how individuals react to change. Future research should explore how strategic tools, such as scenario planning, resource reallocation, and strategic alignment, can enhance positive responses to change and reduce resistance to it within the consulting field. This would help connect overall strategic management to individual behavior during change.

Errida and Lotfi (2021) investigated the factors that truly drive successful change management, focusing on a Moroccan construction company as their primary case study. This study comprehensively examines the determinants of successful organizational change management through a thorough literature review of 37 change models and a qualitative case study of a Moroccan construction company. The study aimed to identify and categorize the critical success factors influencing organizational change initiatives. Its significance lies in addressing the high failure rates of change projects by providing a comprehensive framework encompassing 12 key categories of factors, such as clear vision, leadership, communication, and stakeholder engagement. Using a multi-method approach—combining theoretical model analysis with empirical research including interviews and focus groups—the study validated these factors through two change initiatives: a successful implementation of project management methodology and an unsuccessful adoption of lean construction methodology. The results confirm that leadership, communication, engagement, and motivation are essential for success, while their absence leads to failure. From the perspective of the role of strategic management in fostering adaptability within management consulting firms, this study highlights a critical research gap. While it identifies overarching

change success factors, it does not explicitly integrate strategic management frameworks—such as dynamic capabilities, strategic agility, or a resource-based perspective—into the discourse on change management. Consulting firms operate in highly volatile environments where adaptability is a key competitive advantage; however, this study does not explore how strategic planning, alignment, or strategic leadership specifically enable or embed adaptability in such knowledge-intensive environments. Therefore, future research should investigate how strategic management practices—for example, strategic foresight, adaptive strategy formulation, and strategic human resource alignment—systematically build change-ready cultures and enhance organizational resilience in consulting contexts, thereby bridging the gap between general change drivers and industry-specific strategic adaptation mechanisms.

Ketemaw and Amente (2023) conducted a study titled "The Impact of Strategic Change and Adaptation on Organizational Performance: A Comprehensive Literature Review" to examine the impact of strategic change and adaptability on organizational performance. This systematic review meticulously examined how strategic change and adaptability affect organizational performance by analyzing 28 selected empirical and conceptual studies. The aim was to synthesize existing research to identify key theories, important factors, and methodologies used to study strategic change and adaptation. The significance of this work lies in its addressing the need for organizations to maintain their competitiveness in changing environments by highlighting the main drivers, challenges, and outcomes of strategic change. Using the PRISMA systematic review protocol, the study primarily analyzed articles from Scopus, Web of Science, and Google Scholar. The results indicate that resource-based theory, contingency theory, and higher-level theory are the main frameworks. External environmental factors and internal elements, such as leadership, resource capacity, and employee engagement, also play a significant role. The review demonstrates a positive correlation between well-managed strategic change and improved organizational performance. It also points to common limitations, such as the specific context of the studies and methodological issues.

From the perspective of the role of strategic management in fostering adaptability in management consulting firms, this review highlights a clear research gap. While it covers the general drivers of strategic change and its outcomes, it does not explore how strategic management practices contribute to building adaptability skills in knowledge-

intensive, project-driven environments, such as consulting. The study gathers factors such as leadership and resources, but it lacks a deeper look at how strategic agility, active capacity building, and strategic alignment are developed and used in consulting to proactively address change. Future research should explore how consulting firms integrate strategic management tools—such as strategic foresight, adaptive governance, and knowledge-led innovation—into their day-to-day operations and culture. This will help them not only respond to change but also anticipate and shape it, transforming adaptability from a reactive measure into a lasting competitive advantage.

Wanxiang (2024) conducted research titled "Exploring the Role of Strategic Leadership in Enhancing Organizational Performance: A Case Study of Emerging Industries." This study investigates how strategic leadership improves organizational performance in emerging sectors, such as technology, biotechnology, and renewable energy. It aims to identify key leadership practices and attributes, such as vision, adaptability, innovation management, and stakeholder engagement, that help companies gain a competitive advantage and grow steadily in rapidly changing environments. The significance of this research lies in its addressing the specific challenges of volatile, innovation-driven sectors where traditional leadership styles may not be effective. Using a qualitative case study approach, the study examines companies through semi-structured interviews and secondary data, applying concepts from higher-level theory, transformational leadership, and strategic agility. The findings demonstrate that strategic leadership significantly impacts performance by fostering innovation, improving decision-making, engaging with stakeholders, and developing talent. However, leaders also face challenges such as the inability to predict market fluctuations and retain skilled employees. From the perspective of the role of strategic management in enhancing adaptability in management consulting firms, this study highlights a key research gap: while it clearly demonstrates how individual leadership traits and behaviors impact performance in emerging product-based industries, it does not explore how strategic management as an organizational system—including structured processes, knowledge sharing, governance, and strategic learning—builds adaptability in service-oriented, knowledge-rich fields such as consulting. The focus on leadership qualities overlooks how consulting firms utilize strategic management tools—such as creating agile strategies, client-centric adaptive approaches, and organizational learning systems—to plan for and respond to change. Future research should examine how consulting firms

leverage strategic management to build strength, not just through the charisma of leadership, but through repeatable processes and a culture of agility and strategic alignment that supports continuous adaptation as a core service and competitive advantage.

Cristofaro et al. (2025) reviewed numerous management academy studies to refocus attention on the relationship between capabilities and the environment. The aim was to develop a classification that identifies how capabilities interact with the external environment through adaptation or shaping, considering whether environmental change is abrupt or continuous. This is important because previous research has mostly focused on adaptation to abrupt changes, with less attention paid to shaping the environment and continuous coevolution. This limits a full understanding of how firms maintain their competitiveness over time. The study used a systematic review and content analysis of selected articles to construct a 2x2 classification. It identified three common approaches: adaptive evolution, adaptive coevolution, and adaptive-shaping coevolution. The main finding is that most research focuses on adaptation to abrupt changes, but the authors suggest a greater emphasis on capability shaping and continuous environmental changes, highlighting the role of entrepreneurial leadership in effectively influencing ecosystems. From the perspective of the role of strategic management in enhancing adaptability in management consulting firms, this review highlights a key research gap: while it clearly explains the relationship between critical capabilities and the environment for product-innovation-focused firms (such as technology and manufacturing), it doesn't examine how these capabilities are developed and utilized in knowledge-intensive, service-oriented fields like management consulting, where adaptive advice is the "product." The classification overlooks how consulting firms develop metacapabilities—critical capabilities for creating critical capabilities for clients—and how strategic management in these firms supports ongoing environmental shaping through thought leadership, ecosystem coordination, and close client engagement. Future research should explore how consulting firms integrate strategic management processes that not only adapt to client changes but also actively shape industry trends, regulations, and competition. Doing so would help transform adaptability into a marketable core service and a long-term competitive advantage.

Based on the study by Jia & Nasir (2025), "Exploring the Role of Change and Organizational Commitment in Shaping Employee Performance: Evidence from

Fifteen Superstores in Huangpu, Shanghai," the research investigated how organizational change and commitment impact employee performance in the retail sector. Using a quantitative approach with a sample of 350 employees from 15 superstores, the study applied structural equation modeling (SEM). The study found strong positive correlations: organizational change improves employee performance and commitment, and commitment helps increase the impact of change on performance. The findings underscore the importance of effective change management and commitment building to enhance productivity in rapidly evolving retail environments.

Regarding the research titled "The Role of Strategic Management in Enhancing Change Adaptability in Management Consulting Firms," a review reveals that while this study offers valuable insights into change and commitment in the retail sector, it does not cover management consulting firms. In the consulting field, change occurs more rapidly and is more knowledge-driven and client-oriented. The research gap lies in the lack of focus on how strategic management—such as planning, leadership alignment, and a culture of innovation—directly influences how consulting firms adapt. The study also overlooks the role of agility or strategic learning, two essential elements for consulting firms to navigate changing markets. Future research should explore how strategic management, organizational learning, and agility work together within consulting firms to better understand how they can respond to change.

Satriadi and Ellmanda (2025) conducted a study titled "The Important Role of Leadership Style in Organizational Change (A Case Study of the Foreign Tourist House Karwikarya Tanjung Pinang)." This study examines the significant role of leadership style in organizational change at PT. Karwikarya Wisman Graha Tanjungpinang. The study employs a qualitative methodology based on library research to explore how leadership styles—including servant, collaborative, open, and digital leadership—influence employee behavior and change outcomes. The findings demonstrate that effective leadership during change emphasizes empathy, humility, adaptability, and technical skills. Servant and open leadership styles are particularly effective in fostering trust, engagement, and successful change. This research helps us understand how leadership styles can guide organizational change, especially in the digital age.

While the study offers valuable insights into leadership styles and organizational change, it primarily focuses on a single case study within the tourism sector, thus limiting the broad applicability of its findings. Furthermore, the research does not explicitly address the role of strategic management as a system for enhancing organizational adaptability. For management consulting firms, where adaptability is essential to service delivery, there is a significant gap in research on how strategic management tools (such as environmental assessment, strategic planning, and critical thinking) work in conjunction with leadership to build resilience and responsiveness to change. Future studies should explore how strategic management systems and leadership styles work together to foster adaptability in knowledge-based fields, such as consulting.

2.7.3 Previous Studies Linking Strategic Management to Adaptation to Change

Naamati Schneider (2020) conducted a research paper titled "Strategic Management as Adaptation to Changes in the Ecosystems of Public Hospitals." This study examines how public hospitals in Israel adapt to changing local and global environments through strategic management. It uses the Ginter model to assess the application of strategic thinking, planning, and momentum. Based on 55 semi-structured interviews with key personnel from six hospitals, the research shows that hospitals have become more competitive and pragmatic. However, strategic management is only partially implemented due to weak collaboration between management and medical staff, unclear long-term plans, and internal role conflicts. The study emphasizes the importance of integrated strategic processes and clinical leadership in addressing financial and operational challenges and offers policy suggestions to improve hospital resilience and overall efficiency.

While the study provides a robust analysis of strategic adaptation in a highly regulated, non-profit healthcare environment, it does not explore how strategic management functions in project-based and knowledge-rich fields such as management consulting. Here, adaptability is essential for service delivery. The gap lies in understanding how consulting firms use strategic management not only to adapt internally but also as a core client service, combining proactive skills, real-time environmental monitoring, and flexible planning to succeed in rapidly changing markets. Future research should explore how to modify strategic management models in consulting to enhance

organizational resilience, client service, and sustainable competitive advantage in a rapidly changing world.

This study by Alzahrani et al. (2023) investigates the relationship between strategic planning, strategic flexibility, and business performance in small and medium-sized enterprises (SMEs) in Saudi Arabia. It aims to explore the role of strategic flexibility as a mediating factor. The study's significance lies in its approach to SME performance challenges within a changing economy by combining resource-based and contingency theories. Using a survey of 400 managers and owners, the authors employed PLS-SEM analysis. They found that strategic planning improves performance both directly and through strategic flexibility. The findings underscore the importance of formal strategic practices and adaptability in enhancing organizational outcomes.

However, while this study clearly demonstrates the role of strategic flexibility in SMEs, it leaves a research gap regarding management consulting firms. This sector is characterized as knowledge-based, project-driven, and constantly evolving due to client needs. The research does not address how specific strategic management practices—such as strategic flexibility, proactive capability development, or client-responsive approaches—help consulting firms navigate change. Unlike traditional manufacturing companies or small and medium-sized enterprises (SMEs), consulting firms require strategies that balance standard approaches with customized solutions. This detail is missing from the current study. Therefore, there is a gap in understanding how customized strategic management systems contribute to fostering continuous adaptation, reducing resistance, and maximizing the utilization of flexible human resources in consulting firms—issues that have not been adequately addressed in strategic resilience research.

Ferede et al. (2024) investigate how strategic leadership shapes change management in public institutions and examines how knowledge management is integrated into this framework. This quantitative study investigates the impact of strategic leadership on change management in public institutions in Northwest Ethiopia, where knowledge management acts as a mediating factor. Using an illustrative design and surveying 366 employees through structured questionnaires, the research applied PLS-SEM analysis to test its hypotheses. The results show that strategic leadership has a positive impact on both change management and knowledge management. Knowledge management

also directly improves change management and partially explains the relationship between strategic leadership and change management. The study underscores the importance of combining strategic leadership with effective knowledge processes to address organizational change. It offers valuable insights for improving resilience and performance in public sector environments.

While the study clearly demonstrates the mediating role of knowledge management in the relationship between strategic leadership and change management in the public sector, it does not explore how formal strategic management frameworks—other than leadership—systematically build organizational adaptability. For management consulting firms operating in rapidly changing, project-driven environments, a gap exists in understanding how to apply strategic management processes (such as environmental analysis, strategic planning, and developing critical capabilities) to improve the firm's change readiness and customer responsiveness. Future research should address how consulting firms can integrate strategic management practices with leadership to create a culture of continuous adaptation and maintain a competitive advantage in volatile markets.

Table 2.1 summarizes previous studies relevant to the topic of this study.

-	Year	Title	Methodology	results
Dionisio	2017	Strategic thinking: its role in successful management	Literature Review	Encouraging --- strategic thinking at all levels of the organization—both individually and in groups—is key to making better strategic choices, maintaining flexibility, and gaining a lasting competitive advantage, especially in rapidly changing markets.
Steiss	2019	Strategic management for public and	SWOT analysis and total quality management	Strategic management plays a crucial role in improving

		nonprofit organizations.		the performance of public and non-profit organizations through the implementation of innovative and effective strategies.
Fuertes et al.	2020	Conceptual framework for the strategic management: A literature review—descriptive	Literature review	Strategic management plays a crucial role in improving the performance of public and non-profit organizations through the implementation of innovative and effective strategies.
Ferlie & Ongaro	2022	Strategic Management in Public Services Organizations: Concepts, Schools and Contemporary Issues	A diverse methodology that includes comparative case studies, bibliometric analysis, and theoretical review.	The key findings show that strategic management in the public sector depends on specific management reforms, but remains an essential part of effective public administration.
Bryso & George	2020	Strategic management in public administration	An in-depth analysis of the literature and empirical studies to assess the effectiveness of these strategic approaches.	The key findings demonstrate that strategic planning has a positive impact on organizational performance, particularly in terms of effectiveness. A successful strategy requires aligning goals with capabilities, and the best

				strategists are those with ambitious goals and strong capabilities.
Mitra	2021	). Impact of strategic management, corporate social responsibility on firm performance in the post mandate period: Evidence from India.	The study used Isaacson's framework (2012) and a multi-method approach, including a survey of 312 large Indian companies. Data were analyzed using exploratory and confirmatory factor analyses and structural equation modeling.	The results showed that the continuity of corporate social responsibility (CSR), market orientation, and community orientation had a strong impact on CSR and company performance. On the other hand, CSR intention, management, and industry standards had positive but not significant effects.
Flammer & Ioannou	2021	Strategic management during the financial crisis: How firms adjust their strategic investments in response to credit market disruptions	The difference-in-differences method, which takes advantage of quasi-random timing—whether long-term corporate debt was due before or after the credit market panic of August 2007—is examined in the study using data from Compustat, Dealscan, and KLD.	The results show a "two-part" strategy: companies reduced their workforce and capital expenditures but maintained their levels of research and development and corporate social responsibility, particularly in industries where these investments were important. These companies also performed better after the crisis (return on assets, Tobin test,

				and analyst recommendation
Zinchenko	2022	Adaptive strategic management in a digital business environment.	Structural, critical, and modeling methods for building a three-part mechanism: diagnosis, selection, and implementation.	The results show that adaptive strategic management, driven by customer needs and supported by digital tools, enables companies to maintain their competitiveness through continuous monitoring, scenario planning, and flexible responses.
Yin	2023	Impact of strategic management, corporate social responsibility on firm performance in the post mandate period: Evidence from India.	A multi-method approach, including surveys of 48 senior managers, matrix-based analysis (specifically the Strategic Adaptation Context Matrix), and calculation of overall adaptability scores.	The results show that adaptive strategic management, driven by customer needs and supported by digital tools, enables companies to maintain their competitiveness through continuous monitoring, scenario planning, and flexible responses.
McCall	2024	Strategic Management and Competitive Advantage	A theoretical and analytical approach, based on well-known frameworks such as SWOT analysis, Porter's Five Forces, and VRIO.	The results confirm that competitive advantage stems from strategies such as cost leadership, differentiation, and focus. These strategies support

				agility, innovation, and sustainability. Effective strategic management helps organizations adapt to change, mitigate risks, and maintain their market leadership.
Ahmad	2024	The role of strategic financial management in enhancing corporate value and competitiveness in the digital economy.	The study is based on a multi-method approach, combining quantitative regression analysis of data from 129 small and medium-sized enterprises across various sectors, and qualitative insights from interviews with senior managers.	The results show a positive correlation between strategic alignment, a culture of innovation, and company value. They also confirm that integrating digital investments, strategic objectives, and risk management is more effective than spending on technology alone. However, digital investments have not always led to increased market share.
Sternad	2011	The strategic adaptation process: A literature review. In Strategic Adaptation	Literature Review	The key findings show that adaptation is a complex and ongoing process influenced by cognitive factors (such as where attention is focused and how opportunities or threats are categorized), organizational

				policies, and resources such as laxity. The study also indicates that adaptation, whether proactive or passive, significantly impacts strategic response.
Van	2020	How do employees adapt to organizational change? The role of meaning-making and work engagement	Using a multi-wavelength, multi-source design, the research followed 71 employees over five weeks, collecting adaptive performance data that was evaluated by supervisors.	The key findings show that adaptation is a complex and ongoing process influenced by cognitive factors (such as where attention is focused and how opportunities or threats are categorized), organizational policies, and resources such as laxity. The study also indicates that adaptation, whether proactive or passive, significantly impacts strategic response.
Sarta et al.,	2021	Organizational adaptation	The systematic review uses a hybrid approach combining computer-aided subject modeling and manual coding for 443 articles.	The results show that adaptation does not necessarily mean strategic or performance change, and warn of the risks of conceptual confusion and observational difficulties, recommending a multi-level perspective (internal, market,

				institutional) to fully understand the convergence mechanism.
Khaw et al.,	2022	Reactions towards organizational change: a systematic literature review..	Literature review	The results show that adaptation does not necessarily mean strategic or performance change, and warn of the risks of conceptual confusion and observational difficulties, recommending a multi-level perspective (internal, market, institutional) to fully understand the convergence mechanism.
Errida and Lotfi	2021	The determinants of organizational change management success: Literature review and case study.	Literature review	The results confirm that leadership, communication, participation, and motivation are essential factors for success, while their absence leads to failure.
Ketemaw & Amente	2023	Effect of strategic change and adaptation on organizational performance: A comprehensive literature review	Literature review	The results show that resource-based theory, contingency theory, and higher-level theory are the main frameworks. External environmental factors and internal elements, such as leadership, resource capacity, and employee

				engagement, also play a significant role. The review demonstrates a positive correlation between well-managed strategic change and improved organizational performance.
Wanxiang	2024	Exploring the Role of Strategic Leadership in Enhancing Organizational Performance: A Case Study of Emerging Industries	Qualitative case study approach	The results show that strategic leadership significantly impacts performance by encouraging innovation, improving decision-making, engaging with stakeholders, and developing talent.
Cristofaro et al.,	2025	Adapting, shaping, evolving: Refocusing on the dynamic capabilities–environment nexus.	Literature Review	The main finding is that most research focuses on adapting to sudden changes, but the authors suggest increasing the focus on shaping capabilities and ongoing environmental changes, with an emphasis on the role of entrepreneurial leadership in effectively influencing ecosystems.
Satriadi, & Ellmanda	2025	"The Important Role of Leadership Style in Organizational	The study is a qualitative methodology based on library research to	The results show that good leadership during change focuses on empathy,

		Change (A Case Study at the Foreign Tourist House, Karwikarya, Tanjung, Pinang)"	explore how leadership styles - including servant, collaborative, open, and digital leadership - affect employee behavior and change outcomes.	humility, adaptability, and technical skills. Servant and open leadership styles are particularly effective in building trust, engagement, and successful change.
Naamati Schneider	2017	Strategic management as adaptation to changes in the ecosystems of public hospitals in Israel	Qualitative Approach	The study emphasizes the importance of integrated strategic processes and clinical leadership to address financial and operational challenges, and offers policy suggestions to improve the overall resilience and efficiency of hospitals.
Ferede et al.	2019	Change management through strategic leadership: the mediating effect of knowledge management in public organizations, Ethiopia..	Quantitative Approach	The results show that strategic leadership has a positive impact on both change management and knowledge management. Knowledge management directly enhances change management and partially explains the relationship between strategic leadership and change management. The study underscores the importance of combining

				strategic leadership with effective knowledge processes to address organizational change. It offers valuable insights for improving resilience and performance in public sector environments.
Alotaibi	2020	Strategic planning issues and their impact on organizational performance in public sector institutions in the Kingdom of Saudi Arabia (PhD thesis, University of Canberra)	Quantitative Approach	The results showed that organizational factors—such as goal clarity, internal and external analysis, and implementation—significantly shape how employees perceive and utilize strategic planning. This, in turn, positively impacts outcomes such as innovation, efficiency, profitability, quality, and service delivery. Social factors, such as organizational culture and government policy, also influenced perceptions, while individual factors, such as training and rewards, were important. This

				relates to the research title, "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms."
Alzahrani et al	2022	The relationship between strategic planning, strategic flexibility and firm performance in SMES of Saudi Arabia: mediating role of strategic flexibility..	Quantitative Approach	Strategic planning improves performance directly and through strategic flexibility.

When comparing previous studies in strategic management and adapting to change, several key points emerge:

First, regarding methodologies and approaches:

Early studies (Sternad, 2011; Dionisio, 2017) focused primarily on theoretical reviews and conceptual models. Later studies (Mitra, 2021; Van et al., 2020) employed quantitative methods and field studies, including surveys and secondary data. Sample sizes and sectors studied varied; some focused on large corporations (Fuertes et al., 2020), others on public institutions (Ferlie & Ongaro, 2022), or emerging sectors (Wanxiang, 2024). Some studies used mixed methodologies (Errida & Lotfi, 2021), while others employed only one methodology (Khaw et al., 2022, who conducted a systematic review).

Second, regarding findings and trends:

Most studies agree that strategic management improves organizational performance (Fuertes et al., 2020; McCall, 2024), but they differ on how this occurs. Some studies focus on leadership, while others focus on resources and capabilities (Cristofaro et al., 2025).

In the area of adapting to change, studies (Sarta et al., 2021; Ketemaw & Amente, 2023) found that success depends on several factors, including communication, engagement, and leadership. However, these studies prioritized these factors differently depending on the organization.

A clear shift has emerged in the models used, moving from simple linear models (Steiss, 2019) to active and adaptive models (Zinchenko et al., 2022) that take into account digital and changing environments. Third, regarding gaps and limitations: Many studies have focused on traditional sectors such as manufacturing, retail, and healthcare, often neglecting the knowledge-based consulting services sector. Most quantitative studies have relied on self-reported data, which may affect the reliability of the results. Few studies have combined strategic management and adaptation into a single model; most have focused on only one model. The Saudi context has not received significant attention in international research, revealing a geographical gap.

Fourth, regarding theoretical contributions: Some studies (Cristofaro et al., 2025) have made important contributions to understanding how energy capabilities interact with the environment. Other studies (Naamati Schneider, 2020) have focused on applying theories in specific settings, such as public hospitals.

This comparison shows that previous studies have built a solid knowledge base. However, there is still considerable room to explore how strategic management and adaptation work together, particularly in non-traditional contexts such as consulting firms in emerging economies like Saudi Arabia. This is what the current study aims to explore.

2.8 Leveraging Previous Studies on the Research Topic

Previous studies on strategic management and adaptation to change provided a solid and detailed knowledge base, forming a firm foundation for this research. These studies offered a clear understanding of key concepts in both strategic management (such as planning, vision, innovation, and resource management) and organizational adaptation

(such as flexibility and continuous learning). The diversity of theories employed, including higher-level theory and vital capabilities theory, helped the researcher develop a shared understanding of how leadership and organizational factors function in changing environments.

In terms of methodologies, previous studies provided useful models for research design. The researcher benefited from real-world examples that combined quantitative and qualitative approaches. This combination inspired the design of the current case study, which uses questionnaires to establish statistical correlations and interviews to explore the context and underlying causes. Previous research also provided proven tools and measures for quantifying variables, which helped in developing data collection tools and ensuring their accuracy and reliability.

These previous studies also helped shape the theoretical and analytical framework, enabling the researcher to construct a clear model linking strategic management and adaptation. These references served as primary sources to support the rationale for the expected relationships between variables, thus reinforcing the underlying theory of the hypotheses. Furthermore, insights and advice drawn from previous work, particularly regarding strategic leadership and building a culture of learning, guided the development of the research questions and objectives, aiming for practical results.

Finally, a comprehensive literature review enhanced the researcher's understanding of diverse organizational environments and their interaction with change. This broader understanding allowed the study to be situated within a wider management context, lending it greater depth and enabling the interpretation of findings based on existing knowledge. Thus, previous studies provided a clear intellectual and methodological framework, allowing this research to build upon prior work and move toward a more nuanced and detailed understanding of the crucial relationship between strategy and adaptability in today's business world.

2.9 Research Gap

Based on the study title, "The Role of Strategic Management in Enhancing Adaptability to Change in Management Consulting Firms," and the review of previous studies presented in Chapter 2, the main research gap can be identified as follows:

The main research gap lies in the lack of applied and integrated studies that directly link strategic management practices (such as strategic planning, strategic vision, innovation management, and resource management) with the ability of management consulting firms to adapt to change in the Saudi environment. Despite the abundance of literature addressing both strategic management and organizational adaptation as separate fields, most previous studies have focused on traditional sectors such as manufacturing, retail, and healthcare, largely neglecting the unique characteristics of management consulting firms as knowledge-based, project-driven, and service-oriented organizations. Furthermore, the vast majority of these studies have relied on theoretical or qualitative methodologies, with a scarcity of quantitative or mixed-methods research that measures causal relationships between research variables. Furthermore, the geographical context of Saudi Arabia, particularly in light of Vision 2030 and rapid economic transformations, has not received sufficient attention in international literature. This creates a knowledge gap regarding the application of strategic management models to enhance resilience and adaptability in this dynamic and rapidly changing sector. Therefore, this study aims to bridge this gap by employing a mixed-methods approach, combining quantitative and qualitative elements, to examine the impact of strategic management dimensions on adaptability in Saudi management consulting firms and to provide a practical framework that can be applied.

2.10 Justification for Case Study Selection

Saudi management consulting firms were chosen as the primary case study for this research for a combination of methodological and practical reasons. Academically, the sector suffers from a clear research gap. While studies on strategic management and organizational adaptation are increasing, most have focused on traditional sectors such as manufacturing and public services. They have overlooked the unique characteristics of consulting firms, which are knowledge-based, project-driven, and responsive to market changes. Furthermore, the relationship between strategic management practices and these firms' adaptability has not been fully explored in the Saudi context. Practically, this sector plays a crucial role in bridging management theory and practice. Its flexibility significantly influences how clients from various economic sectors adapt to change. These firms operate in a rapidly evolving business environment with evolving client needs, rapid technological advancements, and intense local and global competition. This makes them a suitable location for studying strategic adaptation. In

this context, the significant economic and social changes brought about by Vision 2030 are creating new pressures on the sector. Local reports have revealed weaknesses in the strategic practices of some companies, such as their reliance on consulting models ill-suited to the local context, which threatens their strength and survival. This study aims to bridge this gap by providing an analytical framework and practical advice to enhance the adaptability of Saudi consulting firms, thereby contributing to the resilience of the national economy in light of the ambitious Vision 2030.

After defining the study population and sample, and employing a hybrid methodology combining quantitative and qualitative data, the researcher selected two local consulting firms in Jeddah as key case studies:

Efficiency-Excellence: This firm operates in the field of management consulting, focusing on improving processes and organizational efficiency. It operates in a competitive Saudi market, serving both the public and private sectors. This case was chosen because it represents a model for new local consulting firms seeking to align with the goals of Vision 2030. Its flexible structure and suitable size (70 employees) facilitated the study. A formal agreement with the firm enabled the researcher to effectively collect quantitative and qualitative data.

Gear Strategy: This firm operates in the field of advanced strategic and leadership consulting. This case study focuses on both Saudi and global business environments, helping organizations develop their strategies and leadership skills. It was selected due to its advanced services, which provide a suitable environment for studying the impact of specialized strategic management on adaptability. Its size (80 employees) and diverse team are perfectly suited to the multifaceted case study methodology, covering a wide range of consulting services.

The selection of these two firms together offers a broad perspective; the first focuses on the operational and skills-based aspects of adaptability, while the second addresses the strategic and leadership aspects. Their work within the Saudi context also lends direct practical value to the study's findings regarding the challenges faced by consulting firms in the Kingdom amidst rapid economic and social changes.

2.11 Conceptual Framework of Previous Studies

The conceptual framework of this study is based on dynamic capability theory (2018 et al.; Bledy Land et al., 2022). This theory argues that organizations maintain a competitive advantage in turbulent markets by continuously adapting, pooling, and reshaping their skills and resources. From this perspective, strategic management involves three fundamental processes. The first is sensing, which involves identifying opportunities and threats through environmental monitoring. The second is resource mobilization, which involves leveraging resources. The third is reshaping, which involves transforming internal resources and routines.

These capabilities collectively enhance an organization's adaptability. This adaptability is measured by two dimensions: organizational flexibility, or the ability to adjust structures and strategies; and continuous learning, which involves the ongoing development of knowledge and reflective practices.

The external environment acts as a modifier. Technological shifts, market volatility, and organizational changes all influence how strategic practices relate to adaptive outcomes. In the management consulting sector, effectively employing these capabilities contributes to improved performance and enhanced long-term competitiveness. This model provides a foundation for studying strategic management in Saudi consulting firms. It aims to illustrate how these practices build resilience and adaptability, particularly in light of the economic transformation of Vision 2030. Figure 2.1 represents the conceptual model for the study.

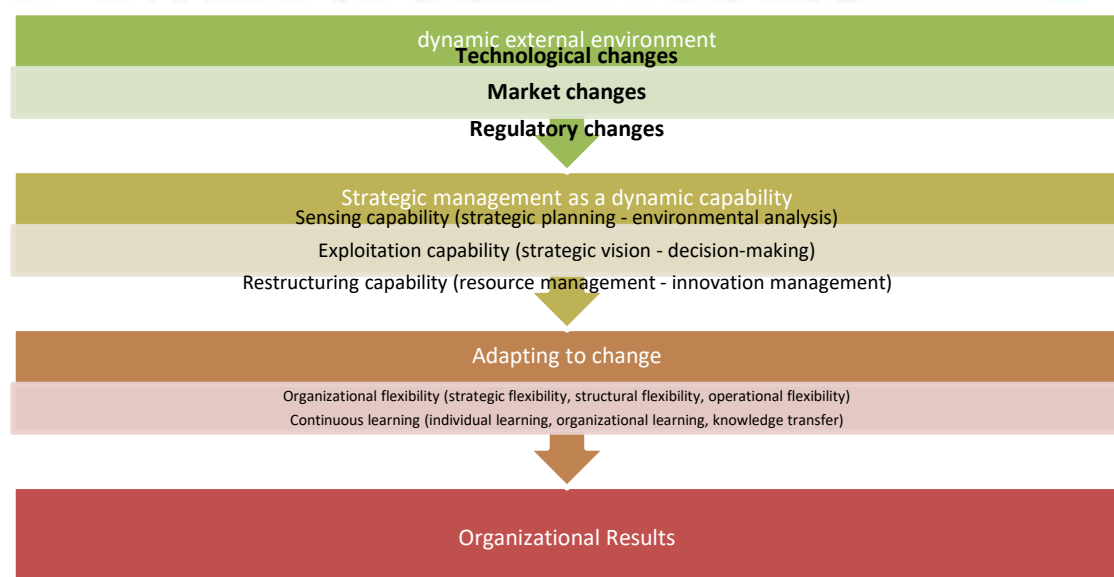


Figure2.1 Conceptual Model

Chapter Three

Study methodology

3.1 Research Philosophy

Starting with research philosophy, it entails the assumptions and beliefs developed by the researchers regarding the social aspects lead to developing knowledge (Alharahsheh & Pius, 2020). In this case, researchers consider two philosophies in research studies namely; positivism, post positivism and Pragmatism.

Positivism assumes a single reality, which exists independent of human perception. The purpose of research, therefore, is to accurately describe the regularities through observer neutrality and the scientific method (i.e., deduction, quantification of observations data, control of empirical variables, and quantitative methods). Rigour, measured by reliability and validity assures accurate outcomes. Positivism is generally associated with experiment and survey strategies, and quantitative research. The main criticisms include the claim to absolute reality and a “scientific method”, outcomes of which are often irrelevant to contexts.

post -positivism bridges the chasm between positivism and constructivism. The purpose of research is to discover both patterns and meaning. It admits a single, objective reality which can be known fallibly. Thus, it is important to eliminate alternate explanations or representations of reality (Mertens, 2015).

Post-positivism accepts the influence of context, rejects total neutrality of the researcher, and relies on rigorous research processes to obviate bias and errors. The underlying assumptions

support both quantitative and qualitative research. However, it is generally agreed that it is predominantly quantitative research in which a qualitative component is used to gain further insight (Schoonenboom & Johnson, 2017).

as for pragmatism, pragmatism provides the following philosophical basis for research Tenuche, (2018).

1. Pragmatism is not connected to any single system of philosophy and reality. This applies to mixed methods research in that inquirers draw freely from quantitative and qualitative assumptions when they engage in research.
2. There is a freedom of choice among individual researchers. In this way, the researchers are free to choose what methods, techniques, and procedures of research that best meets the needs and purposes of the research and the researcher.
3. To the pragmatists, the world is not an absolute unity, just the same as mixed methods researchers look to several approaches for collecting and analyzing data rather than subscribing to just one way.

4. The truth is essential in pragmatism. Thus, in mixed methods study, investigators use both quantitative and qualitative data because they work to provide the most appropriate understanding of a research problem.
5. Pragmatists need to establish a purpose for mixing methods, a rationale for the reasons why qualitative and quantitative data must be combined in the first place.
6. Hence for the mixed methods researcher, pragmatism worldview will open the door to multiple methods, different world views and different assumptions, as well as the various forms of collecting and analyzing data.

Given that this study employs a mixed approach—quantitative using questionnaires and qualitative using interviews—and relies on hypotheses to examine the role of strategic management in enhancing adaptability to change through a case study of a management consulting firm, followed by analysis and interpretation of the results, the underlying philosophy of this study is pragmatism.

3.2 Research Approach

For the research approach, Wardani and Kusuma (2020) affirm that it involves the specific procedures that offer guidance on the way the data should be collected and analysed. Besides, research approach indicates the precise plans implemented by researchers to understand the research assumptions and interpretations. In business research, researchers commonly utilise inductive and deductive approach as the research approaches. Drawing from a study by Hughes and Sharrock (2016), inductive approach focuses on new theories development from bottom to top using the data collected. Importantly, inductive approach begins with a narrow theory, and extrapolates the theory to a wider perspective thereby formulating conclusions that are extensive and general. In addition, inductive approach enables the researcher to explore new and existing phenomenon from different perspectives that perhaps had not been considered (Wardani & Kusuma, 2020). Differently, Hughes and Sharrock (2016) explain deductive approach also known as ‘top-bottom’ approach in terms of testing and confirming the existing theories from a wider perspective to a narrow perspective to arrive at specific conclusions. Moreover, Hughes and Sharrock (2016) pointed out that deductive approach rests on the actions taken during the study implying that the research approach can use either qualitative or quantitative studies.

Accordingly, deductive approach has always been associated with quantitative approach (Hughes & Sharrock, 2016). In line with this assertion, deductive approach becomes is appropriate for this study because it is a mixed method study that uses qualitative and quantitative data.

This study adopts deductive approach. In particular, the rationale grounding the choice of deductive approach that researchers focus on confirming/ rejecting the existing hypothesis instead of developing new ones. Adopting deductive approach can help the researchers confirm/reject hypothesis on the role of strategic management in enhancing adaptive to change.

Therefore, a deductive approach would be benefit for this study which is geared towards extensive and in-depth understanding of the research phenomenon.

3.3 Research Design (Sequential Explanatory Mixed Methods)

The research design is based on Research Design (Sequential Explanatory Mixed Methods). This strategy may be described as a cross-sectional, descriptive, mixed methods survey, underpinned by post-positivism. By convention, the sequential strategy is depicted as vertical (Creamer, 2018). As illustrated in Figure 3.1, this consisted of two phases: quantitative dominant (Phase 1) followed by qualitative-less dominant (Phase 2), i.e., QUAN → qual. Phase 1 identified the main elements which described strategic management evaluation and the adaption to change in the managerial consultant companies and the results used to design and implement Phase 2 that comprise explain the results in phase one and obtaining more details of the results in phase 1.

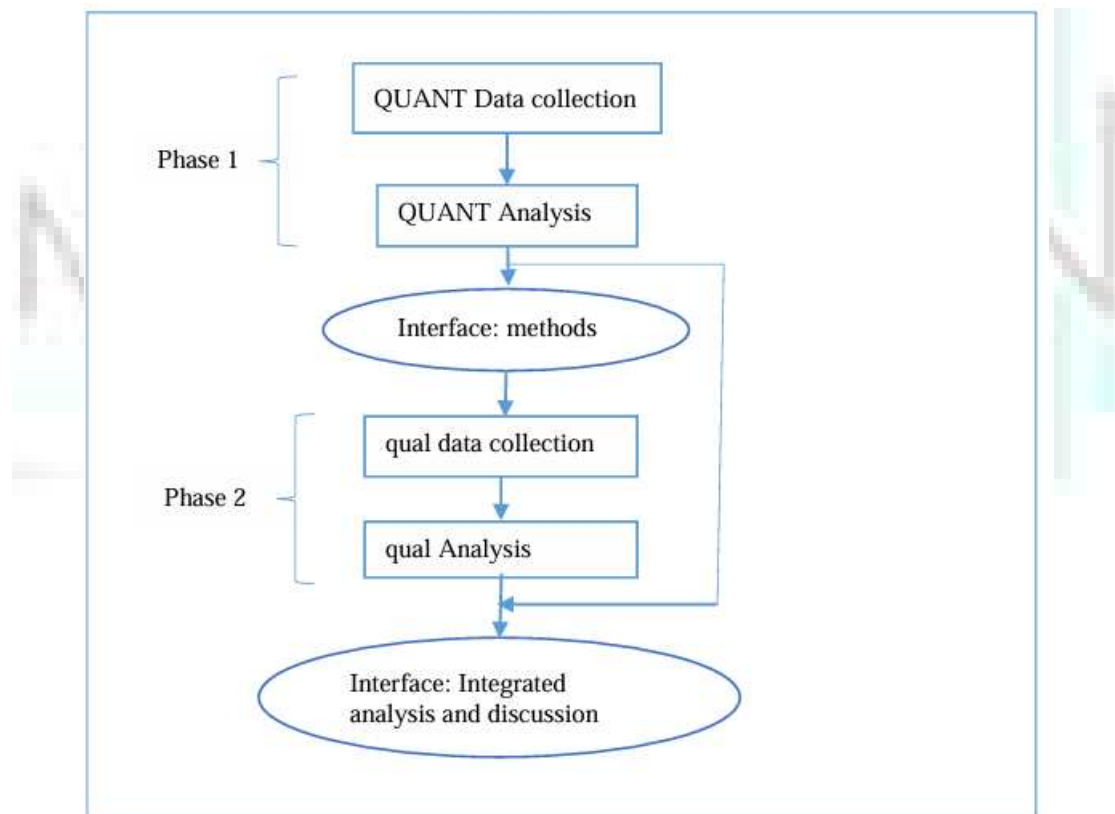


Figure 3.1: Study Design (Source: by Researcher)

3.4 Study Model, [Study terms and their operational definitions](#)

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 apportunities (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).

- 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).

The study model is based on two main theories that explain the connection between strategic management and how organizations adapt to change. These theories support the proposed links between the independent variables (strategic planning, innovation management, strategic vision, resource management) and the dependent variables (flexibility and continuous learning).

Energetic Capabilities Theory (Teece, Pisano & Shuen, 1997) is the main framework for the independent variables in this study. According to Teece et al. (1997), energetic capabilities are "the firm's ability to combine, build, and rearrange internal and external skills to handle rapidly changing environments". This theory shows how organizations can gain a competitive edge by developing advanced capabilities that help them spot opportunities, take advantage of them, and change their resources to meet environmental shifts (Teece, 2007). The parts of strategic management in this study—strategic vision, resource management, innovation management, and strategic planning—are examples of energetic capabilities that help firms deal with uncertainty and change. Strategic vision guides capability development; resource management allows changing assets; innovation management supports creating new processes and services; and strategic planning sets the framework for organized adaptation. As Eisenhardt and Martin (2017) explain, energetic capabilities are the processes organizations use to combine, rearrange, gain, and release resources to respond to market changes.

Change Management Theory (Lewin, 1947) forms the basis for the dependent variables related to adapting to change. Lewin's (1947) well-known three-stage model—Unfreezing, Moving, and Refreezing—describes how organizations move from their current state to a desired future state. Unfreezing means preparing the organization for change by questioning existing beliefs and building motivation; Moving means carrying out the change through new behaviors, processes, and thinking; Refreezing means making the change stable by embedding it into the organization's culture and systems (Burnes, 2004). Kotter's (1996) eight-step model builds on this by emphasizing the importance of creating vision, communicating it, and making the change part of the organization. These theories support seeing adaptation as having two parts: flexibility and continuous learning. Flexibility is the organization's ability to adjust quickly during the "moving" phase by changing practices and processes (Golden & Powell, 2000). Continuous learning is the organization's ability to learn new things during "unfreezing"

and to make that learning a permanent part of the organization during "refreezing" (Greenwood,1997).

Combining these two theories creates the study model shown in Figure 3.2. Strategic management—measured by its four parts (strategic vision, resource management, innovation management, and strategic planning) and based on Energetic Capabilities Theory—is expected to improve adaptation to change—measured by its two parts (flexibility and continuous learning) and based on Change Management Theory. This theoretical base leads to the main hypothesis (H₁) and eight sub-hypotheses (H_{1a} through H_{1h}) that explore the specific links between each strategic management part and each adaptation outcome.

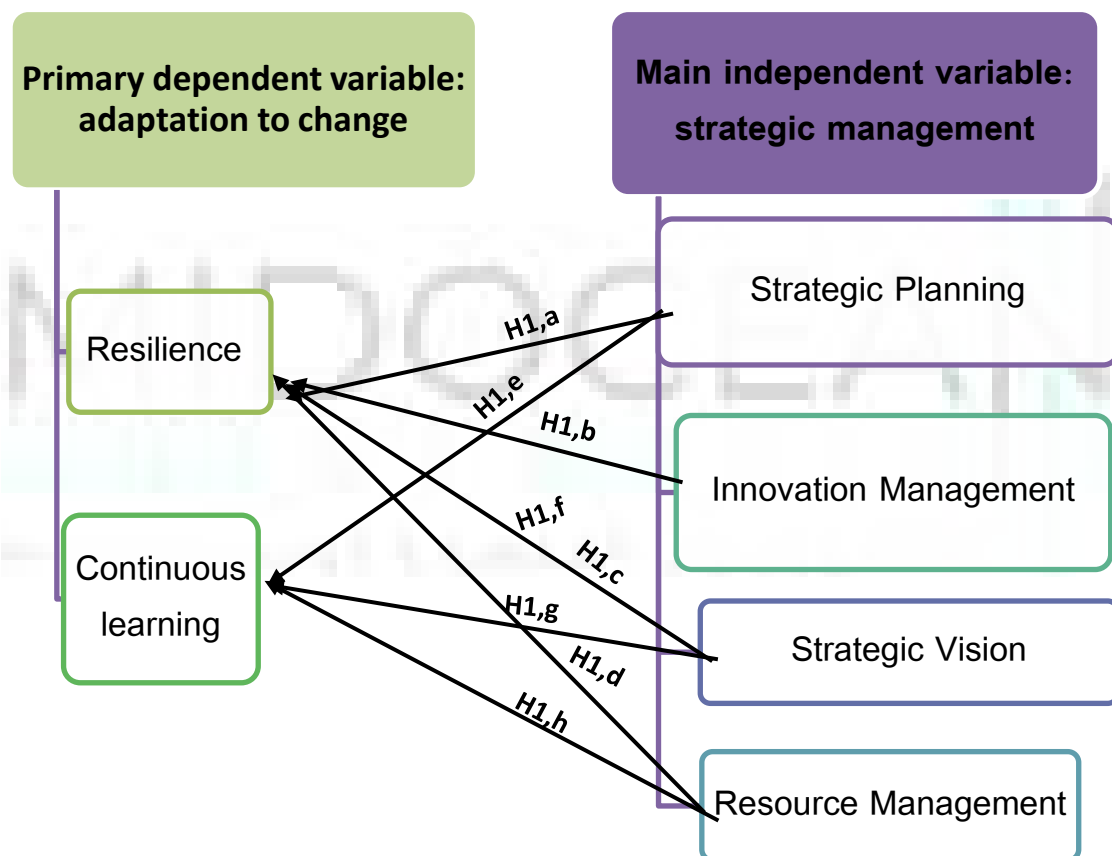


Figure 3.2 Study Model: The Impact of Strategic Management on Enhancing Adaptation to Change in a Management Consulting Firm

3.3 Study Population and Sampling Strategy

The study population consists of employees of a management consulting firm in the Kingdom of Saudi Arabia, consisting of (CEO - COO - Senior

Manager - Consulting Manager - Administrators). Management consulting firms in the Kingdom of Saudi Arabia are considered important factors in business development 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 (Insight, 2024).

To determine the study population, the number of consulting firms in the Kingdom of Saudi Arabia was counted at 600. These firms vary between engineering, environmental, financial, risk management, administrative, and operational. However, since this study only targets management consulting firms, it was found that the number of companies included in the research scope, in addition to being local and not branches of a global company, decreased to approximately 55 management consulting firms. Due to the difficulty of communicating with all of these companies in the Kingdom of Saudi Arabia, the study scope was determined within the city of Jeddah as the geographical scope of the study, which reduced the number of companies to eight. When communicating with companies in Jeddah, approval was obtained from only two companies out of eight to allow their employees to participate in the survey to collect data. These two companies are in the city of Jeddah: Kafaa - Efficiency Excellence, which has 70 employees, and the other company, Strategic Gears Leadership | Strategic Gears, which has 80 employees. Therefore, the total number of the study population is 150. Since the study community is small, the study sample will be chosen intentionally, meaning the questionnaire will be distributed to the entire study community in which this study adopts an embedded case study design where the study concentrate on deep analysis instead of focusing generalizing results.

3.6 Pilot Study

After framing the draft questionnaire, based on the previous literature reviews and discussion, a pilot study was conducted with the sample of 20 respondents . Questionnaires were circulated and after few follow ups response were collected through online. Reliability of the questions/statements was checked by conducting Cronbach's alpha test through SPSS. Cronbach's alpha captures the internal consistency of the attitudinal statements which is related to the latent variable or construct. Higher the value indicates, better is the internal consistency or reliability of the questionnaire.

Though the cut of value for acceptable Cronbach's value is dependent on the number of items and the type of scale ie whether it is dichotomous or 5 point liker scale. A minimum of 0.7 should be acceptable (Hussain, 2018).

3.7 Instrument Development and Measurement Scales

Interview, and questionnaire are applicable to survey (De Vaus, 2014). Each method has strengths and shortcomings and should be evaluated and selected against the backdrop of a unique research context, i.e., research purpose, type of data to collect, method of analysis and practical constraints, etc. (Saunders et al., 2015).

For this research, the larger sample size required to describe role of strategic management in enhancing adaption to change adopting case study managerial consultant company makes analysis of document or “visiting the scenes” of actual performance impractical and are, therefore, elided from further discussion. Questionnaire and

interview were considered appropriate. These are suitable for gathering data on characteristics, behaviours, attitudes, experiences, and opinions of people (Saunders et al., 2015; Walliman, 2018)

Questionnaire allows collection of standardized responses from a larger sample over a wide geographical area at a low cost, which can be compared (to establish patterns) and generalized, e.g., to the sample itself or the entire population (Rowley, 2014; Saunders et al., 2015; Walliman, 2018). A higher response rate is important for description. There are various online and offline modes of administration. The shortcomings of structured responses are limited detail and the lack of opportunity to follow-up for further explanation.

Interview yields detailed information to improve understanding, but is time consuming and, therefore, supports a smaller number of cases (Rowley, 2012; Saunders et al., 2015; Walliman, 2018). There are different forms, e.g., structured, semi-structured, and unstructured. A semi structured interview combines prior organization (e.g., selection and order of questions) and flexibility (e.g., to change questions or ask follow-up questions). Questionnaire and interview, as self-report methods, suffer from reticence and socially desirable responses. Thus, it is important to consider this in instrument construction and administration.

The questionnaire includes a first section containing information about respondents such as their experience, years of experience, age, and job position. The second section covers strategic management, addressing several key areas: strategic planning, innovation management, strategic vision, and resource management. The third section focuses on adapting to change, covering two main areas: flexibility and continuous learning. Each section of questionnaire includes between 4-5 items. The statements of questionnaire were measured in an ordinal form using a Likert scale based on a range of rating of the statements, varying from 1 to 5 (strongly disagree, disagree, neutral, agree or strongly agree).

The second stage of the study based on investigating the outcomes the quantitative method using interviews with 8 experts in management consulting company and the data of the interviews will be coded and analyzed using NVIVO software.

This study uses a questionnaire and semi-structured interviews as the main tools to collect data. This choice is clearly based on the research questions and goals, ensuring the methods fit well. The main question looks at how strategic management helps management consulting firms adapt to change. It is divided into four smaller questions about how strategic vision, resource management, innovation management, and strategic planning affect two outcomes: flexibility and continuous learning. The questionnaire focuses on the quantitative goals. It describes the level of strategic management practices and adaptability to change among 150 employees in the two consulting firms. It also tests eight sub-hypotheses (H_{1a} through H_{1h}) that expect positive links between each strategic management area and each adaptation outcome. The questionnaire has 28 items using a Likert scale. It was checked with factor analysis and reliability testing (Cronbach's $\alpha = 0.939$). This makes it possible to use statistical methods like multiple regression and structural equation modeling. These methods help find the direction, strength, and significance of the relationships. The semi-structured interviews involve 8 experts from the same firms. They aim to explain why and how strategic management helps or blocks adaptability to change. The study follows a sequential explanatory mixed methods design began with quantitative analysis and then moving to conduct interviews and analysinf qualitative data. . The interviews come after the survey to clarify and expand on the statistical results. They capture context, causes, real examples, and organizational details that surveys miss. For example, while the questionnaire might show a strong positive link between innovation management and continuous learning, the interviews reveal how innovation is supported, resourced, or hindered in daily work and what challenges employees face. This combination ensures that the questionnaire answers the confirmatory and general questions linked to testing hypotheses, while the interviews answer the interpretive and detailed questions about processes and meaning. So, both tools are carefully chosen and directly based on the study's research questions, goals, and practical philosophy. This approach uses multiple methods to best understand the research problem.

3.8 Validity and Reliability

It had been checked the quality of the research tools, the questionnaire, by testing validity and reliability. Validity means the data really measures what we want to study (Ghauri and Grønhaug, 2005). Reliability means the results stay the same if we do the research again under the same conditions (Saunders et al., 2016)

3.8.1 Content validity

Validity describes the degree to which an instrument or tool measures what it is intended to assess (Salkind, 2017). Patton (2015) noted that instrument validity is based on “careful instrument construction to ensure that the instrument measure what it is supposed to measure”. In order to ensure that the study instrumentation measured what it was intended to, the study definitions of each of the variables of the framework

were utilized when developing survey and interview questionnaires. The instruments were field-tested and discussed with the thematic group of researchers and experts. Modifications to instrumentation tools were made for content validity.

3.8.2 Construct validity

Construct validity shows if the tool measures the idea it is supposed to measure. It had been checked this with two methods: internal consistency and factor analysis.

Internal consistency means each question fits well with the total score of its group (Green et al., 2016). It was used Pearson correlation to check this. High and correlation means the question fits well and helps measure the group.

3.8.2 Exploratory Factor Analysis

Factor analysis is a set of statistical techniques which examine data (e.g., questionnaire responses) to determine the underlying structure, e.g., factors and their relationships (Hair et al., 2018). The techniques may be broadly classified into two: exploratory and confirmatory.

Typically, exploratory factor analysis (EFA) “explores” a dataset to discover an underlying structure. Conversely, confirmatory factor analysis (CFA) applies a priori assumptions about the problem under investigation (e.g., the exact number of factors) to establish the structure (Boamah, 2022).

Thus, EFA supports theory building and is well-suited to under developed research problems while CFA is appropriate for theory testing (Kline, 2013). The choice, therefore, depends on the research purpose; EFA is consistent with the purpose of this research .

It had been also used factor analysis because we have enough data (N=150). EFA finds the main factors in the scales and checks if the questions match the right groups. We used principal component extraction with varimax rotation. It had been checked KMO and Bartlett's Test to see if the data is good for factor analysis. It had been removed questions with loadings below 0.50 or those that fit many groups.

The following procedures had been done to conduct factor analysis:

3.8.2.1 Factor Extraction

Before conducting the Principal Component Analysis (PCA), it is crucial to assess the suitability of the data for factor analysis. This assessment was carried out by examining

the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. Table 3.1 presents the results of these tests:

Table 3.1 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.920
Bartlett's Test of Sphericity	Approx. Chi-Square	2078.014
	df	435
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy in this analysis is 0.92, which indicates that the data is highly suitable for Factor Analysis. The KMO measure assesses the adequacy of the correlations among variables, and values closer to 1 suggest that the data has a high degree of shared variance. A KMO value above 0.9 is considered "marvelous," meaning that your variables are strongly related and will likely yield meaningful factors. This suggests that the sample size and intercorrelations among the variables are excellent for performing Factor Analysis.

Bartlett's Test of Sphericity produced a chi-square value of 2078.014 with 435 degrees of freedom and a significance level of 0.000. This test evaluates whether the correlation matrix is significantly different from an identity matrix, which would indicate that the variables are unrelated. A significant result ($p < .05$) suggests that the variables are sufficiently correlated to proceed with Factor Analysis. In this case, the significance level is 0.000, which allows us to reject the null hypothesis that the correlation matrix is an identity matrix. Therefore, the data meets the requirements for Factor Analysis, and the relationships between the variables are strong enough to extract meaningful factors.

The 30 items, along with their eigenvalues and variances, are explained in Table 3.2.

Table 3.2 The eigenvalues and total variance explain

Component	Total Variance Explained			Extraction Sums of Squared Loadings		
	Total	Initial Eigenvalues		Total	Sums of Squared Loadings	
		% of Variance	Cumulative %		% of Variance	Cumulative %
1	11.397	37.992	37.992	11.397	37.992	37.992
2	1.496	4.985	42.977	1.496	4.985	42.977
3	1.421	4.736	47.713	1.421	4.736	47.713
4	1.157	3.857	51.570	1.157	3.857	51.570
5	1.095	3.652	55.222	1.095	3.652	55.222
6	1.049	3.496	58.718	1.049	3.496	58.718

7	.948	3.161	61.879			
8	.914	3.046	64.925			
9	.868	2.892	67.817			
10	.799	2.663	70.480			
11	.763	2.543	73.023			
12	.729	2.431	75.455			
13	.677	2.257	77.711			
14	.619	2.062	79.774			
15	.603	2.011	81.785			
16	.568	1.892	83.677			
17	.542	1.808	85.485			
18	.504	1.681	87.166			
19	.456	1.521	88.687			
20	.443	1.477	90.164			
21	.418	1.395	91.558			
22	.387	1.291	92.850			
23	.347	1.157	94.007			
24	.338	1.127	95.134			
25	.326	1.086	96.219			
26	.278	.928	97.147			
27	.247	.822	97.970			
28	.228	.762	98.731			
29	.219	.729	99.460			
30	.162	.540	100.000			

Extraction Method: Principal Component Analysis.

Based on Kaiser's criterion rule of thumb, there are a total of 6 components with an eigenvalue of more than 1.0, which should be retained. Based on the extraction sum of squared loadings, these six components have a cumulative percentage of 58.71 % of the variance. This indicates that the six components considered are adequate to represent the data as they explain approximately 60% of the variances. The Scree test (i.e., Scree plot) is also used to determine how many components are to be retained. Based on the Scree plot in Figure 3.3., the diagram shows a clear break after component 6, reconfirming the retainment of these six components.

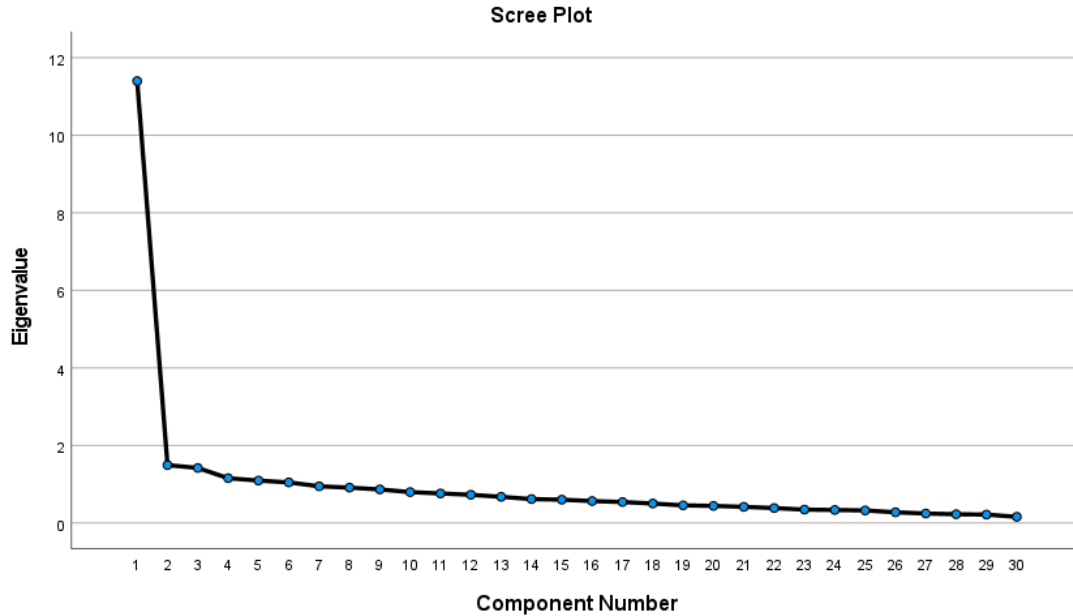


Figure 3.3: Scree plot

Factor analysis confirmed that classifying the questionnaire sections into six components was appropriate and user-friendly, based on the results of the factor analysis. Furthermore, all questionnaire items with a loading factor greater than 0.5 were included, with the exception of items No.10 and No.26, which had a loading factor less than 0.5. Therefore, the number of accepted questionnaire items was 28. Table 3.3 shows the questionnaire sections adopted in this study, the included items with a loading factor greater than 0.5, and the items excluded from factor analysis with a loading factor less than 0.5.

Table 3.3 Questionnaire Items

NO.	Questionnaire section	Item	Loading factor
1	<i>Strategic Vision</i>	Leadership ensures that all employees understand and align with the strategic vision.	0.77
2		The vision is regularly reviewed and adjusted based on market trends.	0.67
3		The company's vision includes measurable and achievable goals.	0.723
4		The strategic vision motivates employees to innovate and adapt.	0.882
5		The company's long-term vision is clearly defined and communicated.	0.525
6	<i>Resource Management</i>	The company efficiently allocates financial resources to support strategic initiatives.	0.77
7		Human resources are assigned based on strategic priorities.	0.71

8		Technology investments align with long-term strategic goals.	0.77
9		There is a structured process for reallocating resources when needed.	0.62
10		Resource management strategies enhance the company's agility.	0.452
11	<i>Innovation Management</i>	The company encourages employees to propose innovative ideas.	0.655
12		Innovation is a key component of strategic decision-making.	0.705
13		Digital tools (AI, data analytics) are used to drive innovation.	0.75
14		The company invests in R&D to stay ahead of competitors.	0.726
15		Innovation is rewarded and recognized within the organization	0.745
16	<i>Strategic Planning</i>	Strategic planning involves input from multiple departments.	0.805
17		The company uses SWOT/PEST analysis for strategic decisions.	0.56
18		Strategic plans are reviewed quarterly for adjustments.	0.718
19		The company has contingency plans for unexpected changes	0.773
20		Strategic planning improves organizational resilience.	0.702
21	Flexibility	The company quickly adjusts strategies in response to market shifts.	0.8
22		Employees are empowered to make adaptive decisions by strategic vision.	0.602
23		Organizational policies by strategic planning allow for rapid adaptation	0.598
24		allocation resources and reallocation resources by resource management provides more flexibility to adaptability	0.711
25		Flexibility is a core value in the company culture.	0.82
26	Continuous learning	The strategic management promotes a learning culture by innovation management	0.452
27		Employees have access to training programs and workshops and consequently enabled to have ability to innovate .	0.81
28		Knowledge-sharing platforms (e.g., internal wikis, mentorship) are used to adopt strategic vision	0.77

29		Learning from failures is encouraged by Resources management and innovation	0.566
30		Continuous learning improves adaptability with updates in strategic management	0.693

3.8.4 Cronbach Alpha

Reliability refers to the consistency of results when research is performed by different individuals at different times using the same data collection methods and data analysis procedure. The research is considered reliable when the same outcome is produced when repeated under the same condition. There are four key threats to data reliability: participant error, participant bias, observer error, and observer bias. (Saunders et al., 2016) To eliminate the threats to data reliability from the participants, the researcher provided enough time to respond to the questionnaire. Similarly, respondents were informed that their identity would be kept confidential and no opinions would be disclosed linked with the specific name and role in the organization. Similarly, to prevent observer error and bias to the data, the researcher focused on the literature review and the respondent's opinions.

Questionnaire reliability is used to measure internal consistency, to know the degree of reliability of a test. Each axis is compared with the average of all questionnaire axes, the relationship between the number of test items and the average correlation between these items (Sheetal et al., 2016). The value of Cronbach's alpha coefficient is calculated by equation (3.1): (Sheetal et al., 2016).

$$\text{Cronbach's alpha } \alpha = \frac{N.C}{V+(N-1).C} \quad (3.1)$$

Where:

N = the number of items

C = the average inter-item variance between items

V = the average variance of all items

Any increase in the number of elements and the average correlation between the elements will increase the Cronbach's alpha coefficient, because if the average correlation between the elements is low, then

To check the internal consistency of the questionnaire, we calculated Cronbach's alpha (α) for each part. Cronbach's alpha shows how well all the items in a scale measure the same idea (Tavakol & Dennick, 2011). higher numbers meaning better consistency. Work by Taber (2018) gives a detailed guide: below 0.50 is unacceptable, 0.51–0.60 poor, 0.61–0.70 questionable, 0.71–0.80 acceptable, 0.81–0.90 good, and 0.91–0.95 excellent. So, this study will use $\alpha \geq 0.70$ as the cutoff for acceptable consistency, while watching for values that are too high.

Using reliability analysis by calculation Cronbach's Alpha coefficient using SPSS software, It can be noted in Table 1 that the sections of questionnaire achieved reliability in which all Cronbach's Alpha values in Table 3.4 are higher than 0.7.

Table 3.4 Reliability Analysis of Questionnaire Sections

No.	Section	Items	Cronbach Alpha
1	<i>Strategic Vision</i>	5	0.726
2	<i>Resource Management</i>	4	0.7
3	<i>Innovation Management</i>	5	0.857
4	<i>Strategic Planning</i>	5	0.74
5	Flexibility	5	0.762
6	Continuous Learning	4	0.743

Additionally, Cronbach's Alpha coefficient had been calculated to all questionnaire Items illustrated in Table 3.5 which indicated that the reliability of questionnaire study tool is excellent.

Table 3.5 Questionnaire Tool Reliability

Items	Cronbach Alpha
28	0.939

3.9 Data Analysis Techniques

This research adopted various data-collection approaches, the analysis of the data collected was accordingly driven by both quantitative and qualitative methods. Quantitative analysis was carried out using IBM SPSS version 20 and Amos for structural equation modelling (SEM) to conduct statistical analysis. Qualitative data analysis was conducted using Nvivo 10 to aid in the management and organization of

code generation, storage and management of data. This research has therefore built its analysis plan and data processing practice with regards to the analytical techniques that are applied to qualitative and quantitative data.

3.9.1 Descriptive statistics

This describes the distribution of data and estimates the central tendency (e.g., mean, mode, and median) and dispersion (e.g., range, variance, and standard deviation). Two ways to measure normality, and determine suitable techniques, are skewness and kurtosis. i.e., the degrees of symmetry and peakedness (Corder & Foreman, 2014). For a normal distribution, both values are equal to zero.

3.9.2 Assumption testing

3.9.2.1 Multiple Regression Model

Through multiple linear regression, one can predict the dependent variables by considering the beta coefficients of multiple independent variables. It also gives information regarding what extent the dependent variable variability is influenced by independent variables and whether the influence is significant or not. For using multiple linear regression certain assumptions has to be met as suggested by Brace et al.,(2006)

1. There has to be a linear relationship between the independent variable and dependent variable.
 2. The measurement of the dependent variable should be in continuous scale ie ratio or interval.
 3. Predictor variables can be measured in – ordinal, interval or ratio.
 4. The number of responses must be greater than the number of predictive variables under study.
- Following the assumptions mentioned above, the study hypotheses were tested using multiple linear regression by examining the impact of independent variables such as (strategic vision, resource management, innovation management, and strategic planning) on adapting to change in its dimensions (resilience and continuous learning).

3.9.2.2 Correlation

Correlation is a term used to measure the strength of the relationship between variables. Correlation analysis is a way to find out whether there is a relationship between variables, for example, the relationship between two variables. If there is a relationship between variables, the changes that occur in one variable will result in changes in other variables. Correlation analysis is a statistical method used to determine the strength or degree of a linear relationship between two or more variables. The more real the straight

line relationship, the stronger or higher the degree of straight line relationship between the two or more variables. The measure for the degree of straight-line relationship is called the correlation coefficient.

Correlation coefficient analysis is used to determine the direction and strength of the relationship between two or more variables. Direction is expressed in the form of positive and negative relationships, while the strength or weakness of the relationship is expressed in the magnitude of the correlation coefficient (Sugiyono, 2018). The correlation coefficient (r) shows the degree of correlation between the independent variable and the dependent variable (Kasuya, 2019). The value of the correlation coefficient must be within the limits of -1 to +1 ($-1 < r \leq +1$), which results in several possibilities, including the following:

a. A positive sign indicates a positive correlation in the variables tested, which means that every increase and decrease in X values will be recognized by an increase and decrease in Y. If $r = +1$ or close to 1, it indicates a positive influence between the variables tested

very strong.

b. The negative sign indicates a negative correlation between the variables tested, meaning that any increase in X values will be followed by a decrease in Y values and vice versa.

If $r = -1$ or close to -1, then it shows a negative influence, and the correlation of the variables tested is weak.

c. If $r = 0$ or close to 0, it shows a weak correlation or no correlation between the variables tested.

3.9.2.3 R-squared

Determination coefficient (R^2) measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is 0 and 1. A small R^2 value means that the ability of the dependent variables is very limited. Values close to 1 mean that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2018). In this study, determination analysis was used to determine how much the ability of the independent variables to explain the variation of the dependent variable.

The coefficient of determination is used to see how much the independent variables together are able to provide an explanation of the dependent variable. So the greater the variation in the dependent variable that can be explained by the variation in the independent variables. Conversely, if the R-squared is small, the smaller the variation in the dependent variable that can be explained by the independent variable. R square is a value that shows how much the independent (exogenous) variable affects the dependent (endogenous) variable. R squared is a number that ranges from 0 to 1, which indicates the magnitude of the combination of independent variables that jointly affect the value of the dependent variable.

3.9.3 Structural Equation Modelling

As for the data analysis, the study employed a Structural equation model analysis, which is a multivariate statistical analysis technique that is used to analyze structural relationships between observed variables and latent constructs (Hoyle, 2023), combining both factor analysis and multiple regression analysis. In this case of using SEM technique, the observed variables served as indicators of the underlying construct which they were presumed to represent.

Structural Equation Modeling (SEM) is a general and wide family of analyses used to measure relationships among measured and unobserved variables (Harrington, 2009). According to Raykov and Marcoulides (Harrington, 2009), the SEM is a technique that is widely used because it provides a way to test different theories quantitatively while clearly accounting for measurement error, which is very common in many disciplines of study. Teo et al. (2013) states that SEM is a set of techniques for testing a theory by examining correlation: covariance and even mean differences, and it can be illustrated using an elaborate and sophisticated form of box-and-arrow model known as a path figure. As commonly used by factor analysts, a path figure was used in this study to show the theoretical and hypothesized relationships between items and the factors to create a hypothetical model to test using the Maximum Likelihood method (Tavakol & Wetzel, 2020). SEM also allows for a researcher to be able to measure latent constructs and minimize potential measurement errors that are latent and which would have been difficult, if not impossible, to measure using other data analysis methods (Harrington, 2009).

For this study, after all data reduction and model validation were done, a SEM was conducted to test the hypotheses exploring relations between the observed and latent variables. The SEM was in the form of a path analysis (Teo et al., 2013), similar to studies conducted by Tojari et al. (2018) and Selickaité et al. (2019). This was used in order to represent, estimate and test the hypothetical system of (mostly) linear relations between variables (Rigdon, 1998). Therefore, all 5 models were combined into one model which was the Structural Equation Model (SEM). The SPSS Amos version 26 software was employed for this data analysis. SEM was used to determine unobserved variables. The SEM allowed the researcher to look at the correlations, covariance and significant levels that exist between the independent and dependent variables in order to either reject or don't reject the study's hypotheses. Factor analysis was useful in this study because it allowed the researcher to establish high quality measures for constructs that are not directly observable with the naked eyes or that can be captured by observation (Tavakol & Wetzel, 2020).

In addition to factor analysis, SEM analysis also includes multiple regression analysis, which allows researchers to evaluate the strength of the relationship between the dependent variables and several predictor/independent variables as well as the importance of the independent variables in the relationship.

3.10 Qualitative Analysis Procedures

The qualitative component of this study aims to investigate the outcomes of the quantitative method and provide deeper insights into the role of strategic management in enhancing adaptation to change in management consulting firms. Semi-structured interviews were conducted with 8 experts from the two participating management consulting companies (Kafaa - Efficiency Excellence and Strategic Gears Leadership). The qualitative data collected from these interviews will be analyzed using thematic analysis, facilitated by NVivo software. This section outlines the procedures for conducting the qualitative analysis, including the thematic analysis approach, coding stages, and the criteria for ensuring trustworthiness.

3.10.1 Thematic analysis

Thematic analysis is a way to find, study, organize, describe, and report themes in a data set (Braun & Clarke, 2006). This study will use thematic analysis to look at the interview transcripts. It works well for understanding experts' views, experiences, and ideas about strategic management and how organizations adapt to change.

The thematic analysis will follow the six steps suggested by Braun and Clarke (2006): Getting familiar with the data: The researcher will write down the interviews word for word and read the transcripts several times to really understand them. First thoughts and notes will be made.

Making initial codes: The data will be coded in a careful way, picking out interesting parts related to the research questions. Codes are small pieces of data that show important features.

Looking for themes: The codes will be grouped and sorted into possible themes. Themes are bigger patterns that show something important about the data related to the questions. This step includes checking how codes can fit together into main themes.

Checking themes: The possible themes will be checked and improved. This means seeing if the themes fit well with the coded parts and the whole data. Some themes might be combined, split, or removed.

Defining and naming themes: Each theme will be clearly explained and given a name. This means finding the main idea of each theme and what it says about the data.

Writing the report: The final analysis will be written up, showing the themes with clear examples and quotes from the interviews. The report will explain the data so that answers the research questions well.

The analysis will be done using NVivo 10 software, which will help organize and manage the codes and data. Both word-based and theme-based methods will be used to study the most common themes.

Expert Selection Mechanism: The 8 experts were selected based on several criteria, including job title, academic degree, and years of experience in management consulting firms. Table 3.6 shows the code of each expert who will participate in the interviews, their job title, academic degree, and years of experience in management consulting.

Table 3.5 Data of the experts participating in the interviews

Symbol	position	Scientific degree	Experience years
--------	----------	-------------------	------------------

A1	Executive Vice President	Bachelor of Engineering	30
A2	Managing Partner in the Industrial File	Bachelor of Engineering	25
A3	Managing partner in the development portfolio	Master's (MBA)	15
A4	Executive Director	Bachelor of Engineering	12
A5	Executive Director	Bachelor of Engineering	12
A6	Senior Human Resources Manager	Master's (MBA)	13
A7	Senior Business Development Manager	Bachelor's degree in Systems	11
A8	Supervisor of Support Services Sector	Master's (MBA)	10

3.10.2 Coding stages

Coding is the process of organizing and sorting qualitative data. It means attaching labels (codes) to parts of text that explain what each part is about. In this study, coding will happen in two main steps: open coding and axial coding.

3.10.2.1 Open Coding

Open coding is the first step where the researcher breaks the data into smaller parts, looks at them closely, and compares them for similarities and differences (Tenuche, 2018). In this step:

The researcher will read each interview transcript line by line.

Parts of the text (words, phrases, sentences, or paragraphs) will be given descriptive codes that show their meaning.

Codes will come from the data itself (in vivo codes) and from the theory (concept-driven codes).

The aim is to create a full list of codes that cover the range of ideas, experiences, and views shared by the participants.

3.10.2.2 Axial Coding

Axial coding is the second step where the researcher starts to put back together the data that was broken down during open coding (Tenuche, 2018).. In this step:

The researcher will find connections between the open codes.

Codes will be grouped into categories and subcategories based on their relationships.

The focus is on understanding the main issues, causes, strategies, context, and results related to strategic management and adapting to change.

This step helps to organize the codes into a clear structure that will support theme development.

During both coding steps, the researcher will use NVivo 10 to make nodes (codes), arrange them in order, and find coded parts easily. Notes will be written throughout to record thoughts, choices, and interpretations.

3.10.3 Trustworthiness criteria

To make sure the qualitative analysis is thorough and reliable, this study will follow the four criteria for trustworthiness in qualitative research suggested by Lincoln and Guba (1985): credibility and confirmability.

3.10.3.1 Credibility

Credibility means being confident that the findings are true. To achieve credibility, the study will use these methods:

Prolonged Engagement: The researcher will spend enough time with the participants and the setting to build trust and fully understand the topic.

Member Checking: Some interview participants will review the findings to see if they match their experiences. They will confirm if the interpretations are accurate.

3.10.3.2 Confirmability

Confirmability means the findings come from the participants' responses, not the researcher's bias or interests. To ensure confirmability:

The researcher will keep a journal to note personal assumptions and biases that might affect the study. This helps reflect on how their background could influence data collection and analysis.

The audit trail mentioned above also supports confirmability by showing that findings come from the data, not from the researcher's opinions.

Triangulation: Since this is part of a mixed-methods study, combining qualitative findings with quantitative results adds a type of triangulation that strengthens confirmability.

By following these trustworthiness criteria, this study ensures that the qualitative findings are solid, believable, and useful for understanding how strategic management helps consulting firms adapt to change.

3.11 Integration Mechanism between Quantitative and Qualitative Analysis

The integration between the questionnaire and semi-structured interviews follows a clear four-step process based on the sequential explanatory mixed methods design (QUAN → qual). This setup is made to ensure complementarity, explanation, and

context for the findings, making sure the qualitative phase directly answers and adds to the quantitative results.

The first step involves analyzing the quantitative data using SPSS and AMOS. The questionnaire data from 150 employees are examined to produce statistical results like average scores for each strategic management area (strategic vision, resource management, innovation management, and strategic planning) and each adaptation area (flexibility and continuous learning). It also includes correlation coefficients showing the strength and direction of relationships between independent and dependent variables, regression coefficients and significance levels for each of the eight sub-hypotheses (H_{1a} through H_{1h}), and R-squared values indicating how much variation in adaptability is explained by strategic management practices. From these results, the researcher identifies three types of findings needing qualitative explanation: major relationships supporting hypotheses, weak or non-major relationships where hypotheses are not supported, and unexpected results that contradict existing research or theories.

The second step is carefully matching interview questions with the key quantitative findings. Each of the eight interview questions across three main themes is designed to explore, explain, or add context to specific statistical results. For the first theme on strategic management practices, the question about how strategic vision and management help the company understand and adapt to environmental changes aims to explain the causes, communication processes, and behavior paths through which strategic vision leads to adaptive actions, as shown by hypotheses H_{1a} and H_{1e} . The question about using strategic planning tools to improve readiness for unexpected changes looks to identify specific tools like SWOT analysis, PEST analysis, scenario planning, and contingency plans, explaining the statistical links in hypotheses H_{1c} and H_{1g} . The question on how the company supports innovation to boost adaptability to market changes aims to reveal real practices such as research and development investments, digital tools, reward systems, and idea generation processes that drive innovative adaptation, as reflected in hypotheses H_{1b} and H_{1f} .

Moving to the second axis on adaptability and organizational flexibility, the question about how the company manages resource reallocation during sudden changes is meant to explain the speed, criteria, and processes for reallocating financial, human, and technological resources. This helps provide context for the statistical relationships in hypotheses H_{1d} and H_{1h} . The question on how much employees are involved and enabled in adaptation decisions aims to give insight into delegation practices, decision-making freedom, enablement methods, and obstacles to participation. This directly supports the quantitative findings on flexibility, especially the questionnaire items related to employee enablement. The question about the role of ongoing learning and training programs in improving employees' ability to adapt to strategic changes looks at training content, delivery

methods, knowledge-sharing platforms, and learning culture. This adds detail to the statistical findings on continuous learning found in questionnaire items twenty-seven through thirty. Regarding the third axis on challenges and recommendations, the question about the main challenges the company faces in adapting to change does not have a direct quantitative match. It serves to identify barriers like cultural factors, structural limits, resource shortages, and leadership problems that closed-ended survey items did not capture. Similarly, the question asking for suggestions to improve adaptability provides practical ideas based on expert experience that complement the statistical results.

The third stage involves collecting qualitative data and doing thematic analysis. Semi-structured interviews are done with ten experts, including managers, senior consultants, and administrators from the same two consulting firms. Each interview lasts about forty-five to sixty minutes. All interviews are audio-recorded, transcribed word-for-word, and anonymized to keep confidentiality. Thematic analysis is done using NVivo 10 software, following Braun and Clarke's six-step method. This includes getting familiar with the data by reading transcripts multiple times, initial open coding to find meaningful text segments, developing themes by grouping codes into broader patterns linked to interview questions, reviewing themes to check they fit coded data and whole transcripts, defining themes by naming and describing each clearly, and writing the report to present themes with participant quotes.

The fourth and final stage involves meta-inference by systematically comparing and combining quantitative and qualitative results. \for example is convergence, where qualitative findings confirm and explain quantitative results. Here, direct interview quotes illustrate statistical patterns, making the findings stronger. The qualitative findings may reveal new themes not covered by the quantitative data. Challenges like resistance to change, lack of top management support, and budget limits, along with recommendations such as leadership training and agile methods, come up in interviews and are reported as additional findings that improve understanding beyond the questionnaire alone.

This four-stage integration process ensures the mixed methods design answers both confirmatory and general questions from hypothesis testing about what relationships exist and how strong they are. At the same time, the interviews answer interpretive and contextual questions about how and why these relationships work in real management consulting firms. This combination provides a fuller, more trustworthy, and practical understanding of how strategic management helps improve adaptability to change than either method could on its own.

3.12 Ethical Considerations

Prior to data collection, email notifications were sent to study participants inviting them to participate in the research. These email notifications included both the questionnaire and the interview. The documentation emphasized the confidentiality of future responses by omitting the names of participants and their institutions. Participants who agreed to participate in the study were provided with documentation containing informed consent, participant rights at Mid Ocean University, and consent to an audio recording of the interview. As with the questionnaire, data collection was conducted anonymously.

To ensure the confidentiality of qualitative data, each participant was assigned a reference number to protect their name during future data analysis. The interview recordings were transcribed using a voice recording application on the researcher's password-protected phone. The transcribed data for this study was saved in password-protected computer files to ensure data integrity and will be destroyed three years after the study's publication. Additional notes taken during the interviews were kept at the researcher's private residence.

3.12 Study Limitations

This study was carefully planned and carried out to explore how strategic management helps management consulting firms adapt to change. However, there are some limits in the research method and scope. Recognizing these limits is important for understanding the results correctly and guiding future studies. The main limitations are:

3.12.1. Generalizability

The biggest limitation is how much the findings can apply elsewhere. As explained in the sampling strategy, the study looked at two specific consulting firms in Jeddah, Saudi Arabia: Kafaa – Efficiency Excellence and Strategic Gears Leadership. Together, they have 150 employees, and the sample included everyone in these firms. So, the results apply mostly to this specific setting.

Because of this, the findings cannot be statistically applied to all consulting firms in Saudi Arabia or other places. These two companies have unique cultures, structures, and market positions that may affect how they manage strategy and adapt to change. The study's results might not be the same in other settings. As mentioned in the spatial limits, we can't confirm if these findings apply in other locations. Still, following the case study design, the study provides analytical generalization, meaning the results help build theories that can be tested and used in similar organizations.

3.12.2 Geographical Scope

The study focuses only on Jeddah. This allowed a detailed look and easy access to participants but limits the scope. Firms in other Saudi cities like Riyadh or Dammam, or in other countries, may face different rules, clients, and competition. This could lead to different strategies and ways of adapting. So, the results mainly reflect the business environment in Jeddah.

3.12.3 Sample Specificity (Human Limits)

The sample included only certain job roles in the two companies (CEO, COO, Senior Manager, Consulting Manager, Administrators). These roles are key to strategy and adaptation, but other employees or outside stakeholders like clients were not included. Their views could have added a fuller picture of how the organizations adapt.



Chapter Four

Quantitative Analysis

4.1 Demographic Information

A total of 150 valid questionnaires were included in the quantitative analysis. Table 4.1 indicates that among the respondents, 14 (9.3%) were between 18 and 30 years old and 41 (27.3%) were between 31 and 40 years old. Also, 52 (34.7 %) were between 41 and 50 years old while the respondents above 50 years old were 43 (28.7%).

Table 4.1 Respondent Information Based on Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	14	9.3	9.3	9.3
	31-40	41	27.3	27.3	36.7
	41-50	52	34.7	34.7	71.3
	above 50	43	28.7	28.7	100.0
	Total	150	100.0	100.0	

Concerning job position, Table 4.2 indicates that 11 participants (7.3 %) are a chief executive officer, 30 (20%) are senior manager, 44 (29.3%) are consultant management, 57 participants (38%) are administrator and 8 participants (5.3%) are from employee.

Table 4.2 Respondent Information Based on Job Position

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO/COO	11	7.3	7.3	7.3
	Senior Manager	30	20.0	20.0	27.3
	Consultant Manager	44	29.3	29.3	56.7
	Administrator	57	38.0	38.0	94.7
	Employee	8	5.3	5.3	100.0

Other	8	5.3	5.3	100.0
Total	150	100.0	100.0	

With respect to the experience years in the company, 10 participants (6.7%) had less than five years of work experience, 33 (22%) had between five and ten years of experience, and 64 (42.7%) between eleven and fifteen experience years and respondents with more than fifteen years of experience attained 43 (28.7%).

Table 4.3 Respondent Information Based on Experience

		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	10	6.7	6.7	6.7
	5-10 years	33	22.0	22.0	28.7
	11-15 years	64	42.7	42.7	71.3
	More than 15 years	43	28.7	28.7	100.0
	Total	150	100.0	100.0	

The survey participants represented a wide and diverse spectrum in terms of experience, job positions, and age range within the management consulting sector. This diversity in the sample provided a suitable basis for studying the impact of strategic management on enhancing adaptation to change in the management consulting sector.

4.2 Descriptive statistics

A Likert scale was used to measure values and the degree of statistical significance (Babatunde, 2021):

Statistical significance levels = (maximum value - minimum value) / (maximum value)

Levels of statistical significance = (5 - 1) / 5 = 0.8

Table (4.4) shows the level of significance used by the researcher, and this level will be used to measure the items and phrases related to the questionnaire. The measurements are shown in Table 4.4, where (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

Table 4.4: Significance levels.

level	Mean range	description
Very low	1-1.8	Strongly disagree
low	1.81-2.6	disagree
mediate	2.61-3.4	neutral
high	3.41-4.2	Agree
Very high	4.21-5	Strongly agree

After collecting participants' responses to the questionnaire, the data was quantitatively analyzed using SPSS software to determine the descriptive statistics. These statistics represent the arithmetic mean and standard deviation for each dimension of the study, which comprises the independent variables (strategic vision, resource management, innovation management, and strategic planning) and the dependent variables (resilience and continuous learning).

Table 4.5 presents the arithmetic mean and standard deviation for the strategic vision dimension.

Table 4.5: Descriptive Statistics for Strategic Vision
Descriptive Statistics

	N	Mean	Std. Deviation	level
Leadership ensures that all employees understand and align with the strategic vision.	150	4.57	0.75	Very high
The vision is regularly reviewed and adjusted based on market trends.	150	4.69	0.67	Very high
The company's vision includes measurable and achievable goals.	150	4.57	0.70	Very high
The strategic vision motivates employees to innovate and adapt.	150	4.55	0.70	Very high
The company's long-term vision is clearly defined and communicated.	150	4.47	0.80	Very high

Valid N (listwise)	150		
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Table 4.5 presents the statistical results for the items measuring the strategic vision dimension, an independent variable in strategic management, according to the opinions of employees at two management consulting firms, Strategic Gears and Excellence Efficiency in Saudi Arabia. The results indicate a very positive outlook, with the level of agreement being very high according to the standard in Table 4.4, where the mean scores ranged between 4.47 and 4.69. Standard deviations also showed low values ranging between 0.67 and 0.80, indicating that most respondents expressed similar opinions with only minor differences.

The item "The vision is regularly reviewed and adjusted based on market trends" achieved the highest mean score ($M = 4.69$, standard deviation = 0.67). Furthermore, both the items "Leadership ensures that all employees understand and align with the strategic vision" and "The company's vision includes measurable and achievable goals" achieved the same mean score (4.57). The item "Strategic vision motivates employees to innovate and adapt" achieved a high average score of 4.55 (standard deviation = 0.70). The lowest average score ($M = 4.47$, standard deviation = 0.80) was for the item "The company's long-term vision is clearly defined and communicated," which, while still high, indicates a small area for improvement.

Based on these high average scores, we can see that strategic vision significantly contributes to fostering adaptability to change by embracing flexibility in its processes and continuous learning through innovation.

Table 4.6 shows the arithmetic mean and standard deviation for the resource management dimension.

Table 4.6: Descriptive Statistics for Resource Management

	N	Mean	Std. Deviation	
The company efficiently allocates financial resources to support strategic initiatives.	150	4.61	0.70	Very high

Human resources are assigned based on strategic priorities.	150	4.57	0.77	Very high
Technology investments align with long-term strategic goals.	150	4.67	0.66	Very high
There is a structured process for reallocating resources when needed.	150	4.58	0.74	Very high
Valid N (listwise)	150			

Table 4.6 presents the statistical results for the items measuring the Resource Management dimension, one of the independent variables in strategic management, according to the opinions of employees at the management consulting firms Strategic Gears and Excellence Efficiency in Saudi Arabia. The results showed a strong and consistent positive opinion regarding the items of this dimension, with the arithmetic mean ranging between 4.57 and 4.67, while the minimum standard deviations ranged between 0.66 and 0.77. This indicates a very high level of agreement according to the standard in Table 4.4. This suggests that most survey participants agree that their companies manage financial, human, and technological resources efficiently to support strategic objectives.

The highest mean score was for the item "Technology investments align with long-term strategic objectives" (mean = 4.67, standard deviation = 0.66).

The item "The company allocates financial resources efficiently to support strategic initiatives" achieved the highest mean score (mean = 4.61, standard deviation = 0.70).

The mean score for the item "Human resources are allocated based on strategic priorities" was 4.57 with a standard deviation of 0.77.

The item "There is a structured system for reallocating resources when needed" achieved a mean score of 4.58 with a standard deviation of 0.74. These high mean scores indicate that resource management contributes positively to enhancing adaptation to change by adopting flexibility in allocating resources and technology necessary to keep pace with change and continuous learning.

Table 4.7 presents the mean and standard deviation results for the Innovation Management dimension.

Table 4.7: Descriptive Statistics for Innovation Management

	N	Mean	Std. Deviation	level
The company encourages employees to propose innovative ideas.	150	4.57	0.84	Very high
Innovation is a key component of strategic decision-making.	150	4.54	0.85	Very high
Digital tools (AI, data analytics) are used to drive innovation.	150	4.50	0.87	Very high
The company invests in R&D to stay ahead of competitors.	150	4.53	0.84	Very high
Innovation is rewarded and recognized within the organization	150	4.47	0.86	Very high
Valid N (listwise)	150			

Table 4.7 presents the statistical results for the items measuring the Innovation Management dimension, one of the independent variables in strategic management. The results indicate highly positive statistics for all items in this dimension, with the mean ranging from 4.47 to 4.57. This reflects a very high level of agreement according to the standard in Table 4.4, indicating that most respondents affirm that their companies support a culture and system that encourages, supports, and rewards innovation. The standard deviations for all items are relatively high, ranging from 0.84 to 0.87.

The highest mean was recorded for the item "The company encourages employees to propose innovative ideas" (mean = 4.57, standard deviation = 0.84).

The statement "Innovation is a key element in strategic decision-making" also had a mean of 4.54 and a standard deviation of 0.85. Additionally, the statement "Digital tools (artificial intelligence, data analytics) are used to drive innovation" received a mean score of 4.50 (SDC = 0.87).

The statement "The company invests in research and development to stay ahead of the competition" received a mean score of 4.53 (SDC = 0.84), while the lowest mean score was for "Innovation is rewarded and recognized within the organization" (mean = 4.47, SDC = 0.86).

These high mean scores indicate that resource management contributes positively to fostering adaptability to change by embracing flexibility in continuous innovation.

Table 4.8 presents the mean and standard deviation results for the strategic planning dimension. Table 4.8: Descriptive Statistics for Strategic Planning

	N	Mean	Std. Deviation	level
Strategic planning involves input from multiple departments.	150	4.68	0.65	Very high
The company uses SWOT/PEST analysis for strategic decisions.	150	4.44	0.88	Very high
Strategic plans are reviewed quarterly for adjustments.	150	4.57	0.81	Very high
The company has contingency plans for unexpected changes	150	4.63	0.75	Very high
Strategic planning improves organizational resilience.	150	4.47	0.99	Very high
Valid N (listwise)	150			

Table 4.8 shows the statistical results for the items measuring the strategic planning dimension, one of the independent variables in strategic management. The results indicate high positive values for all statements, with a mean ranging from 4.44 to 4.68, indicating a very high level of agreement according to the standard in Table 4.4. Standard deviations range from 0.65 to 0.99, showing moderate variations in opinions. The highest standard deviation was recorded for the statement "Strategic planning improves organizational flexibility" (standard deviation = 0.99). The statement with the highest mean was "Strategic planning involves input from several departments" (mean = 4.68, standard deviation = 0.65). The statement "The company has contingency plans for unforeseen changes" also received a high mean score (mean = 4.63, standard deviation = 0.75).

The statement "Strategic plans are reviewed quarterly to make adjustments" had a mean score of 4.57 (standard deviation = 0.81).

The statement "Strategic planning improves organizational resilience" had the lowest mean score ($m = 4.47$, standard deviation = 0.99) and the highest variance among all items.

The statement "The company uses SWOT/PEST analysis to make strategic decisions" received a score of 4.44 (standard deviation = 0.88), the lowest score among all items. Based on these high mean scores, we can see that resource management contributes positively to enhancing adaptability to change by adopting flexibility in allocating resources and technology necessary to keep pace with change and continuous learning.

Table 4.9 shows the mean and standard deviation results for the resilience dimension.

Table 4.9 Descriptive Statistics for Resilience

	N	Mean	Std. Deviation	level
The company quickly adjusts strategies in response to market shifts.	150	4.5000	0.95362	Very high
Employees are empowered to make adaptive decisions by strategic vision.	150	4.5200	0.85703	Very high
Organizational policies by strategic planning allow for rapid adaptation	150	4.5800	0.74428	Very high
allocation resources and reallocation resources by resource management provides more flexibility to adaptability	150	4.6333	0.74561	Very high
Flexibility is a core value in the company culture.	150	4.5667	0.73655	Very high
Valid N (listwise)	150			

Table 4.9 presents the descriptive statistics for the resilience dimension as the dependent variable in the adaptive adaptation domain. The results show consistently high positive ratings for all statements, with the level of agreement being very high according to the standard in Table 4.4, where the arithmetic mean ranges between 4.50 and 4.63. Table 4.9 also presents the arithmetic mean and standard deviation results for the continuous learning dimension. The highest average score was for the statement "Allocating and reallocating resources through resource management provides greater flexibility to adapt" (mean = 4.63, standard deviation = 0.75). Similarly, the statement

"Organizational policies through strategic planning enable rapid adaptation" received a mean of 4.58 (standard deviation = 0.74), and the statement "Resilience is a core value in the company culture" received a mean of 4.57 (standard deviation = 0.74). This demonstrates that both Kafa'at Al-Tamayuz and Strategic Gear in Saudi Arabia have successfully integrated adaptation into their cultures. The statement "Employees are empowered to make adaptive decisions through strategic vision" received a mean of 4.52 (standard deviation = 0.86), while the statement "The company rapidly adjusts its strategies in response to market shifts" received the lowest mean of 4.50 (standard deviation = 0.95). This illustrates that while companies generally demonstrate strategic flexibility, there is greater variation. In the speed and consistency with which it modifies its strategies.

Table 4.10: Descriptive Statistics for Continuous Learning

	N	Mean	Std. Deviation	Level
Employees have access to training programs and workshops and consequently enabled to have ability to innovate .	150	4.63	0.71	Very high
Knowledge-sharing platforms (e.g., internal wikis, mentorship) are used to adopt strategic vision	150	4.63	0.68	Very high
Learning from failures is encouraged by Resources management and innovation	150	4.65	0.67	Very high
Continuous learning improves adaptability with updates in strategic management	150	4.71	0.59	Very high
Valid N (listwise)	150			

Table 4.10 presents the descriptive statistics for the Continuous Learning dimension. The results show very high positive ratings for all four items, with mean scores ranging from 4.63 to 4.71.

The highest mean score was for the item "Continuous Learning Improves Adaptability to Updates in Strategic Management" (mean = 4.71, standard deviation = 0.59), indicating a clear agreement that continuous learning helps both organizations adapt to changing strategic needs.

The item “Encourages learning from failures through resource management and innovation” received 4.65 (standard deviation = 0.67), and similarly, the items “Employees have access to training programs and workshops, enabling them to innovate” (mean = 4.63, standard deviation = 0.71) and “Knowledge-sharing platforms (such as internal wikis, mentoring) are used to build a strategic vision” (mean = 4.63, standard deviation = 0.68) received similarly high averages.

4.3 Reliability and validity

Table 4.11 shows the reliability indicators for the study variables, and the reliability analysis showed internal consistency between all variables, as Cronbach’s alpha values ranged from 0.77 to 0.84, which is within the limits recommended by (Hair et al., 2014).

Also, the construct reliability (CR) values exceeded the recommended limit of 0.70 (Hair et al., 2014), while the average variance extracted (AVE) values were higher than 0.50 (Hair et al., 2014), indicating sufficient convergent validity. Overall, these results confirm that the measurement tools have satisfactory reliability and validity, and are valid for subsequent analyses.

Table 4.11: Reliability indices for study variables

variable	Cronbach's Alpha	Composite Reliability	AVE
Strategic Vision	0.726	0.84	0.52
Resource Management	0.7	0.81	0.51
Innovation Management	0.857	0.77	0.51
Strategic Planning	0.74	0.84	0.51
Flexibility	0.762	0.83	0.507
Continuous Learning	0.743	0.805	0.51

Table 4.12 presents the results of the discriminant validity test based on the Fornell-Larcker criterion for the variables in the research model (Fornell & Larcker, 1981). According to the matrix in Table 4.10, the square roots of the extracted mean variance (AVE) values for the variables range from 0.502 to 0.864, all of which are greater than 0.5. The results indicate that the measures used meet the discriminant validity criteria.

The internal consistency of the measures was verified using Cronbach's alpha coefficient (Table 4.11), and it was found to be within the required range (0.7–0.99; George & Mallery, 2003). The data also confirmed the absence of multiple linear correlation (Graham, 2003). The correlation matrix (Table 4.10) indicated values less than 0.9 and greater than 0.3, which are the required values for normal data free from multiple linear correlation (Fields, 2013).

Table 4.12: Correlation Matrix and Discriminatory Validity Assessment

variable	1	2	3	4	5	6
<i>Strategic Vision</i>	0.792					
<i>Resource Management</i>	0.354	0.502				
<i>Innovation Management</i>	0.45	0.604	0.514			
<i>Strategic Planning</i>	0.734	0.504	0.41	0.833		
Flexibility	0.687	0.603	0.51	0.821	0.864	
Continuous Learning	0.649	0.522	0.61	0.752	0.816	0.802

The confirmatory factor analysis in Table 4.13 shows that the measurement model agrees well with the observed data. The chi-squared ratio (χ^2 /degrees of freedom) was 1.67, which is below the recommended limit of 3.00.

The incremental consistency indices, including CFI, TLI, and IFI, achieved values higher than the recommended value of 0.9, demonstrating the model's good fit. The RMSEA value of 0.067 confirmed that the discrepancies between the observed and estimated covariance matrices were limited. These results provide strong evidence supporting the validity of the factorial measurement model and indicate that the underlying variables are adequately represented by their observed indices.

Table 4.13: Confirmatory Factor Analysis and Measurement Model Fit Indices

Fit Index	Obtained Value	Recommended Value
χ^2/df	1.677	< 3.00
CFI	0.932	> 0.90
TLI	0.925	> 0.90
IFL	0.933	> 0.90
RMSEA	0.067	< 0.08

As shown in Table 4.13, the conformance indices ($\chi^2/\text{df} = 1.677 > 3$, $\text{CFI} = 0.932 > 0.9$, $\text{TLI} = 0.925 > 0.9$, $\text{IFL} = 0.933 > 0.9$, $\text{RMSEA} = 0.067 < 0.08$) meet the criteria for model conformance (Awang, 2012; Baumgartner & Homburg, 1996; Hair et al., 2010).

Before investigating the proposed structural relationships and testing the hypotheses, the measurement model was thoroughly reviewed to ensure the reliability and validity of the variables under study. This step is crucial in structural equation modeling (SEM) because it ensures that the underlying variables—organizational power concentration (centralization), capacity for change, strategic flexibility, and strategic transformation effectiveness—are accurately measured before exploring causal relationships between them.

The measurement model was evaluated using several indices. The convergence was clearly demonstrated, with all index loading coefficients for the variables exceeding the recommended limit of 0.70, and the extracted mean variance (AVE) for each variable being greater than 0.50. This indicates that the underlying variables explain a significant portion of the variance in their respective indices. Discrimination was also confirmed, as the root-mean-squared extracted variance for each variable was greater than its highest correlation with any other variable, demonstrating the distinctiveness of each

concept. Internal consistency reliability was strong, with the composite reliability coefficient (CR) and Cronbach's alpha coefficient for all variables exceeding the lower limit of 0.70, indicating good consistency among the items of each measure.

Overall, the measurement model fit indices—including the comparative fit index (CFI), the Tucker-Lewis index (TLI), and the root-mean-squared rounding error (RMSEA)—met the acceptable ranges reported in previous studies. This demonstrates that the model matches the observed data well. Having confirmed the overall validity, reliability, and fit of the measurement model, we can confidently proceed to the structural model. This step is justified because the robust measurement model ensures that the analysis of structural paths and related assumptions (H1 to H4) will provide accurate and meaningful results on how organizational centralization affects strategic flexibility and the effectiveness of strategic transformation in the two companies under study.

4.4 Structural Model Results

Given the complexity of the study model, which includes four independent variables (strategic vision, resource management, innovation management, and strategic planning) and two dependent variables (resilience and continuous learning), and hypotheses testing numerous direct influences between these variables, structural equation modeling (SEM) was chosen as the primary data analysis tool. This choice is based on several methodological and statistical reasons, the most important of which are:

First, structural equation modeling allows us to test multiple interrelated relationships between variables within a single, integrated model. This is superior to testing each relationship individually using traditional multiple regression. It also preserves the theoretical structure of the model as designed in Chapter 2 of this study.

Second, this method addresses measurement errors in underlying variables by incorporating confirmatory factor analysis (CFA) into the model. This ensures that the observed indicators (questionnaire items) accurately represent the theoretical concepts the study aims to measure. Consequently, it provides more accurate and reliable estimates of causal pathways compared to regression methods, which assume no measurement errors in the variables. Third, structural equation modeling (SEM) also

allows for testing the overall fit of the model to the data using fit indices such as CFI, TLI, and RMSEA. This helps researchers verify the extent to which the theoretical model matches the collected data, something traditional regression methods cannot do because they only test parts of the relationships between variables.

Based on all of the above, using structural equation modeling (SEM) with SPSS Amos version 26 is the best way to test hypotheses. It can estimate complex causal relationships, control measurement errors, and verify the overall quality of the model, ensuring its alignment with the study's theory and objectives.

The structural model demonstrated the assumed paths between the study variables and showed a satisfactory overall fit with the data.

Strategic planning emerged as a crucial factor in continuous learning, motivating employees to adapt to change. Innovation management also significantly impacted continuous learning. Furthermore, strategic vision positively contributed to adapting to change through flexibility and continuous learning. The model explained a large proportion of the variance in internal variables, indicating that the proposed theoretical framework successfully explained the important factors underlying adaptation to change in management consulting firms.

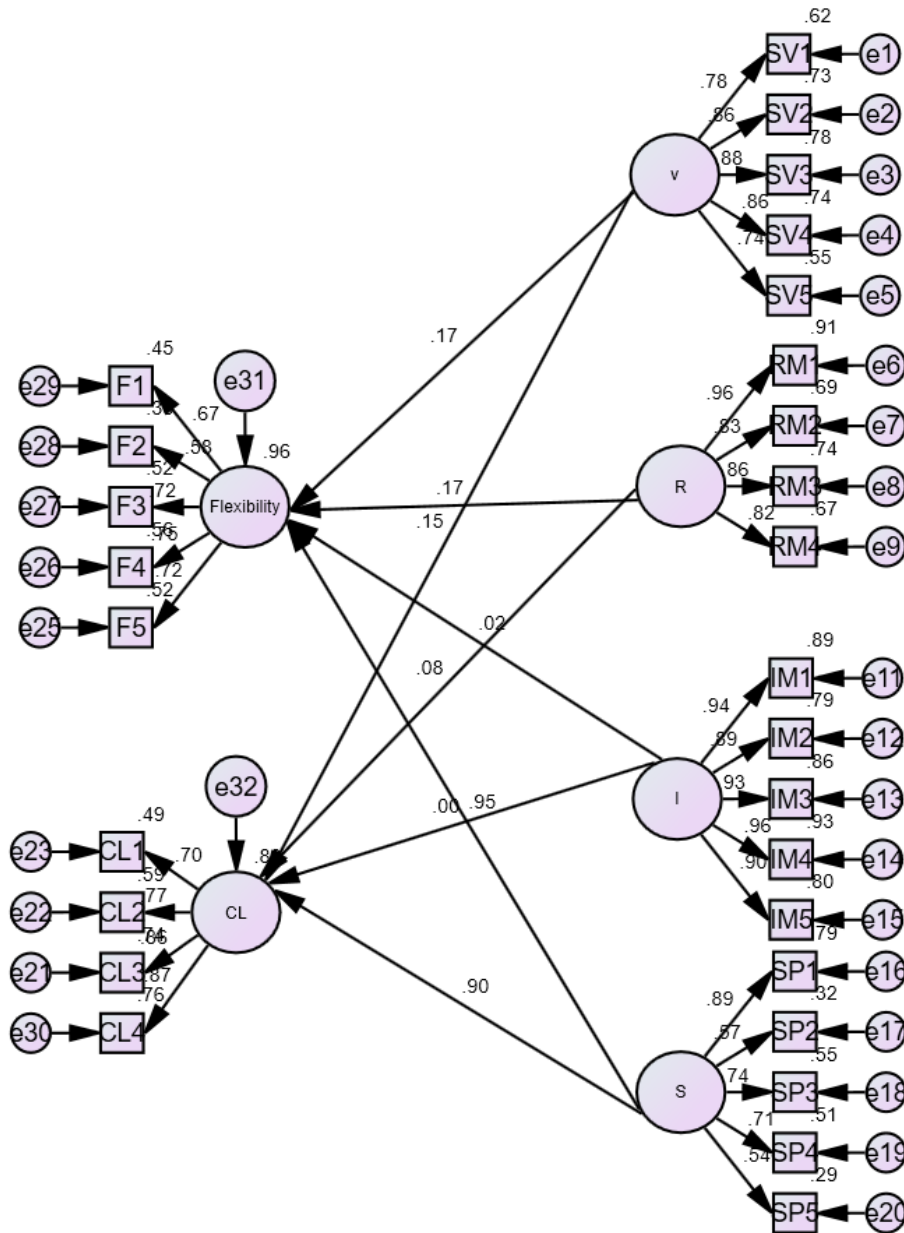


Figure 4.1: Structural Equation Model of the Study

The results of the structural equation modeling in Table 4.12 indicate that most of the predicted pathways were statistically significant. Strategic planning had a significant positive effect on continuous learning ($\beta = 0.9, p < .001$), demonstrating that companies under study that adopt strategic planning processes encourage adaptation to changes in the dynamic work environment through continuous learning and keeping abreast of the latest developments in management consulting. Strategic vision also positively affected both flexibility ($\beta = 0.17, p < .001$) and continuous learning ($\beta = 0.17, p < .001$). Resource management significantly predicted flexibility ($\beta = 0.15, p < .001$) but had no effect on continuous learning ($\beta = 0.02, p > .001$).

Prior to hypothesis testing, the ability of the proposed structural model to explain the variance in the dependent variables was verified. This was achieved using multiple quadratic correlation (R^2) coefficients from path analysis of the structural model. The results showed that the model has high explanatory power. The multiple quadratic correlation coefficient for the dependent variable, "continuous learning," was 0.833. This means that the combined components of strategic management (strategic vision, resource management, innovation management, and strategic planning) explain 83.3% of the variance in continuous learning. This high percentage indicates the model's ability to explain most of the differences in continuous learning levels within the management consulting firms studied and underscores the importance of strategic practices—especially strategic planning and innovation management—in building an organizational culture focused on the continuous development of knowledge and skills.

As for the second dependent variable, "resilience," the multiple quadratic correlation coefficient was 0.955. This very high number means that the model explains more than 95% of the variance. This demonstrates that the structural model explains almost all the changes in how quickly management consulting firms adapt to new business challenges. This reflects the strong influence of the four components of strategic management on enhancing organizational resilience. Companies with a clear strategic vision, organized planning, good resource management, and a culture of innovation can adapt their strategies and structures quickly and effectively when sudden changes occur.

Table 4.14: Structural Model Results and Hypothesis Testing

path	B	SE	CR	p	decision
Strategic vision → flexibility	0.17	0.082	10.1	<0.001	supported
Strategic vision → continuous learning	0.17	0.05	12.2	<0.001	supported
resource management → flexibility	0.15	0.04	3.2	<0.001	supported
resource management → continuous learning	0.02	0.04	1.576	>0.001	supported

Innovation management flexibility	→	0.08	0.032	0.466	>0.001	supported
Innovation management continuous learning	→	0.95	0.035	0.074	<0.001	Not supported
Strategic planning flexibility	→	0	0.08	10.1	<0.001	Not supported
Strategic planning continuous learning	→	0.9	0.068	12.2	<0.001	supported

4.5 Hypothesis Testing

Structural equation modeling was used to test the study hypotheses. The main hypothesis states:

H₁: There is a statistically significant effect ($\alpha \leq 0.05$) of strategic management on enhancing adaptability to change in management consulting firms. To test the main hypothesis, the following sub-hypotheses were tested:

H_{1,a}: There is a statistically significant effect ($\alpha \leq 0.05$) of strategic planning on enhancing resilience in management consulting firms.

Although the relationship was statistically significant ($p < 0.001$), the beta coefficient ($\beta = 0.00$) indicates that strategic planning does not actually affect resilience. This means that strategic planning, as used in the management consulting firms included in the study, does not significantly help these firms adapt quickly and flexibly to unexpected changes. This is because traditional strategic planning may be rigid and fail to keep pace with rapid changes that require immediate responses. Therefore, hypothesis H_{1,a} is rejected, and there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of strategic planning on enhancing resilience in management consulting firms. Therefore, the hypothesis answers the first research question, which corresponds to the first research objective: Does strategic planning have an impact on enhancing flexibility in a management consulting firm?

Based on the results of the hypothesis, strategic planning does not have an impact on enhancing flexibility in the management consulting firm under study.

H_{1,b}: shows that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of innovation management on enhancing resilience in management consulting firms. The results indicate that innovation management does not significantly affect resilience, with a p-value > 0.001 and a low beta value ($\beta = 0.08$). Consequently, the hypothesis is rejected, and there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of innovation management on enhancing resilience in management consulting firms. This means that innovation management practices in management consulting firms—despite their theoretical importance—have not led to a clear improvement in organizational resilience. One reason may be that innovation efforts in these companies are still in their infancy or focused on small areas that don't directly impact their speed of response to change. This could also mean there's a gap between adopting innovation practices and translating them into daily processes that enhance resilience. This highlights the need to improve how innovation is implemented in day-to-day operations. Therefore, the hypothesis answers the second research question, which corresponds to the second research objective: Does innovation management have an impact on enhancing flexibility in a management consulting firm?

Based on the results of the hypothesis, innovation management does not have an impact on enhancing flexibility in the management consulting firm under study.

H_{1,c}: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of strategic vision on enhancing resilience in the management consulting firm.

The results show a positive effect of strategic vision on resilience, with a value of $\beta = 0.17$ and a statistical significance level of $p < 0.001$. This means that having a clear strategic vision and sharing it with employees helps the company adapt quickly to change. A clear strategic vision serves as a shared guide for employees, helping them make quick and consistent decisions during change, reducing uncertainty, and fostering confidence and a sense of control in unexpected situations. Therefore, the H(1,c) hypothesis is accepted. Although strategic vision has a positive effect on resilience, the β value of 0.17 indicates that the effect size of strategic vision on resilience is not large.

Therefore, the hypothesis answers the third research question, which corresponds to the third research objective: Does strategic vision have an impact on enhancing flexibility in a management consulting firm?

Based on the results of the hypothesis, strategic vision does have a positive impact on enhancing flexibility in the management consulting firm under study.

H_{1,d}: There is a statistically significant effect ($\alpha \leq 0.05$) of resource management on enhancing resilience in the management consulting firm.

The results show a positive effect of resource management on resilience, with a beta coefficient (β) of 0.15 and a statistical significance level ($p < 0.001$). This means that the ability of the two companies under study to efficiently utilize and transfer resources when needed contributes to improving their organizational resilience. Companies that have systems for transferring financial, human, and technological resources can better deal with unexpected changes, as this flexibility enables them to quickly adjust their skills and responses. Thus, the H_{1,d} hypothesis is accepted. Although there is a positive effect of resource management on flexibility, the value of $\beta = 0.15$ indicates that the magnitude of the effect of resource management on flexibility is not large. Therefore, the hypothesis answers the fourth research question, which corresponds to the fourth research objective: Does resource management have an impact on enhancing flexibility in a management consulting firm?

Based on the results of the hypothesis, resource management does have a positive impact on enhancing flexibility in the management consulting firm under study.

H_{1,e}: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of strategic planning on promoting continuous learning in the management consulting firm.

The results show a strong effect of strategic planning on continuous learning, with a beta coefficient of $\beta = 0.90$ ($p < 0.001$). This means that strategic planning—when applied regularly and including reviews, contingency plans, and cross-departmental collaboration—is the key factor in building a culture of continuous learning in the two

management consulting firms studied. This is because strategic planning establishes clear steps for identifying knowledge and skills gaps. It also encourages training and knowledge sharing within the company, transforming mistakes into learning and development opportunities. Therefore, the H(1,e) hypothesis is accepted, and the β value of 0.9 indicates that the effect of strategic planning on continuous learning is very large. Therefore, the hypothesis answers the fifth research question, which corresponds to the fifth research objective: Does strategic planning have an impact on promoting continuous learning in a management consulting firm?

Based on the results of the hypothesis, strategic planning does have an impact on promoting continuous learning in the management consulting firm under study.

H_{1,f}: There is a statistically significant effect ($\alpha \leq 0.05$) of innovation management on promoting continuous learning in management consulting firms. The results demonstrate a strong effect of innovation management on continuous learning, with a beta coefficient ($\beta = 0.95$) and a statistical significance level ($p < 0.001$). This is the highest value among all pathways in the model, meaning that innovation management is the most important factor in supporting continuous learning within management consulting firms. This strong correlation stems from the fact that innovation management practices—such as encouraging new ideas, using digital tools, investing in research and development, and rewarding creativity—contribute to creating a work environment that fosters curiosity, encourages experimentation, and values learning from experience, including failure. Therefore, the H(1,f) hypothesis is accepted, and there is a very large, statistically significant effect ($\alpha \leq 0.05$) of innovation management on promoting continuous learning in the management consulting firm. Therefore, the hypothesis answers the sixth research question, which corresponds to the sixth research objective: Does innovation management have an impact on promoting continuous learning in a management consulting firm?

Based on the hypothesis's findings, innovation management does indeed have an impact on promoting continuous learning in the management consulting firm under study.

H_{1,g}: There is a statistically significant effect ($\alpha \leq 0.05$) of strategic vision on promoting continuous learning in the management consulting firm. The results show a clear positive effect of strategic vision on continuous learning, with a beta coefficient of 0.17, indicating a small effect size ($p < 0.001$). This means that having a clear and shared strategic vision contributes to motivating continuous learning. However, this effect is weaker than that of strategic planning and innovation management. This is because a strategic vision defines the direction and purpose of future goals and encourages employees to acquire the knowledge and skills necessary to achieve that vision. It also promotes the use of knowledge-sharing tools and professional support. Therefore, the hypothesis H_{1,g} is accepted, and there is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of strategic vision on promoting lifelong learning in the management consulting firm. Therefore, the hypothesis answers the seventh research question, which corresponds to the seventh research objective: Does strategic vision have an impact on promoting continuous learning in a management consulting firm?

Based on the results of the hypothesis, strategic vision does have an impact on promoting continuous learning in the management consulting firm under study.

The hypothesis **H_{1,h}**: there is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of resource management on promoting lifelong learning in the management consulting firm.

The results show that resource management does not have a significant impact on lifelong learning, as the beta coefficient was very low ($\beta = 0.02$) and the statistical significance level ($p > 0.001$). Therefore, the hypothesis is rejected. This means that although resource management is important for daily operations, it does not directly contribute to promoting lifelong learning. This can be explained by the fact that lifelong learning requires investment in intangible aspects, such as company culture, knowledge systems, and supportive leadership, and not just in physical resources. H_{1,h}. Therefore, the hypothesis answers the eighth research question, which corresponds to the eighth research objective: Does resource management have an impact on promoting continuous learning in a management consulting firm?

Based on the results of the hypothesis, resource management does not have an impact on promoting continuous learning in the management consulting firm under study.

4.5 Chapter Summary

This chapter presents a quantitative analysis of data collected from employees at two management consulting firms in Jeddah. The aim was to test the study's hypotheses regarding how strategic management contributes to enhancing adaptation to change. The analysis included descriptive statistics, validity and reliability tests, correlation analysis, and structural equation modeling (SEM).

The results showed a high level of strategic management practices and adaptation to change in both firms. Validity and reliability tests confirmed the quality of the measurement model, with all validity and reliability indices exceeding acceptable limits. The model fit indices ($\chi^2/df = 1.677$, CFI = 0.932, TLI = 0.925, RMSEA = 0.067) showed good agreement with the data.

Regarding hypothesis testing, five hypotheses were accepted, and three were rejected. Strategic planning ($\beta = 0.90$, $p < 0.001$) and innovation management ($\beta = 0.95$, $p < 0.001$) had a strong effect on continuous learning. Strategic vision also had a positive effect on both resilience ($\beta = 0.17$) and continuous learning ($\beta = 0.17$). Resource management had a positive effect on resilience ($\beta = 0.15$). However, strategic planning ($\beta = 0.00$) and innovation management ($\beta = 0.08$) had no effect on resilience. Resource management also had no effect on continuous learning ($\beta = 0.02$). The coefficients of determination (R^2) showed high explanatory power, reaching 0.955 for resilience and 0.833 for continuous learning.

Chapter Five will discuss these findings in detail through qualitative analysis, interpret them based on the theoretical framework (energy capacity theory and change management theory), compare them with previous studies, and offer managerial insights and practical recommendations. These measures aim to help Saudi management consulting firms better adapt to change within the framework of Vision 2030.

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