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استراتيجيات التغلب على تحديات سلسلة الامداد في شركة معادن

إعداد الطالب/عبدالعزیز الزهراني

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Introduction:

This research aims to illustrate leadership and management practices within the Ma'aden organization. Ma'aden has built a strong leadership structure with the CEO and several other executives distributed in different departments. These leaders promote efficient management, especially in procurement, including human resource development and distribution. Based on the information provided on the company website and from internal interactions, leaders are at the forefront of change management, employee development, promotion of equity and diversity, and job satisfaction. The leaders have developed a flatter and more collaborative organization for the company. The leaders are also constantly involved in change management and the promotion of different programs for employee skill development. For instance, the Human Capital Development Programs, including Strategy 2025, are an important step the company management makes in ensuring employee development and sustainable operations. The leaders consider people as the backbone of the success of operations in the company. Based on data collected primarily through interviews and observations, leaders ensure employee satisfaction through continuous communications and information sharing. A Code of Conduct is implemented to incorporate the need to ensure environmental protection, sustainable operations, and management of any HSE issues, among others. Finally, the equity and diversity policy has ensured that the company increased its female workforce by 42%. There are also training programs meant to help women employees with skill development. Diversity and equity policy benefits the company, including employee retention and increased job satisfaction and performance. However, there is a need for the organization to promote equity in leadership by increasing women on the board of directors. Similarly, two-way communication channels should be implemented to allow feedback from employees. Successful businesses have implemented an efficient domestic strategy to help build a

strong presence within the home market. Such a strategy presents an important decision-making process, the value of resources, and product quality. However, when the organisation enters the international market, they also need to implement an efficient global strategy. A strategic vision is important in helping the business in different behaviours, including improving sales within the new areas and delivering quality products and services. There is a need for a company to consider how effective the products are within the international markets. Implementing an efficient global strategy may need an assessment of the existing competition, global services, the locations used in production, the organizational structure, and the impact of corporate structure, among others. This assessment focuses on the global commercial strategy of MA'ADEN operating under different business units, including exploration, gold and base metals, and phosphate production. The company currently operates under joint projects and benefits. Global investment possibilities may require consideration and investment into new technologies, research, and refinement of the markets, among others. The main focus of this assessment is to identify the effect of market changes in global strategic supply chain management and techniques that can be implemented to help the company mitigate associated risks. Some market changes a company can face while operating on a global scale include supply chain complexities, increased exposure to political and legal risks, and cultural differences. Several techniques can be implemented to manage the risks associated with such market changes. For instance, selecting a successful sustainable global sourcing partner. While selecting a sustainable sourcing partner, the company should consider compliance and regulatory environment, culture and ethics, and competitive advantage. Ma'aden's robust CSR strategy motivates the company when making strategic decisions about selecting a sourcing partner. Selecting a suitable sourcing partner and developing collaborations and relationships between suppliers and customers is important in dealing with the challenges of

globalisation. Successful supply chain management is important in promoting corporate performance and helping the company achieve its objectives. Category management is considered a strategic approach in procurement in which organizations can group similar areas of external spend, facilitating the identification of opportunities for consolidation, hence improving the business value. Promoting category management within an organization means looking at different contracts that constitute a category. All contracts are considered simultaneously to improve efficiency, effectiveness, and appropriateness. Spend category management promotes enhanced vendor performance, better risk management, contract optimization, and improved spend visibility. This report mainly illustrates the benefits of contract management, conventional and strategic sourcing, mapping direct and indirect spend categories, innovative techniques to improve the supply chain, contract administration and management, and contract risks and risk management. The paper starts with identifying different requirements that initiate the category management process, including people, procurement processes, and tools. Based on the views presented in the paper, strategic sourcing facilitates selecting the right suppliers and negotiating the prices meeting the set objectives. Conventional sourcing is limited to finding the suppliers using much simpler criteria, considering the price and quality. Organizations can consider tools such as Kraljic matrix and Porter's five forces model in mapping categories in direct and indirect expenditures. Finally, improving the supply chain may require dealing with supply chain complexity and volatility, utilizing disruptive technologies and supply chain automation. Several risks are likely experienced within the supply chain and in contract management, hence the need to implement efficient measures optimizing the available resources and achieving the business goals and objectives.

Leadership and management are important in influencing organizational success. Management mainly controls the team to achieve a set objective and goal (Duggal, 2023).

Conversely, leadership motivates and enables the group to contribute towards the expected success (JOKIĆ et al., 2019). This research focuses on different leadership approaches and how they influence organizational performance, behavior, and job satisfaction in promoting equity and diversity in the Ma'aden Organization. Ma'aden is the largest multi-commodity mining and metal company in the Middle East (Ma'aden). It is among the fastest-growing companies. It has pioneered the mining industry in Saudi Arabia with its unique, world-class, and fully integrated value chain. The key to the company's success is the diversification of Saudi Arabia's economy. The company has managed to comply with the highest international standards in its operations, including within the procurement environment (Ma'aden). It is at the forefront of corporate governance and building efficient operations based on strong, sustainable practices. This aligns with the company's mission, which is to lead the development of the mining industry within the kingdom by maximizing the value of different mineral resources.

The procurement operations are based on the company's desire to be a sustainable mining champion following its extensive global presence. The procurement environment is organized with extensive knowledge management, from requisition to paying. As a result, this makes it easy to implement the process, eCatalog implementation, among others (Ma'aden). The procurement environment has integrated the Oracle procurement system improvement, end-user training, analytics, and support procurement EBS module Oracle applications. The company ensures that supplier pre-qualification and registration, performance evaluation, auditing and database management increase the support offered by management and leadership (Ma'aden). In handling this task, a more direct getting things done approach was considered. First, capturing and writing down all the ideas of the research. This involved collecting information from the organization through interviews, observation, and from the company website on leadership, management,

procurement environment, and techniques used to achieve job satisfaction, among others. Then, the ideas and information collected were used to answer the assessment questions and compose the report. One of the main challenges experienced with globalisation is the continuous complexity of the supply chain. The complex situation associated with supply chain networks within the global markets requires both procurement and supply leaders to develop and monitor efficient strategies for corporate and business success (Gurtu & Johny, 2021). It is necessary to have business strategies meant to help with the development, implementation, monitoring, and optimisation of global supply chains. Global supply chain management (GSCM) can be defined as the planning of the distribution of goods and services from the manufacturer to the consumer (Madhani, 2019). The supply chain consists of interlinked functions, people, and companies added up as a business expands its operations into the global markets. This series begins when the raw materials or components are produced and supplied to the manufacturers. For efficient supply chain management, products need to be moved from the suppliers to the distributors. There also needs to be the flow of information and products between different stages hence maximising profitability and overall value (Madhani, 2020). This assessment focuses on Ma'aden, one of the fastest-growing mining companies in the world and the largest multi-commodity mining and metals company in the Middle East, hence identifying some of the challenges with the global supply chain management, factors to consider in outsourcing and recommendations of strategies to achieve a competitive global supply chain.

Study Problem:

The study problem addresses the multiple and complex challenges that companies face in managing the supply chain effectively and efficiently. These challenges include the analysis of costs associated with logistical operations, proactive risk management, and performance

improvement to meet the ever-changing market demands. Failure to manage the supply chain effectively can lead to increased costs, reduced efficiency, and a loss of market competitiveness.

Additionally, the research problem involves identifying the factors that influence organizational behavior and employee performance in light of the leadership and management strategies employed. This issue includes how to improve policies related to equality and diversity, and increase the representation of women in leadership positions. Developing effective policies in this context can contribute to creating a more inclusive work environment, enhancing job satisfaction, and improving organizational performance.

Companies also face additional challenges in managing global supply chains, including logistical complexities and political and cultural risks. These complexities are key factors affecting supply chain efficiency, as companies must adapt to various regulatory, cultural, and political environments to ensure the sustainability of logistical operations.

This study aims to identify and analyze these multiple challenges and propose innovative and effective strategies to overcome them. By doing so, the study seeks to provide practical solutions to enhance supply chain efficiency and achieve optimal organizational performance in a dynamic and changing business environment. The proposed strategies include improving resource management, enhancing operational efficiency, developing leadership and management skills, and achieving a balance between diversity and equality in the workplace.

Overall, this study represents an academic effort aimed at providing deep insights and practical solutions to the challenges companies face in supply chain management. The study seeks to achieve tangible improvements in organizational performance and competitiveness through innovative and effective strategies in leadership, management, and supply chain management.

Importance of the Study:

The significance and aim of this study lie in identifying best practices and strategies to improve supply chain efficiency, thereby enhancing companies' competitiveness in global markets. The study provides insights into how resources can be effectively managed and overall company performance improved through better contract and category management. This includes optimizing operations, reducing costs, and enhancing operational efficiency and adaptability to market changes.

Effective supply chain management is crucial for achieving optimal organizational performance. This research contributes to understanding how market changes and strategic directions can either improve or undermine supply chain performance and, consequently, the overall performance of the organization. The study deepens the understanding of the factors influencing the supply chain and offers innovative solutions to overcome potential challenges.

The significance of this research also reflects in providing strategies for developing leadership and management within organizations, which, in turn, enhances human resource development and job satisfaction. Emphasizing diversity and gender equality contributes to building a more inclusive work environment and motivating employees to achieve exceptional performance. This study contributes to enhancing the understanding of the importance of effective leadership and sustainable management in achieving organizational growth and sustainable development.

In conclusion, this study represents a significant addition to both the academic and practical fields by offering a comprehensive analysis of strategies to overcome supply chain challenges in companies. The study seeks to achieve tangible improvements in organizational performance and competitiveness through innovative and effective leadership and management strategies.

Study Objectives:

This study aims to achieve several key objectives to enhance the effectiveness and efficiency of supply chain management in companies. These objectives include:

1. Evaluating Global Business Strategies and Their Impact on Company Performance:

- Analyzing how global business strategies impact the overall performance of the company.
- Identifying opportunities and risks associated with international market expansion.

2. Analyzing and Evaluating Contract and Category Management Methods in the Context of Supply Chain Improvement:

- Examining effective methods in contract and category management and how they can be improved to meet supply chain requirements.
- Providing recommendations to enhance contract and category efficiency, ensuring transparency and fairness in procurement processes.

3. Providing Recommendations to Improve Supply Chain Management and Enhance Overall Company Efficiency:

- Developing innovative strategies to enhance supply chain efficiency and reduce costs.
- Improving logistical operations and ensuring the sustainability of the company's operational processes.

4. Evaluating the Impact of Leadership and Management on Organizational Behavior:

- Analyzing how leadership and management influence employee behavior and organizational performance.
- Providing recommendations to enhance leadership and management effectiveness within the organization.

5. Analyzing Internal and External Factors Affecting Organizational Behavior:

- Studying the factors that influence employee behavior and how to address them effectively.
- Providing solutions to improve the organizational environment and increase productivity.

6. Enhancing Equality and Diversity Policies within the Organization:

- Offering strategies to promote gender diversity and equality in leadership positions.
- Improving hiring and professional development policies to achieve an inclusive work environment.

7. Evaluating the Impact of Market Changes on Strategic Supply Chain Management:

- Examining the effects of economic and market changes on supply chain strategies.
- Providing solutions to adapt to changes and ensure continuity of operations.

8. Studying Sustainable Decisions in Global Sourcing and Their Impact on the Company:

- Evaluating the benefits and challenges associated with making sustainable decisions in procurement operations.

- Improving policies to ensure a balance between operational efficiency and sustainability.

9. Analyzing the Strategic Impacts of Logistics in the Context of Globalization:

- Studying the effects of globalization on logistical operations and how to improve them.
- Providing strategies to address logistical challenges in international markets.

10. Evaluating the Impact of Supply Chain Management on Organizational Performance:

- Analyzing the relationship between supply chain management and the overall performance of the organization.
- Providing recommendations to improve organizational performance through effective supply chain management.

Research Questions:

This study aims to address several fundamental questions that help in understanding and analyzing the challenges faced by companies in managing supply chains. These questions include:

1. How can supply chain management be improved in the company?

- What are the most effective strategies for improving supply chain efficiency?
- How can costs be reduced and logistical performance improved?

2. What are the best practices for analyzing and managing contracts and categories?

- How can the process of analyzing contracts and categories be improved to ensure efficiency and transparency?
- What are the successful methods in managing contracts and categories to achieve the best outcomes?

3. How do costs and financing affect supply chain performance?

- What is the relationship between supply chain costs and the financial performance of the company?
- How can costs be effectively managed to ensure the sustainability of operations?

4. What are the main challenges companies face in improving supply chain efficiency?

- What are the obstacles that hinder the improvement of supply chain efficiency?
- How can these challenges be effectively overcome?

5. How do leadership and management strategies affect organizational behavior?

- What is the impact of leadership strategies on employee culture and behavior?
- How can leadership and management be improved to enhance organizational performance?

6. What factors influence organizational behavior?

- How do internal factors such as organizational culture and management policies influence employee behavior?
- What external factors affect organizational behavior and how can they be managed?

7. How can job satisfaction be enhanced through leadership strategies?

- What leadership strategies enhance job satisfaction?
- How can the work environment be improved to achieve employee satisfaction?

8. What are the potential benefits of implementing equality and diversity policies?

- How do equality and diversity policies affect organizational performance?
- What are the economic and social benefits of implementing these policies?

9. What are the current gaps and how can they be improved?

- What are the current gaps and challenges in supply chain management?
- How can innovative solutions be provided to bridge these gaps and improve

Research Hypotheses:

- Effective leadership strategies lead to improved organizational performance and job satisfaction.
- Internal and external factors significantly influence organizational behavior.
- Implementing equality and diversity policies enhances job satisfaction and organizational performance.
- There is a need to improve female representation in leadership positions to achieve balance.
- Improving supply chain management leads to better overall company efficiency.

- The use of effective business strategies enhances the company's competitiveness in global markets.
- Proper contract and category analysis contributes to improved performance and reduced risks.

Previous Studies:

- **Study 1:**
 - **Title:** "Strategies for Improving Supply Chain in Global Companies"
 - **Author:** Dr. Ahmed Al-Zahrani
 - **Year:** 2018
 - **Summary:** The study aims to analyze strategies for improving supply chains in global companies and their impact on institutional performance. Data from multinational companies across different sectors were analyzed, and the study concluded that technology integration and proactive risk analysis are key factors in improving supply chain efficiency.
- **Study 2:**
 - **Title:** "Supply Chain Management Amidst Global Market Changes"
 - **Author:** Dr. Leila Al-Shammari
 - **Year:** 2020

- **Summary:** The study focused on the impact of global market changes on supply chain management in companies. A case study approach was used to analyze adaptation strategies in various companies. The findings showed that companies relying on flexibility and quick adaptation achieve better performance amid market changes.
- **Study 3:**
- **Title:** "The Impact of Leadership Strategies on Employee Behavior in Industrial Companies"
- **Author:** Dr. Khaled Al-Harbi
- **Year:** 2017
- **Summary:** The study aimed to analyze the impact of leadership strategies on employee behavior in industrial companies. Surveys and interviews were used to collect data from employees of industrial companies, and the study concluded that participative leadership and promoting diversity and equality lead to improved job satisfaction and organizational performance.

Theoretical Framework:

- The study is based on a set of foundational theories that contribute to understanding and analyzing challenges and strategies to overcome them in supply chain management. These theories include:
- **General Systems Theory:**

- Helps in analyzing the supply chain as an integrated system consisting of several interconnected elements that interact with each other. This theory allows for understanding the relationships and interactions between different components of the supply chain and how to improve them to achieve efficiency.
- **Risk Management Theory:**
- Focuses on how to identify, assess, and manage risks in the supply chain. This theory contributes to developing proactive strategies to deal with potential risks that may affect the efficiency of logistical operations.
- **Transformational Leadership Theory:**
- Emphasizes the role of leadership in motivating employees and promoting positive change within the organization. This theory is fundamental in analyzing the impact of leadership strategies on employee behavior and organizational performance.
- **Transaction Cost Theory:**
- Concerned with analyzing the costs associated with logistical operations, contracts, and categories. It helps in providing strategies to reduce costs and improve economic efficiency.

Methodology and Research Methods:

- **Methodology:**
- The study adopts a mixed-method approach, combining both quantitative and qualitative research. Surveys will be used to collect quantitative data on supply

chain strategies and the challenges associated with them, along with in-depth interviews to gather qualitative data from managers and employees.

- **Proposed Research Methods:**
- **Surveys:** Specialized surveys will be designed to collect data from company employees and managers about the challenges and strategies employed in the supply chain.
- **In-depth Interviews:** Interviews with supply chain experts will be conducted to gather deep insights into effective strategies and the challenges they face.
- **Case Studies:** Case studies of different companies will be analyzed to understand how strategies are applied in practical contexts.

Research Tools:

- **Data Collection Tools:**
- **Surveys:** Carefully designed surveys will be used to collect quantitative data from employees working in companies regarding supply chain strategies and the challenges they face.
- **In-depth Interviews:** Interviews will be conducted with managers and experts in the field of supply chain management to collect qualitative data and insights into effective practices.
- **Analysis Tools:**
- **Statistical Analysis:** Statistical analysis software (such as SPSS) will be used to analyze quantitative data obtained from the surveys.

- **Content Analysis:** Content analysis will be used to analyze qualitative data obtained from the interviews, extracting key themes and insights.

Study Limitations:

- **Geographical Limitations:**
 - The study is limited to companies operating in the Middle East, focusing on Saudi Arabia and Gulf countries.
- **Temporal Limitations:**
 - The data collected and analyzed will cover the last five years to ensure the information is up-to-date and reflective of recent changes in supply chain strategies.
- **Topical Limitations:**
 - The study focuses on analyzing supply chain strategies in large companies, and the results may not be generalizable to small and medium-sized enterprises (SMEs).
 - efficiency

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1. The impact of leadership and management on organizational behaviour

2.1 Management and leadership

Leadership and management differ based on the approaches to leading and allocating roles and responsibilities. Managers normally control the group working to achieve the set objective

(Duggal, 2023). On the other hand, a leader considers themselves part of the group, influencing, motivating, and enabling them by contributing. A leader communicates to direct, inspire, and motivate others (Costa et al., 2023). The differences in leadership and management can be summarized in Figure 1 below.

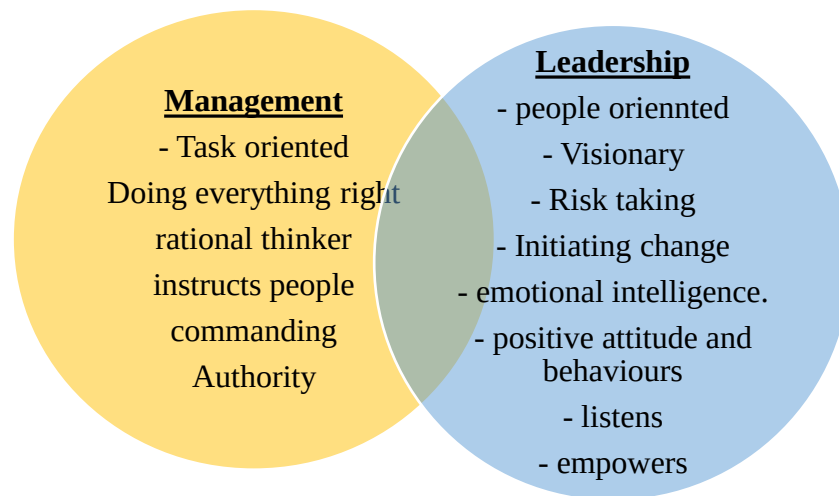


Fig 1: Differences between leadership and management

MA'ADEN has an effective leadership structure with efficient leaders focused on promoting organizational success through change. The organization's leaders lead by influencing change, as figures 6 and 7 in the appendix illustrate. Based on Figures 6 and 7, the company leadership is at the forefront of designing a flatter, more collaborative organizational change model. The figures indicate that leaders empower individuals and enable faster decision-making, promoting talent development and performance management.

Based on the information on the company website, the company has an extensive corporate management team, including the CEO, Robert Wilt, and several executives working in different

departments (Ma'aden). The company has visionary leaders creating the path to achieve continuous growth through change. The difference between the leaders within the organization and managers can be differentiated by the role played. The organization's leaders motivate, create change, are inspirational and visionary, and always communicate with people.

A leadership assessment survey can be used as an efficient model to identify organizational leaders, hence differentiating them from managers. The surveys can be distributed to the employees, encouraging them to rate leaders honestly based on several factors (Duggal, 2023). This can promote positive change in the organization by enabling employees to be involved in developing organizational leadership.

2.2 Specific factors or forces that could affect the leadership style

MA'ADEN has a highly dynamic kind of organizational environment. This is a major factor that would affect the leadership styles used by the organization's leaders. The changes are likely to change the organization's values, culture, and way of operating. Any changes within an organization are likely to affect employees' views and their performance. They can affect the ability to manage the business, set goals and objectives, allocate resources, and even the communication channels used (JOKIĆ et al., 2019). At the same time, the availability of resources is also a factor that would affect leadership style. Some important resources include staff, finances, and technology. The organizational environment determines the company culture, values, structure, collaboration, and teamwork, among others.

2.3 Internal factors could affect organizational behaviour.

There are several internal factors likely to affect the organizational behaviour at MA'ADEN. The four main internal factors affecting organizational behaviour include structure or leadership, people, technology, and the internal environment. The structure illustrates the type of formal relationships within the organization (Omer et al., 2021). The structure also illustrates how employees function. Based on the organizational structure provided on the company website (Ma'aden), there is extensive executive management. This illustrates the kind of leadership and management practiced in the organization, including their roles and responsibilities. The structure can affect resource distribution, hence the general performance, coordination, and collaboration.

Ma'aden understands that the long-term success of the company is dependent on the people as the most valuable asset. Therefore, the company has promoted human capital development programs meant to attract, develop, retain, and motivate dedicated employees (Ma'aden). The organization has partnered with national and international institutions to educate and train people to achieve exceptional careers in mining. The company has developed Strategy 2025, which illustrates the current Strategic direction for Human Capital Development that incorporates enhanced professional development programs. Through his program, employees are provided with new opportunities, including scholarships, such as within the Ma'aden Academy.

Technology is also important, especially in managing information, accomplishing tasks, and sharing information. Technology is important in today's organizational environment to accomplish the most important tasks. Technology is needed to improve the quality of products and services. Sometimes, employees might be unable to function efficiently without proper technologies. Within the procurement department, Ma'aden utilizes extensive technologies and software, including Oracle, eBs and fusion, iprocurement, iSupplier, the supplier portal, and inventory management (LinkedIn).

The internal environment affects organizational behaviour (Omer et al., 2021). The environment affects employee behaviours and attitudes toward their work, affecting job satisfaction and performance. Internal factors can be analyzed with the use of a SWOT analysis. A SWOT analysis identifies and groups the above-identified factors into strengths, weaknesses, opportunities, and threats.

STRENGTHS - Technology: Ma'aden employs technologies such as Oracle, iProcurement, and iSupplier (Ma'aden website). - Skilled people: Ma'aden provides end-user training, partnered with national and international education institutions, offers scholarships for employees, and has promoted Human Capital Development Programs, including Strategy 2025 etc. - Effective leadership: Ma'aden has a well-organized corporate structure with the CEO and several executives.	WEAKNESSES - Toxic work environment: being in the mineral and mining industry, Ma'aden operates with products that would be considered highly toxic and would risk human health without proper care.
OPPORTUNITIES - Organizational structure: Ma'aden has developed an extensive leadership and executive structure defining roles and responsibilities (Ma'aden website) - Set objectives and vision: Ma'aden vision clearly defines the organizational direction and sustainability operations (Ma'aden website) - Employee training: Ma'aden Strategy 2025 and the Human Capital Development Programs.	THREATS - Too much authority: Ma'aden operates under both local and international regulations and standards for the mining industry. - In 2019, more than 21 environmental incidents were reported onsite, which caused employee harm despite the fact that they were immediately remedied.

Fig 2: SWOT for internal factors affecting organizational behaviours

2.4 External factors that could affect organizational behaviour

Similarly, there are several external factors likely to affect organizational behaviour, leadership, and management. These factors occur outside the organization but can change the cause of internal operations. Some important external factors to consider include the customers, increasing competition, technological development, economy, social conditions, external

resources, and politics (Finch, 2019). The STEEPLED model can be used in the analysis of external factors likely to affect organizational behaviour. The model can be used to discover, evaluate, organize, and track the possible external risks for the organization. It incorporates the social, technological, economic, environmental, political, legislative, ethical, and demographic. An example of Ma'aden can be illustrated as shown in Figure 3 below.

SOCIAL	There are increasing social norms against environmental pollution and degradation. Saudi Arabia values cleanliness and sustainable operations. Ma'aden has put in place programs to ensure sustainable operations to protect the people and the environment. The company ensures miners are protected from physical injuries.
TECHNOLOGICAL	Saudi Arabia is among the top countries with technological infrastructure and expertise development. This gives Ma'aden humble access to important technologies for efficient operations, including automation, electrification, digitization, and the use of renewable energy.
ECONOMIC	The level of demand for the commodities of the mining company is affected by population growth, economic growth, and inflation. Ma'aden, as the mining company, highly contributes to the Kingdom's GDP, but the growing competition affects the profit margin.
ENVIRONMENTAL	The strong environmental regulations limit the activities allowed by a mining company. However, Ma'aden strongly complies with EHSS laws, regulations, and obligations to protect the environment and the people.
POLITICAL	The government of Saudi Arabia has a policy that is considered favorable for internal and external investments and growth. This is favorable for the growth and development of Ma'aden as a mining company.
LEGISLATIVE	The main regulations that affect the company include those associated with pollution and the protection of the environment. There are also employee protection regulations.
ETHICAL	Some of the ethical issues are related to bribery, reputation, corporate governance, and CSR, among others. Ma'aden's governance, risk, and compliance framework covers the need to provide accurate and timely information to keep shareholders informed. The Code of Conduct of the

	company covers conflict of interest, communications, ethical management practices, etc.
DEMOGRAPHICS	The main stakeholders of the company encompass the community, media, NGOs, regulators, shareholders, employees, management suppliers, etc.

Fig 3: PESTE for external factors affecting organizational behaviour

2.5 Are there any gaps/areas for development

One main gap that can be observed is in developing a feedback culture. The organization cannot implement a system that allows employees to provide feedback on different aspects, including change implementation. During the introduction of the new changes, the employees had no chance of giving feedback indicating their acceptance or resistance. Therefore, the organization should facilitate the development of a system that would listen more to the employees. MA'ADEN would develop suggest boxes or anonymous contributions to ensure employees are involved in different activities. Second, it is important to have a two-way performance review, especially on organizational leadership. Employees should have a platform where they are comfortable and free to give feedback to their managers without fear.

3 The likely impact of leadership approaches on job satisfaction

3.1 Job satisfaction

In MA'ADEN, job satisfaction means employees are happy and content. The survey was conducted as a primary means to collect data and incorporate the views of the employees into the report. A survey to assess the company's job satisfaction level yielded the following results.



Fig 4: Job Satisfaction rating

Based on Maslow's hierarchy of needs, there are different aspects of motivation in human behavior. For employees, several components contribute to their job satisfaction. These components contribute to human needs, including safety, love, esteem, belonging, and self-actualization (Willingham, 2023). The objective of the survey above was to determine whether the needs of Ma'aden employees were met, hence leading to job satisfaction. According to the company website, leaders are at the forefront of promoting employee development through

training, offering scholarships and partnerships with major educational institutions, and the Ma'aden Strategy 2025. As illustrated in Figure 7 in the appendix, leaders are at the forefront of increasing mobility and development opportunities for employees.

3.2 How could the leadership approach impact job satisfaction?

Ma'aden is at the forefront of promoting employee satisfaction. The type of leadership and management of the company is involved in promoting Human Capital Development Programs that attract, develop, motivate, and retain employees. They have taken an important initiative to create a stronger and more dynamic infrastructure meant to educate, train, and develop the employees. They partner with prominent national and international institutions for employee skill development. The Ma'aden Academy is considered a world-class institute for employee training and development. The training and development enhance the Ma'aden leadership model, which continues the buildup of the company's human capital and capacity. Other initiatives promoted by the company management are two high schools for students to discover and nurture talent and potential.

3.3 How concerned are your organization's leaders about you and your well-being?

MA'ADEN leaders are highly concerned about the employees and their well-being according to the employee development model illustrated on the Company website and figures 6 and 7 in the appendix. As a result, leaders in the organization are at the forefront of developing techniques that can promote increased job satisfaction (Pasaribu et al., 2022). For instance, developing a collaborative strategy and performance management framework to allow employees

to get involved in important decision-making processes. As illustrated from the survey results in Figure 4, the employees have rated the leaders positively. This shows leaders' continuous efforts to facilitate job satisfaction and better employee service. Leadership and management assessment surveys can demonstrate leaders' leadership approaches and determine whether they are people-centered or task-centered (Nidadhavolu, 2018). With this assessment survey, employees can rate the leaders in different aspects of their leadership. For instance, employees can rate leaders on their leadership approach, vision, involvement, communication, promotion of teamwork, and collaboration, among others.

3.4 Are there any gaps/areas for development

One major gap is the lack of leadership development opportunities within the organization. There are no visible leadership development opportunities that employees can also participate in. Employees also look forward to professional development and opportunities such as leadership training and workshops to increase leadership skills and promote job satisfaction.

4 Sources of power within the organization

4.1 Who are your organization's stakeholders

There are several internal and external stakeholders of MA'ADEN. The stakeholders can be grouped by using Mendelow's matrix model, as illustrated in Figure 5.

Power



Fig 5: Stakeholder analysis model.

Based on Mendelow's Matrix model, there are four groups of stakeholders in an organization. The first group includes those with high interest and power; hence, they need to be managed closely. These include the company's upper management, major investors, and directors. They need to be monitored closely, engaged, and involved in decision-making (Ginige et al., 2018). There are stakeholders of high interest and low power, but they should be kept informed. These may include the company employees since they should be informed of the company changes to consider their opinions and suggestions. There are low-interest, high-power stakeholders who should be kept satisfied, including the government and the community. Finally, the low-interest low power stakeholders are low priority and hence don't influence the business. Some including supporters who may not be engaged or informed about company operations.

4.2 Main sources of individual power within your organization

There are several sources of power within the organization. Based on the French and Raven model, there are five bases of power in an organization. These include legitimate, reward, expert, referent, and coercive power. One source of power in Ma'aden is legitimate power. In this case, a company's organizational structure gives formal authority to the leaders and managers with higher ranks or at the higher levels of hierarchy. For example, the CEO has more power as compared to the middle managers and the line managers. Leaders at the top easily use this power to make their influence more efficient.

Some people within the organization draw their power from their influence or charisma or are considered referent. These are connected to individual qualities, including the power to command, communication, being loud, and strongly held convictions. Such individuals are more role models to other employees. For instance, an employee with the power in public speaking and they have no stage flight. Other employees would want them as a mentor in developing public speaking skills.

Sometimes, knowledge, expertise, and skills give an individual power. An IT expert is sometimes put in charge of IT operations even though they do not hold any significant power within the organization. Such expertise gives them power over the entire IT team. Some operations may not continue without their help and guidance. A power influence model can be used to model different sources of power. This model can group different stakeholders based on their power level and influence on the company. Individuals with the highest power are grouped at the top left side following the sequence until the bottom right, containing stakeholders with the least power and influence.

5 The importance of equality and diversity policies within the organization

5.1 Does your organization have an equality & diversity policy?

MA'ADEN has a clear equity and diversity policy detailing the need for the organization to build a diversified team in terms of age and gender. The company has taken concrete steps to address the issue of gender diversity. As a result, the organization has increased the number of Saudi Women among the employees and in the workforce by 42%, according to statistics provided in 2022. At the same time, they have taken steps to ensure the women are trained and equipped with the skills needed to work (Ma'aden Annual Report 2019). There was an increase in the total hours of training provided to women employees to 200% in 2022 over the previous years. This demonstrates the commitment of the company to developing a valuable workforce and promoting diversity and equity. Another strategy is promoting diversity and equity in leadership. The company has adopted a strategy to increase the number of female staff. They have started appointing more women into senior positions, for example, in project management, investor relations, human resources, and engineering departments.

A quality and diversity policy should accommodate several components, including gender, race, age, and ethnicity. The people within the organization also communicate using different languages. The differences in the languages spoken illustrate that the organization has people from different backgrounds and with differences in work experiences. The policy also illustrates different techniques the organization uses to avoid discrimination or solve issues that may arise (Darby, 2023). In this manner, it shows how to create a work environment that is considered safe and healthy for everyone.

5.2 What are the benefits of cultural diversity in organizations?

There are several benefits of diversity in any organization. For instance, diversity promotes cultural integration to help develop and maximize skills. Any organization with a culturally diverse workforce empowers people. The staff are more motivated to develop their skills and talent. People can learn from each other as they work together. Culturally diverse helps the organization with recruitment. Most candidate job seekers in the market tend to consider culturally diverse workplaces. Developing an effective diversity strategy can boost the company's reputation among job seekers (Darby, 2023). It is easy to identify and recruit skilled personnel.

A culturally diverse and inclusive workplace helps improve team creativity. The company can bring together people from different backgrounds regarding knowledge and skills. As a result, these people have increased capabilities to solve problems and implement projects. Learning from each other helps improve their creativity (Darby, 2023). They discuss more prospects, making them innovative in problem resolution. Cultural diversity also helps to improve the company's reputation among the customers, community, and other stakeholders. A culturally diverse and inclusive company is associated with corporate social responsibility. It makes stakeholders believe that the organization is working towards a common good. Different employees can assist customers in different aspects (Darby, 2023). The employees understand the different cultures of the customers and can communicate in their languages.

5.3 Are there any gaps/areas for development

One main gap in promoting diversity and inclusion in the organization can be seen in mental health. No programs are in place to cater to employees with mental health issues. There is also no plan for the organization's techniques to deal with mental health among employees. It is

important to develop a strategy dealing with mental health and workplace wellness (Gayan, 2023).

This is meant to combat issues of turnover, burnout, and absenteeism.

The relationship between strategy and corporate, business, and functional structures

1.1 How is your organisation structured?

An organisational structure is a system used in a company to outline how different activities are directed to achieve the set goals. The structure shows rules, roles, and responsibilities. Ma'aden has operations divided into five strategic units: exploration, gold and base metals, phosphate, industrial minerals, and aluminum (MA'ADEN). The main goals of the company's practices are to ensure that the aims and objectives are analysed and accomplished within the specific time. The organisational structure of Ma'aden is illustrated in Figure 1 below.

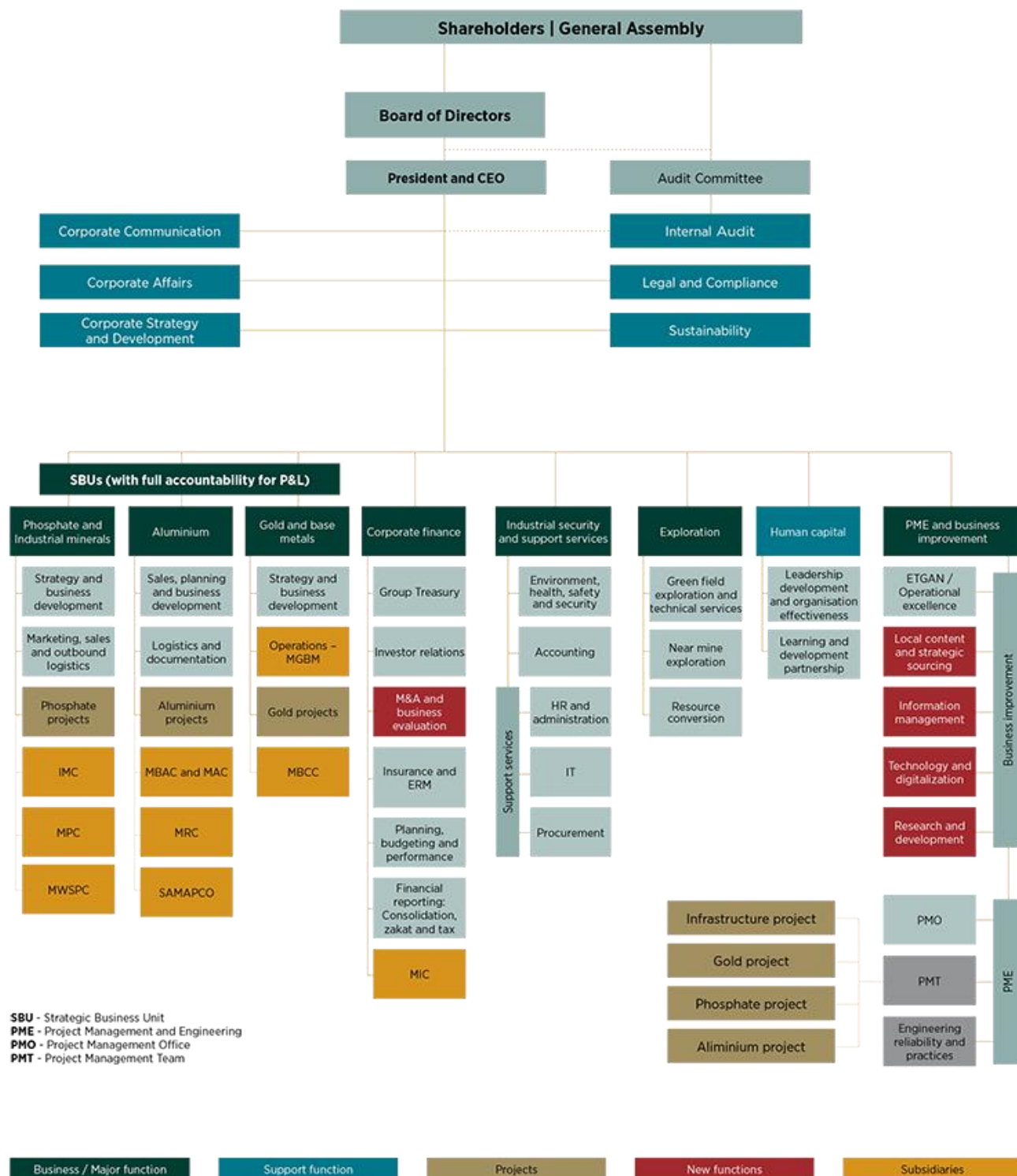


Fig 1: Ma'aden Organisational Structure

As illustrated above, the organisational structure is important in achieving the set goals and objectives. The structure has emphasised different departments or functional units. With the perception of sustainability, the structure supports the stakeholders and facilitates efficient and better decision-making. The structure enables the management to implement solutions to manage difficulties. According to the structure, Ma'aden operations are centralised, indicating that different managers control and monitor the main functions. The operations of the employees are guided by different conditions, terms, and rules (MA'ADEN). The set rules and policies are meant to ensure employees focus on the main aims and objectives of the organization. The structure makes it easy to understand the business or the major functions, the support functions, the projects being implemented, the new functions, and the subsidiaries.

1.2 Organization's strategic aims and the link to its mission and purpose

The exploration program implemented by Ma'aden aims at achieving the Kingdom's Vision 2030, intending to position mining operations as the third pillar of the economy. With the new corporate strategy, the organisation aims to grow 10-fold by 2040. With such growth, it will manage to move into strategic minerals, supporting the growth of the downstream industries in the country. Therefore, The organization is making steady progress toward becoming a global mining giant and a sustainable contributor to Vision 2030. The company's aims and objectives have facilitated the development of strategic pillars to achieve its mission and purpose. They deliver high-value products and enhance their customer intimacy (MA'ADEN). They also value chain positioning.

Similarly, the organisation focuses on the leverage of the KSA resources. This is achieved through increased production capacities in the current value chains. They continue to invest in the exploration and mining of rich mineral endowment hence growing the business and adding new

minerals to the portfolio. They promote ESG leadership to contribute to national sustainability objectives and drive productivity. It is a sustainable mining champion globally (SHRM. 2023). It has also become a leader in the development of the mining industry in the Kingdom through the maximization of the value of mineral resources.

1.3 How does an organisation's corporate strategy influence and impact the (i) corporate, (ii) business, and (iii) functional structures?

Strategy is considered important as the foundation of decision-making in any organisation. An organisation has a different corporate and business strategy. Corporate strategy impacts an organization's corporate, business, and functional structures. Corporate-level strategy is known to be at the top of the pyramid, as illustrated in Figure 2 below.



Fig 2: Strategy Pyramid

The management at the corporate level strategy needs to consider how to develop a competitive advantage for the business. similarly, it facilitates efficient decision-making in the types of business to engage in. It shows the ability to select the optimal set of businesses. It also facilitates determining how the business should be integrated into the corporate. The corporate

strategy ensures that top management makes major investments and decisions (Jackson, 2023). For instance, the involvement in mergers and acquisitions.

The corporate strategy is also known to impact the business. For instance, the corporate strategy has an impact on the personnel. The strategy helps indicate how the company expands and at what rate the expansion is made. It facilitates the products and services offered by the organisation and how the company grows (Jackson, 2023). For instance, Ma'aden can expand through increased sales and marketing or acquisitions. The growth rate determines the number of people that needs to be hired.

Finally, the corporate strategy is also known to impact the functional units of the business. The functional strategy involves answering different business questions, including the level of support needed within each functional department, the need for research and development, and support in production, among others. The corporate strategy ensures improved effectiveness in the operations within the functional units (Jackson, 2023). The objective is to ensure strategies are aligned with the greater business strategy as much as possible. Ma'aden's business strategy, for example, is to offer sustainable operations and increase the value of products and services. Therefore, the marketing department targets customers accurately through marketing campaigns.

Ma'aden contains several functional units, as illustrated by the organisational structure in Figure 1. There are diverse products, and each strategic unit needs a business strategy to compete in the industry. The corporate level needs to decide on the most important businesses to pursue and the ones to eliminate. This can be illustrated in Figure 3 below.

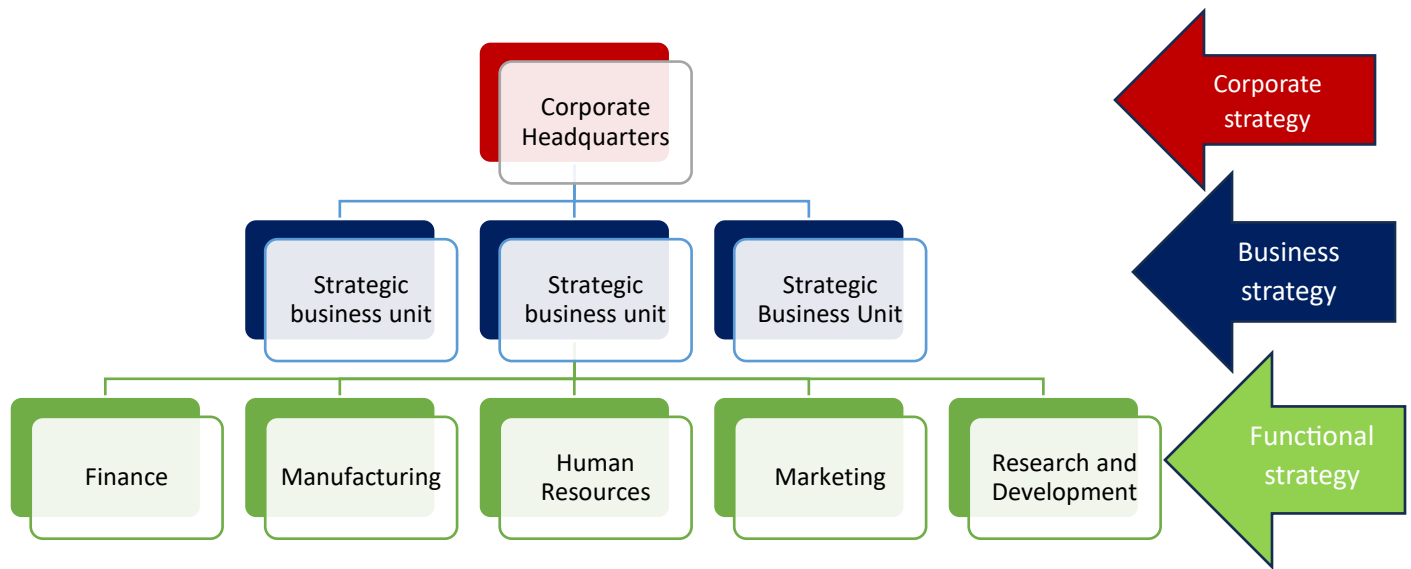


Fig 3: Levels of Strategy of Ma'aden

Business strategy is the most common level hence determines the strategic business units and facilitates goals to gain a competitive advantage in the industry. Ma'aden has multiple SBU units hence the need for an overarching corporate strategy. This strategy is important since it ties the SBUs together through the efficient configuration of the corporation. The top management helps decide on resource allocation and where investments should be made.

1.4 Strengths and weaknesses of your current structure, improvement, and model to use

The structure is focused on innovation and promotes efficient decision-making within the corporate strategy level. However, the structure shows a restricted view of the organisational goals. There is too much level of autonomy in the structure likely to affect the coordination between all the units. To improve the structure, there is a need to improve employee achievement. The staff members should be well informed on their roles, increasing productivity and teamwork. There is

also a need to focus on efficiency gain, helping operate more effectively (SHRM. 2023). There needs to be a better culture and communication in the organisation. This is important to obtain specific information.

A three-level model can be used in this case. This means the organisation can use Porter's five forces, the PESTEL analysis, Value Chain Analysis, or the VRIO. This can help with both internal and external analysis. It can change the internal organisational structure. The models can facilitate improvement of the marketing strategy, improvement of the human resources, and research and development, among others. The model implemented should align with the business strategy, improving decision-making (Nitsche, 2018). The use of the VRIO model for Ma'aden, for example, can help the organisation answer several questions about the organisational structure hence determining the areas of improvement.

2. Methods of analysing the supply chain

2.1 How much visibility do you have of your supply chain?

Supply chain visibility is important since it shows the ability of an organisation to track the elements of product development as they transmit through the supply chain from the seller to the time when the final product is delivered to the buyer. Ma'aden owns a control tower that offers efficient end-to-end visibility within the supply chain. As a result, this makes it possible to control manufacturing costs (Nitsche, 2018). The organisation can plan for any contingencies within the supply chain efficiently. They hold a promotive market competency critical in taking advantage of the market and forming partnerships in the cache chain networks. Supply chain management in Ma'aden is improved through the supply chain management strategy, providing real-time data and various logistics (Kabeyi, 2019). Visibility gives the organisation an advantage in completing

different objectives associated with the business hence maintaining their deals leading to customer satisfaction and increasing profits.

2.2 Analysing your supply chain(s)

Analysing an organization's supply chain helps evaluate every stage, from the start of the business, where raw materials are acquired, to when products are delivered to the consumers. The supply chain analysis is achieved through the increment technique, which helps determine the benefits and weaknesses within. This means assessing any increase or decrease in productivity within different supply chain sections. Several elements of the logistics are used while analysing the supply chain within the company. These elements include:

One is the supplier delivery time. Suppliers must deliver the needed goods on time and in good condition. The suppliers' on-time delivery can be assessed using the agreed-upon time vs. the actual delivery time. The supplier's on-time delivery should be monitored, which is critical in avoiding any possible delays and negative impact on the manufacturing, delivery, operational costs, and customer satisfaction.

Second, analysing the lead times, which in this case is the time that is needed to complete a specific job or activity in the organisation. Lead times are important since they determine the overall expenditure in the supply chain and inventory investment. Therefore, lead times help determine aspects such as the order to ship and the time spent processing, moving, and transporting products.

The increase in production, production costs, changes in orders from customers, the wait time by customers for their products, and the rate of returns can all be analysed to determine the effectiveness of the supply chain. All the elements mentioned above are important in achieving the

organisational strategic goals. When the stated elements are achieved efficiently with increased customer satisfaction, Ma'aden gains a competitive advantage in the industry. There is efficient production, increased sustainability, and increased customer satisfaction.

2.3 Impact on the ability to identify, assess and manage risk and model to apply

Analysing the supply chain makes it easy to identify strengths and weaknesses in different sections or points of production. As a result, it makes it possible to identify possible risks within the supply chain, assess the impact of those risks and implement efficient mitigation measures. As illustrated in the model below, risks can be identified, assessed, and managed.

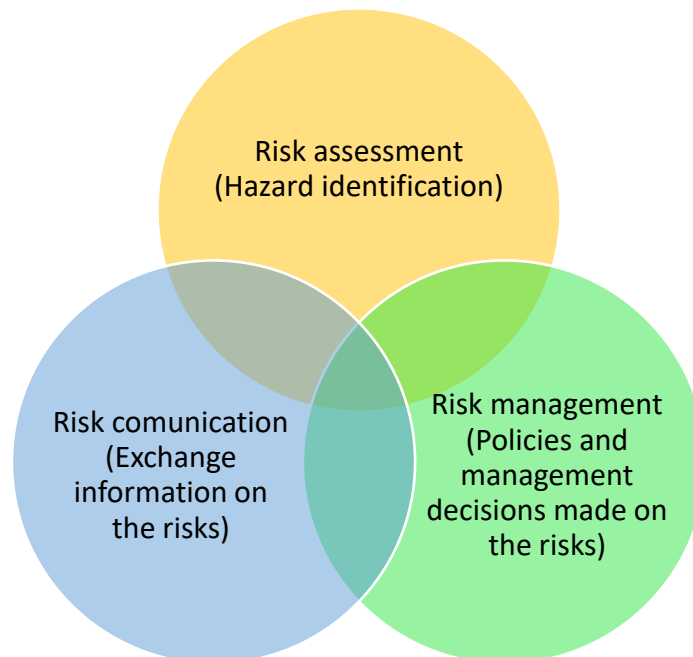


Fig 4: Risk management

Possible risks will likely be identified while analysing the company's supply chain. An efficient model that can be used in the risk matrix. The risk matrix can indicate the risks identified, the possible likelihood of the risks to occur, the impact, and even the mitigation measure to be

implemented. The risk matrix will help the organisation to update the risks regularly (Menz et al., 2021). It can be updated on the risks discovered over time, those that have been managed successfully, and those which would require further management, among others.

2.4 Level of competition amongst/between supply chain parties

The level of competition among the supply chain parties of Ma'aden is operational. At the operational level, the decisions are implemented daily. Similarly, the day-to-day operations are managed efficiently to achieve the set goals at the first steps of planning and analysis. A supply chain management system can be used as a model to determine the competition within the organization's operational level. The organization's planning, analysis, and changes are important to optimize the supply chain. At the operational level, the activities help ensure the supply is consistent hence meeting the demand (Roy, 2021). It helps the organisation to keep account of the progress, materials, and human resources. It facilitates the management of materials, operations, and human resources.

2.5 How could improved supply chain analysis and management help your organisation to achieve its corporate strategic aims?

The improved supply chain will help support the business's overall business goal. similarly, it will help in increasing the visibility of inventory. It will help boost competitive advantage through better-anticipating customer demand. The organisation will forecast better market changes. It will reduce operational inefficiencies and operational costs and enable profitable growth for the company.

3. The management of resources to support the development and implementation of strategy

3.1 Resources in the development and implementation of the organisation's strategy

Different resources, including people, information, technology, and finance, will impact the organizational strategy's development and implementation. The level of support, acceptance, and capability of the people within the organisation affects the strategy's success. Strategy implementation requires a combination of support, proper motivation, and hard work from the employees.

Information is another important resource for the development and implementation of strategy. Technology facilitates internal environment analysis, including the organisational structure and culture, people, and management process. The information ensures a connection between the demands of the organisation and the need for the latest technology. Information tech helps meet challenging requirements.

Technological resources available to the organisation are important in developing and implementing the strategy. Technology drives efficiency and productivity within an organisation. T enables the organisation to automate the processes involved with strategy implementation. It helps in reducing waste in strategy implementation. Streamlining workflows and reducing manual labor in strategy implementation is easy, hence saving costs.

Finally, finances are important in strategy implementation. Inadequate funds in an organisation would hinder the entire implementation process. Accessibility to sufficient funds can enable the organisation to develop an effective strategy viable for operations. Finances help pay for labor, technology, and other resources.

3.2 Stakeholders involved in corporate strategy

Several stakeholders could be involved in developing and implementing the organisation's corporate strategy. Some include employees, owners, customers, vendors, shareholders, regulatory bodies, communities, suppliers, and supply chain partners. These stakeholders are illustrated in Table 1 below:

Stakeholder	Description	Strategy Development	Strategy Implementation	Power/interest level	Active, Passive, or dominant
Owners	Have a vested interest in the success of the strategy. Investment, decision-making, etc.	Yes	Yes	High	Active
Customers	Customers will benefit from the strategy hence providing feedback on the value and quality expected.	Yes	No	Low	Passive
Sponsors	Sponsoring the development and implementation of strategy financially. Seek return on their investments.	No	No	High	Dominant
Employees	Involved in completing different tasks, roles, and responsibilities in designing, developing, and implementing strategy.	Yes	Yes	High	Active

A power grid can be used as a model to group the stakeholders involved in developing and implementing the organisational strategy. An example can be illustrated in Figure 5 below:

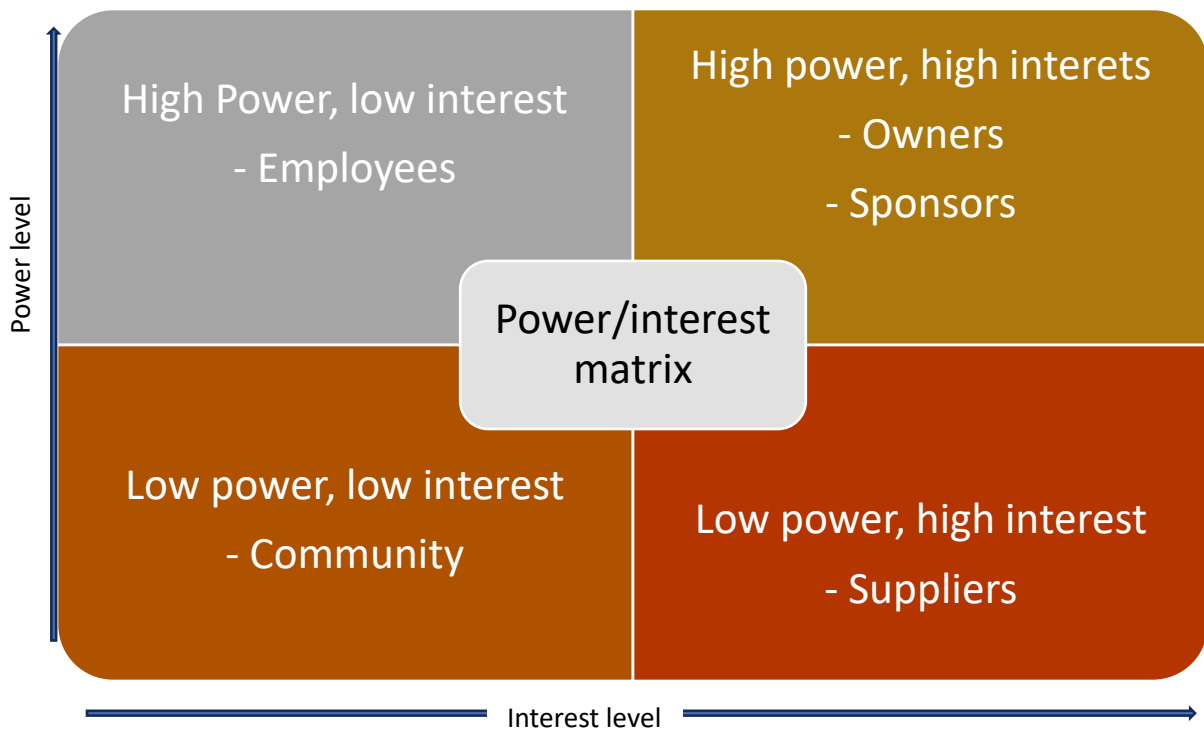


Fig 5: Power interest grid

3.3 External factors influencing and affecting the development of an organisation's strategic aims

There are several factors to consider in implementing organisational strategic aims. For instance, government policy, changes within the political environment, and trade and tax policy. Similarly, economic changes include the demand and supply of products and services. There are instances of inflation and an increase in interest. Customer behaviors, changes in technological implementation, the environment, and legal structures can affect the organization's strategic aims.

PESTEL analysis can be used as an effective model for analyzing the external factors affecting the organization's strategic aims. This can be illustrated as shown below.



Fig 6: PESTEL model

4. How costs and finance can impact supply chains

4.1 The financial objective of your organisation

Ma'aden financial objective is to promote stability and efficiency in its operations. Therefore, they focus on generating sufficient revenue to meet the organization's expenses and desired profit margin. This helps promote business survival, a balanced structure, reduced risks, and resource optimization. The company's financial objective helps in promoting better supply chain management. The financial objectives promote the efficient establishment of the organisational position in the market (Hati, 2023). It facilitates the development of a financial framework for the company that increases the stakeholders' wealth. The organisation can achieve better financial planning hence identifying optimal investment positions and sections within the supply chain.

4.2 Pricing arrangements the organisation has with suppliers

The pricing arrangement that Ma'aden has with the suppliers is contract based. There is a fixed contract on the prices of raw materials supplied to the company. Raw materials are provided for a set price. This also works with different individuals contracted to help accomplish different tasks. The price arrangement illustrates the product and pricing description, terms and conditions, payment terms, and signatures of the suppliers and the organisation (Craig, 2023). This helps in cost management since it limits the ability of suppliers to change the prices of the products or services they provide the company. It also helps maintain the supplier relationship by reducing possible legal actions based on changes in product or service prices.

4.3 External factors that would affect price volatility in the supply chain

Several external factors will likely affect price volatility within the organisational supply chain. For instance, the market's changes in demand and supply can affect price volatility. Low demand can cause price reduction and vice versa. The same case happens with supply. The availability of market information can also affect price volatility. Market information shows inflation, unemployment rates, and the attractiveness of substitute products. Seasonality also affects price volatility (Vela, 2023). Market competition, technological advancements, regulatory changes, and external events affect price volatility.

Several risks are identified as a result of price volatility. It can affect the accuracy and availability of data and information accessed by the organisation. It may affect the entire production, especially when there is low or high demand. Low supply can affect the ability to deliver products to consumers as expected (Menz et al., 2021). There is limited visibility on the behaviors of the consumers, among others.

These can be managed through promoting collaborative planning within the organisation. There is a need to foster collaboration and information sharing, especially between the internal departments, including suppliers and distributors. This can help achieve better supply and demand alignment, better joint decision-making, and effective outsourcing (Kabeyi, 2019). There is a need to access information for accurate demand forecasting. Different tools can be used for accurate forecasting. This can also help promote continuous improvement and learning within the organisation.

1. The impact of market changes on strategic supply chain management

Effective management of the supply chain for Ma'aden during its global operations can lead to reduced costs, increased efficiency, and improved customer service as illustrated by **Layachi, (2019)**. Similarly, this can help collaborate with suppliers and shareholders across the supply chain, strengthening relationships and building trust with partners. Figure one below illustrates some of the major market changes in the supply chain for a company as it expands to operate on a global scale and their impact on operations.

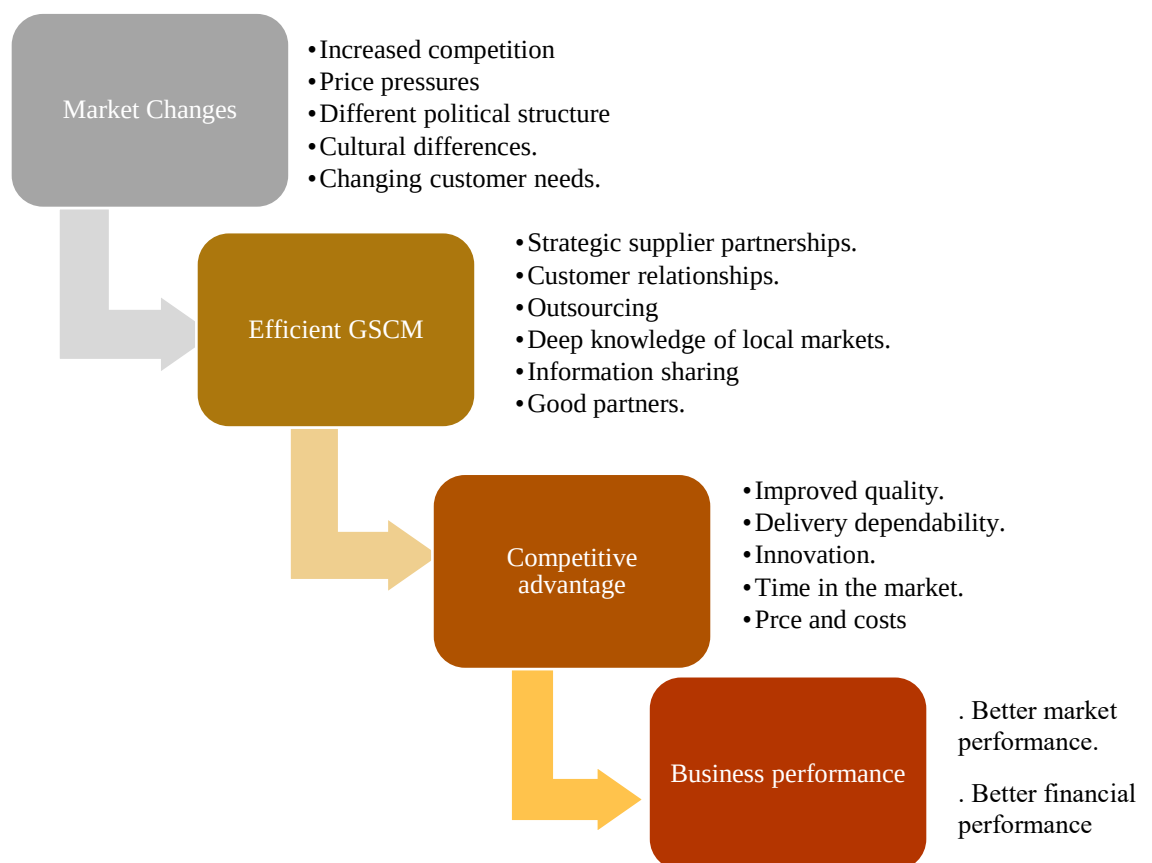


Fig 1: Global supply chain management

Ma'aden is among the companies that have managed to expand its operations into the global markets, with more than 7,000 staff members and millions of customers. As a result, this affects the way the business is managed and transacted. The main areas of the business affected include manufacturing, distribution, sourcing of materials, and customer satisfaction (Regan, 2023). With the increasing integration of global customers and suppliers, most of the existing processes and technology are not flexible enough to work in the new environment. as illustrated in figure 5 in the appendix, Ma'aden suffered the effects of commodity price changes in the global markets leading to the loss of profits in the third quarter of 2023 (Sambidge, 2023).

1.1 Which models could help you to determine external environmental factors that could influence and impact the supply chain?

One of the models that can be used to determine external environment factors likely to influence and impact the supply chain is the STEEPLED analysis. An example of Ma'aden is illustrated in Table 1 below.

Table 1: STEEPLED analysis model

SOCIAL	There are increasing social norms against environmental pollution and degradation. Saudi Arabia values cleanliness and sustainable operations. Ma'aden has put in place programs to ensure sustainable operations to protect the people and the environment. The company ensures miners are protected from physical injuries.
TECHNOLOGICAL	Saudi Arabia is among the top countries with technological infrastructure and expertise development. This gives Ma'aden humble access to important technologies for efficient operations, including automation, electrification, digitization, and the use of renewable energy.
ECONOMIC	The level of demand for the commodities of the mining company is affected by population growth, economic growth, and inflation. Ma'aden, as the mining company, highly contributes to the Kingdom's GDP, but the growing competition affects the profit margin.
ENVIRONMENTAL	The strong environmental regulations limit the activities allowed by a mining company. However, Ma'aden strongly complies with EHSS laws, regulations, and obligations to protect the environment and the people.
POLITICAL	The government of Saudi Arabia has a policy that is considered favorable for internal and external investments and growth. This is favorable for the growth and development of Ma'aden as a mining company.
LEGISLATIVE	The main regulations that affect the company include those associated with pollution and the protection of the environment. There are also employee protection regulations.
ETHICAL	Some of the ethical issues are related to bribery, reputation, corporate governance, and CSR, among others. Ma'aden's governance, risk, and compliance framework covers the need to provide accurate and timely information to keep shareholders informed. The Code of Conduct of the company covers conflict of interest, communications, ethical management practices, etc.
DEMOGRAPHICS	The main stakeholders of the company encompass the community, media, NGOs, regulators, shareholders, employees, management suppliers, etc.

Above are some of the external factors that are likely to affect the business environment, leading to market changes. Understanding such factors can help Ma'aden understand how their operations are likely to be affected, hence putting in place necessary measures.

1.2 What impact do some of these factors have on your supply chain? Use relevant examples

One of the main impacts is complex supply chain networks. These factors establish more complex and geographically dispersed supply chain networks (Andriantomanga et al., 2023). For instance, Ma'aden would need to identify and recruit global suppliers, manufacturers, and even distributors within the global markets.

Second, there is increased risk exposure. The business is more susceptible to risks such as trade conflicts and economic downturns (Aronow, 2022). For example, the Russia-Ukraine War affected the global economy, leading to inflation and affecting the global operations of most businesses, including Ma'aden.

There are also regulatory and compliance issues faced by Ma'aden in the global markets (Layachi, 2019). The business is expected to be able to navigate the diverse regulatory environment and compliance requirements (Andriantomanga et al., 2023). The trade policies in Saudi Arabia are different from those in countries such as China. There are also customer regulations and product standards, causing complex legal issues and fines.

There are issues associated with cultural and language barriers. These are likely to cause misunderstandings and issues with building strong relationships and partnerships (Aronow, 2022). There is a need for company supply chain managers to practice cultural sensitivity. There is a need to be adept at cross-cultural communications and promote a diverse workforce.

2. Sustainable global sourcing decisions

2.1 What do we mean by 'sustainable' – there are many definitions.

Sustainable can be defined as meeting the needs of the present without compromising the capability of future generations to meet their needs (Mohyeldin, 2023). In business, sustainable practices are meant to help prevent the depletion of natural resources, hence making them available

for the long term. Sustainable sourcing in business is meant to integrate the environment, social and governance criteria, and different performance factors into the sourcing process and make sourcing decisions associated with purchasing offering services and materials.

2.2 What factors should be considered in sustainable global sourcing decisions?

One of the factors to be considered when making global sourcing decisions is the competitive advantage. The company needs to be specific about goods being sourced from the suppliers. Ma'aden's risk management method is implemented according to ISO 31000 as illustrated by **Layachi, (2019)**.

Second, the company should consider culture and ethics while making sourcing decisions. Ethics and culture are likely to complicate significant business relationships among buyers and suppliers (Das, 2021). Decisions should be culturally sensitive to help mitigate any potential risks likely to happen.

Similarly, while making decisions, it is important to consider supplier responsiveness. Time to the market is important in sourcing any products on a global scale (Aslam et al., 2023). If Ma'aden is able to receive products quickly and at a lower rate, the result is increased revenue and market share. Suppliers should be receptive and should accommodate important changes.

Compliance and the regulatory environment should also be considered while making sourcing decisions (Das, 2021). There is a need to understand that different countries have different standards, laws, and regulations. Ma'aden works with other partners in other countries with different laws.

One significant component that drives sourcing decisions in Ma'aden is its robust CSR strategy. The CSR strategy can be illustrated in Figure 2 below.



Fig 2: Ma'aden Robust CSR strategy

Source: (Ma'aden website)

The CSR strategy promotes the organisational procurement policy, driving the company to make efficient sourcing decisions. It ensures the company brings real opportunities to the communities in and around their locations. The company is also aligned with international best practices. This improves its social performance, allowing employees to manage risks in the community better and improving group-wide learning and knowledge sharing (Ma'aden). The

decisions are based on the ability to maximise adverse social and community impacts and potential opportunities.

2.3 How are sustainable global sourcing decisions made?

Ma'aden utilises several steps in making and informing sourcing decisions. Following these steps ensures that the company is able to realise the intended objective and benefits of sourcing. In making sourcing decisions, the first step is determining the corporate philosophy of sourcing (Das, 2021). This enables the company to focus on sourcing standards for their suppliers, quality standards for materials and finished goods, social standards of CSR, and environmental standards of the products and operations (Aslam et al., 2023). This is followed by designing the products and determining the requirements of materials and finished goods. This helps identify the available sourcing options, evaluate these options to select the best and inspect and evaluate the sourcing companies in accordance with Ma'aden's codes of conduct. Figure 3 below illustrates the manner through which sourcing decisions are made and their beneficial implications to Ma'aden.

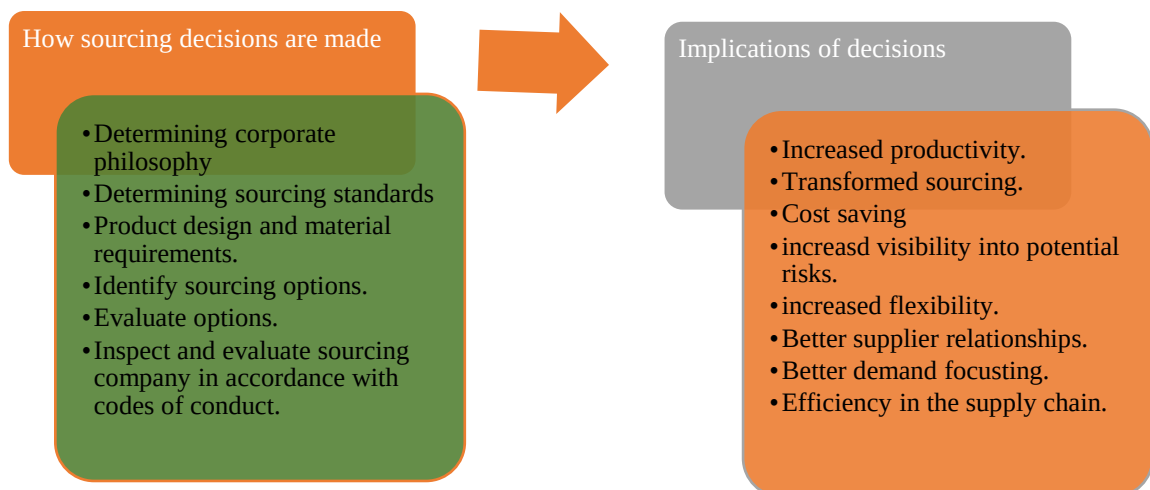


Fig 3: Making sourcing decisions and their implications

Following these steps in making and informing sourcing decisions has a number of implications for the company decisions. For instance, they lead to transformed sourcing, promoting cost savings, and maximizing value in the production of products. It also helps maintain long-term relationships with the suppliers. Increased productivity is achieved through automated purchasing. There are opportunities for cost savings and visibility into potential risk factors that would occur from sourcing (Vicente, 2023). There is improved flexibility since the business adapts to external factors and changes, developing a stronger supplier relationship and improved ability to forecast the market demand for the products.

2.4 How is performance measured? How are conflicting priorities managed?

When it comes to performance measuring for sourcing, it is important to consider elements such as time to hire, measuring the cost per hire, the retention rate, and the percentage of sales, among others. It is important to monitor the amount of money the company is making in direct cost of sales (Regan, 2023). There is also a need to measure the changes in the market, new and emerging services, and other external factors, including new technology and competitive ability. Similarly, other measuring techniques that may be used include value chain mapping, setting sustainability targets, on-site auditing, using sustainability standards, and other environmental management systems.

To mitigate conflicting priorities in sourcing, it is important to clarify the priorities of the sourcing company. This can help the sourcing company understand what should be done and when. It is easy to negotiate without causing conflicts (Regan, 2023). Similarly, it is important to practice honesty and be transparent while sharing information. This can help establish trust with the sourcing company, hence resolving some of the conflicts that may emerge. Similarly, the company

can ensure the adoption of codes of conduct and benchmark sustainability trends (Regan, 2023). There is a need to promote education and training programmes, collaboration, and green technology adoption, among others.

2.5 (How) is global supply chain risk identified, assessed, and managed as part of your supply chain management strategy?

In order to identify, assess, and manage global supply chain risk, it is important to create a clear map and have an understanding of what entities within are vulnerable to risk. It is also important to perform a full assessment of the global suppliers based on different aspects, including political risks, geographical risks, and economic risks (Golinska-Dawson et al., 2023). The company should consider recruiting several suppliers, hence taking advantage of such diversification and reducing reliance on a single one. The supply chain managers should monitor every stage of the supply chain. This can help identify any problem at each stage and implement proper measures to reduce its impact on the general company operations.

Figure 7 illustrates some of the steps and strategies followed by Ma'aden in change and risk management. To successfully manage supply chain risks, it is important to follow several steps. For instance, it is important to map the risks at every level of the supply chain as the first step. This can help understand who all the suppliers, vendors, and even partners are, the products or services they are providing, determine whether they are enough to cover all the company needs, and ways put in place for the suppliers to minimize risks through audits, verifications among others (Golinska-Dawson et al., 2023). Second, prioritising risk mitigation projects is important. Risks can be classified in this case as tolerable risks, low risk, medium risk, high risk, and intolerable risk. Another technique to manage supply chain risks is to collaborate with the supplier network.

It is important to engage the suppliers as true company partners while identifying and managing the risks.

3. The strategic logistical implications of globalisation

3.1 What is globalisation? Why is this important in the context of supply chain and logistics?

Globalisation can be defined as the process through which businesses and organisations are able to develop international influence and start their operations on an international scale. Items and people are able to move across the borders (Champion, 2019). Globalisation speeds up the way people move and exchange things across the world.

Globalisation is beneficial since it helps expand market access for people, businesses, and organisations. Similarly, globalisation helps increase access to specialised resources and skills. It promotes scalability and flexibility for businesses through increased supply chain networks. Globalisation is associated with improved resilience of the supply chain, access to advanced technology, and opportunities for innovation (Champion, 2019). There are increased outsourcing opportunities. Businesses have access to more partnerships, enhanced collaborations, and knowledge sharing.

3.2 What are some of the strategic considerations associated with the global nature of your supply chain?

According to the Ma'aden Strategy Review in 2020, the company is focused on being the leader in the industry, satisfying the needs of global customers, and retaining the best people to achieve their vision among others (Ma'aden, 2020). This strategy incorporates some of the

strategic considerations for companies associated with the global nature of the supply chain. For instance, it is important to ensure that operations within the supply chain are made as flexible and resilient as possible (Vidrova, 2020). Similarly, it is important to consider the availability and utilisation of technology (Golinska-Dawson et al., 2023). This can help diversify the way to meet the needs of customers within the global markets.

The company should consider its capability to adapt to digital operations to enter the global markets. Operating within the global markets requires extensive digital operations, hence driving actionable improvements from collected data (Golinska-Dawson et al., 2023). Similarly, it is important to consider fleet management and the supply chain networks.

Finally, it is important to consider collaborations, partnerships, and supplier connections (Golinska-Dawson et al., 2023). This can help with risk monitoring and management. Partners can help the company to de-risk the supply chain and promote operations in the new markets.

3.3 What are some of the strategic logistical risks and opportunities associated with globalisation, and what impact could these risks and opportunities have on your organisation?

One of the main opportunities is the expanded market access. Globalisation gives a company an opportunity to open new markets for businesses (Vela, 2023). It allows a business to reach out to customers in different regions of the world.

Another opportunity is associated with cost efficiency and reduced production costs. In supply chain management, globalisation is considered cost efficiency (Champion, 2019). Most companies are likely to take advantage of the lower labor costs, reduced prices of raw materials, and manufacturing expenses in different regions.

There is increased access to specialised resources and skills. Companies can access skills, technology, talent, expertise and other resources that they would not find locally at affordable prices (Vela, 2023). These enhance product quality and increase innovation and competitiveness.

There are economies of scale associated with globalisation. Companies are able to produce larger quantities of goods and spread fixed costs over the global markets (Vidrova, 2020). Bulk purchasing and standardisation of production processes are associated with cost advantages. This promotes better competitiveness and profitability.

However, there are also logistical risks to expect with globalisation. For instance, the complexities of the supply chain network. Managing such networks with different manufacturers, suppliers, and even distributors spread across different regions is challenging. It complicates the sharing of information, collaborations, and coordination.

Globalisation increases risk exposure for businesses. There are regulatory and compliance issues in addition to cultural differences. It is complicated for the business to navigate the diverse regulatory environment of multiple regions (Vidrova, 2020). The differences in trade policies, customs regulations, and cultural needs would affect operations and make the supply chain more complicated.

4. The impact of supply chain management on corporate performance

4.1 (How) does the performance of the supply chain affect the achievement of organisational objectives?

The performance of the supply chain is significant in helping an organisation achieve its objective. The supply chain management practices put in place by an organisation affect its overall performance and help it gain a competitive advantage. They improve the competitive advantage

of the organisation through price and costs, improved quality of operations and products and services offered, and delivery dependability (Marotta, 2023). Similarly, supply chain performance helps reduce the time to market the products. They ensure the timely completion of processes involved in the production and timely delivery of products to the consumers (Vidrova, 2020). Supply chain management ensures that the company is no longer focused only on optimising its operations but also including the suppliers and the customers. Such collaborations and coordination make strong partnerships and relationships, facilitating a greater understanding of the supply chain and improving the overall performance. Some significant measurements that can be conducted to determine the success of supply chain management are the customer order cycle time, inventory days of supply, and cash-to-cash cycle time, among others.

4.2 Which model could be used to measure financial and non-financial performance?

A Balanced Scorecard is an efficient model that can be used in this case to measure the financial and non-financial performance of the company. This can help determine the performance of the supply chain. An example is illustrated below.

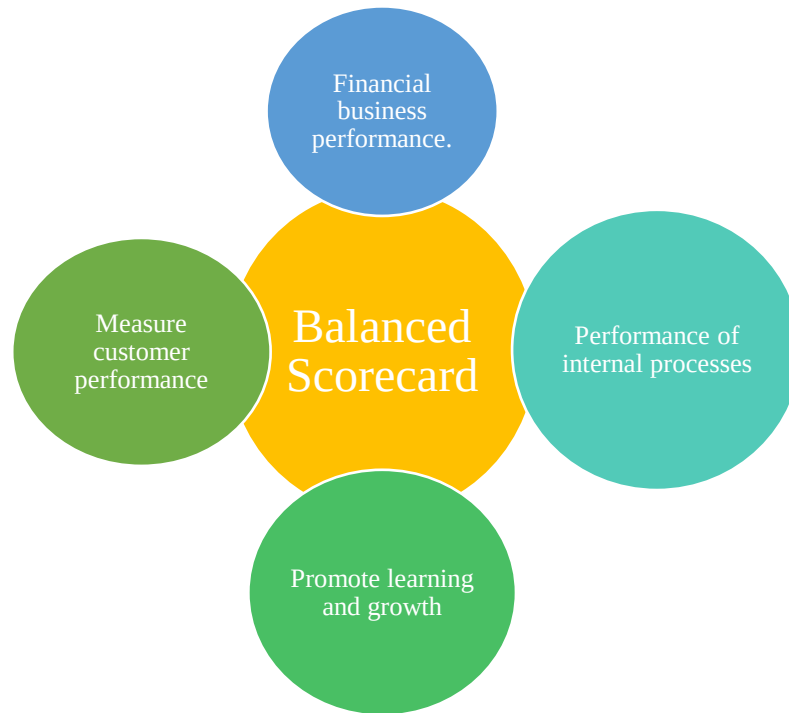


Fig 4: A Balanced Scorecard

Using a balanced scorecard is important for the company to determine the overall strategic objectives that affect the performance of the supply chain. As illustrated above, it helps measure the financial performance of the company, its internal processes, and its customer performance. It also helps determine the level of learning and growth promoted by the company with the objective of improving performance and competitiveness. Generally, it assesses the methods to improve and optimise supply chain performance.

4.3 How do supply chain strategies affect overall corporate performance?

Implementing supply chain strategies helps improve the quality of company operations and the products and services offered. Generally, such strategies promote quality planning, control in both the process and regulatory aspects and quality improvement (Vaio, 2019). For instance, promoting the use of models such as the lean Six Sigma. They ensure that the whole organisation

is involved in the operations, collaborations, and coordination involving the key suppliers and customers. Operations are fully based on teamwork and staff empowerment.

Supply chain strategies promote quality assurance that ensures that quality systems are deployed to the right areas within the supply chain. The organisation is in a better position in problem-solving and decision-making focused on product performance and setting quality standards (Khan & Baseer, 2018). This also promotes collaborative planning, efficient forecasting, and risk management.

1. Examine the requirements for initiating and preparing the introduction of a category management process.

Category management is the technique organizations use to understand the markets, analyse spending and make effective purchasing decisions to reduce production costs, save money, and secure quality goods and services (Britt, 2021). Examining and identifying significant enablers for initiating and preparing the introduction of a category management process is important for an organization. It sets the groundwork for excellent category management, governance, and accountability for all the personnel involved. A successful process can be presented by the steps illustrated in Figure 1 below.

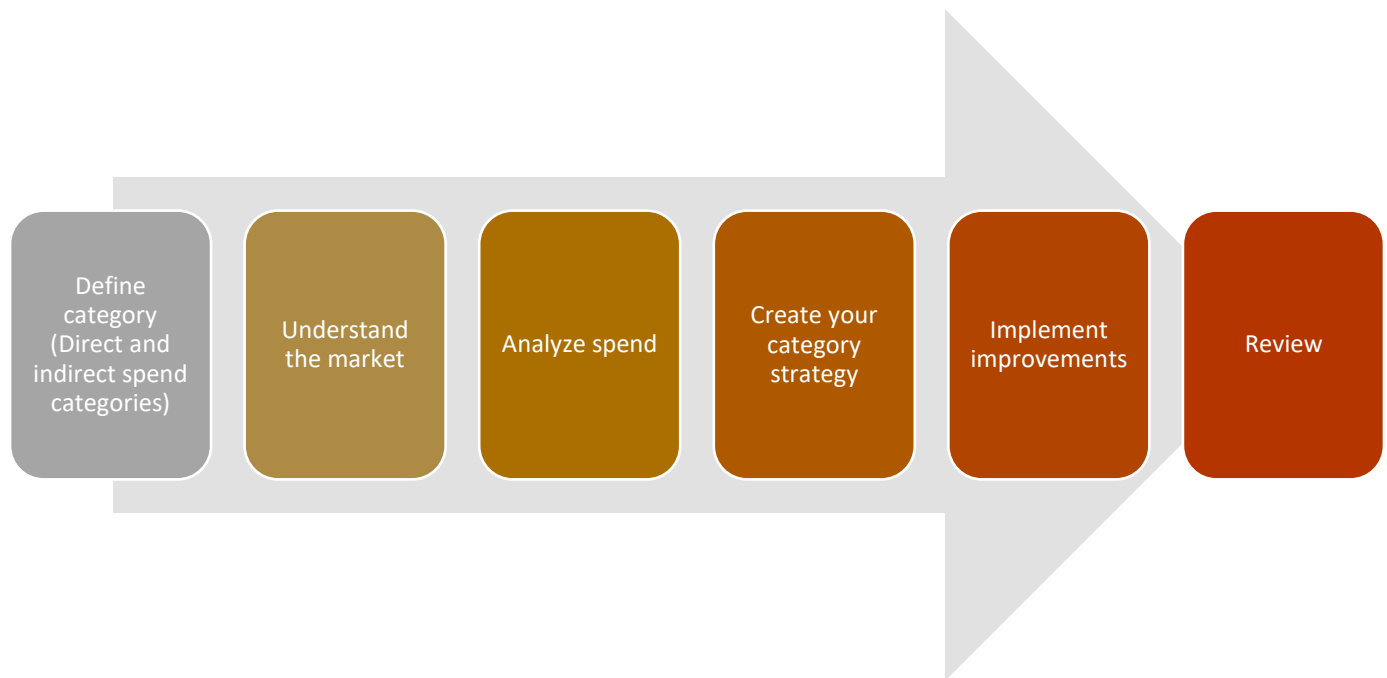


Fig 1: Successful category management process

Ma'aden is among the fast-growing companies with different business lines. The company has implemented a five-year strategic business plan that promotes collaboration of the corporate procurement team with affiliates to promote the design and development of a sustainable and robust procurement process, systems, and other internal capabilities leading to strategic category management. Ma'aden uses Zycus advanced Spend Analysis solutions such as iAnalyze and iMine to facilitate strategic category management and procurement processes (Zycus Inc. 2015). Ma'aden considered Zycus a leading service provider when it comes to spend-data categorization. Category management enables the company to improve spend visibility and implement category management practices.

The first enabler of initiating and preparing the introduction of category management is people. The company needs the right people with the skills and knowledge to implement the category management process (The Office of Procurement Regulation, 2021). The people should

be in the right positions, empowered and motivated by accountability in the category management process.

There is also a need for organization and structure for successfully initiating and preparing the category management process. An organization and structure include a focused team with a clearly defined sense of authority, responsibility, and accountability for implementing all procurement activities (Britt, 2021). The organization promotes strong governance and a clear structure, especially in decision-making and resource allocation.

Similarly, there needs to be effective procurement processes. Such processes comprise best measurements, approvals, conditioning, negotiation, risks, risk management, and SRM processes. P2P processes, strategic sourcing, negotiation, performance measurement, and benefit tracking should be in place and enforced (The Office of Procurement Regulation, 2021). Another significant enabler is the learning and skills of the people. The key stakeholders require skills to handle different steps involved in category management (Britt, 2021). For Ma'aden, the procurement team mainly uses the deconstructing price methodologies. The company only recruits educated and skilled key stakeholders for procurement operations. However, the company has developed different programs to facilitate skill development for all employees, improving their learning.

Strategic sourcing is also important as part of category management. Strategic sourcing can be achieved through a structured process important to embed the involvement of all the important and key stakeholders in developing procurement and sourcing (The Office of Procurement Regulation, 2021). Technology is also necessary when it comes to sourcing and procurement. Technology includes appropriate spend analysis, e-sourcing operations, e-procurement, and e-SRM techniques for successful category management.

Procurement management is also important in the strategic category management process. Performance management systems help the company and the procurement team to capture, monitor, and report on the performance against a set criterion. This is necessary to enhance decision-making on different levels of the procurement process (Britt, 2021). Operational standards, tools, policies, and procedures are necessary. Significant spending tools and technology should support such policies and processes.

Generally, having an effective category management needs a company to identify exciting opportunities to promote consolidation and savings. Ma'aden CEO Robert Wilt says the company has almost 2,000 spend categories. Through these categories, different opportunities have been identified that offer the greatest opportunity to boost Local Content in the supply chain of the mining industry (Ma'aden). Similarly, different applications for the Ma'aden products have been identified in the operations that offer potential opportunities for investors to develop a downstream using the company output. Regarding the spend category, local content for Ma'aden is a catalyst for broader economic growth through supporting the remote communities.

2. Critically compare strategic and conventional sourcing processes and their role in category management.

Strategic sourcing is a more persistent recruitment procedure for finding, organizing, enhancing, and re-assessing the sourcing exercises. An organization using strategic sourcing means selecting the right suppliers and negotiating prices, meeting the set business objectives. The primary objective in this case is cost reduction through spend optimization (Brand Finance, 2021). On the other hand, conventional sourcing involves sourcing goods and services by maintaining an

optimal balance of price and quality (CIPS, 2024). The table below compares between strategic and conventional sourcing processes.

Table 1: Conventional and strategic sourcing

CONVENTIONAL SOURCING	STRATEGIC SOURCING
Focuses on maintaining an optimal balance between the price and quality. Lack efficiency, transparency, and flexibility (Thakur, 2017).	More of a holistic approach. There is development of channels of supply while minimizing the total cost. In addition to price and quality, it considers several other factors (Oakley, 2023). There is a need to evaluate the sourcing needs, analyze the current spend, conduct market research and identify potential suppliers, use the RFP process and strategic supplier selection, contract implementation and negotiation, and evaluation and optimization (CIPS, 2024). Several elements are involved, including: ✓ Analytical tools. ✓ Supplier discovery ✓ RFX management. ✓ Dedicated vendor portals. ✓ Collaboration tools. ✓ Negotiation etc.
Considered customary, where acquirement is based on receptive sourcing. An organization reacts to demand or a different organization that is astonishingly up (Infosys BPM, 2022).	Vital sourcing involves extensive and continuous procedures of proactive moves. Acquirement plays an important role in fulfilling the set needs of the business and increasing value.
A typically manual way of acquiring goods and services from suppliers. There is paper-based documentation, face-to-face negotiations, and physical contract management, and it is very time-consuming and resource-intensive (Thakur, 2017)	Steps: ✓ Assessing the current spending of the organization promotes awareness of different sources and deviations in price patterns (Oakley, 2023). ✓ The second step is assessing the supply market to determine suppliers that can offer steady supply for the long term. ✓ Total cost analysis to determine the cost of purchasing (Burlakova et al., 2019). ✓ Identifying suitable suppliers as strategic partners. ✓ Development and implementation of a suitable sourcing strategy. ✓ Negotiating with the suppliers to obtain a better deal. ✓ Implementing a new supply structure to achieve strategic goals (ProcurePort, 2021).

	✓ Tracking the results of sourcing and restarting the assessment.
Advantages: ✓ Ensures that a company is able to build stronger relationships with the suppliers. ✓ There are detailed negotiations since there are more in-person meetings (Oakley, 2023). ✓ The organization clearly defines the roles and responsibilities of the clients' contractors, among others. ✓ It may also enable the organization to retain and control design decisions and the quality of the workmanship (Thakur, 2017).	Advantages: ✓ Increment benefits: Helps save funds from the production network. ✓ Easy to oversee supply dangers: There is a thorough investigation of every class of spend and providers for hazard quality, money hazards, accessibility hazards, and collaboration (Oakley, 2023). ✓ There is enhanced supportability, especially towards category management: It promotes a consistent cycle of exercises, which helps in discovering extra chances to convey incentives to the company (CIPS, 2024). ✓ Strategic sourcing helps an organization to get more of an incentive from an acquisition. Each move made with strategic sourcing is assessed using accompanying criteria.

Strategic sourcing is more beneficial to category management as compared to conventional sourcing. Strategic sourcing ensures that less time is spent within the supply channels. Category management is similarly focused on value and goal-based objectives, indicating the need to save time and money and buy smarter (CIPS, 2024). An organization utilizing strategic sourcing means having a deeper audit of the suppliers, hence determining which ones are best suited for the company's needs. This strengthens the supplier relationship due to the extra attention placed on the selection. Regular contract analyses show the frequent revisiting of the RFP process to ensure that those contracts have the most competitive and lowest pricing. Strategic sourcing promotes better category management due to the strong focus that is placed on research and analysis. There is assessment of the current spending patterns of the organization ending with the analysis of the outcomes after the implementation of any strategy (CIPS, 2024). Both strategic sourcing and category management are significant in improving the efficiency of supply chain management. Strategic sourcing helps in reducing costs within the supply chain. Each step of the supply chain

is analyzed to increase efficiency, hence optimizing the selection of the suppliers and the products. There is a better focus on working with the suppliers to offer value that leads to a ripple effect. Generally, strategic sourcing ensures category management aligns with organizational values, shared objectives, and better collaboration.

Ma'aden mainly focuses on strategic sourcing through the use of technology in transforming the legacy of its business models and reshaping its profitability across the supply chain. Since 2021, Ma'aden has embarked on upgrading its enterprise resource planning (ERP) system and has been operating with the cloud-based upgraded system (Brand Finance, 2021). Rather than rolling out its IT software, the company upgraded it and enabled key business processes across its value chain, ensuring that it is world-class. The technology ensures end-to-end business processes by installing a state-of-the-art Shared Services Model that covers several steps of the value chain, including accounting, procurement, IT, employee services, and other service functionalities (Brand Finance, 2021). The upgraded ERP platform has proven significant to the company by opening more doors to integrate further technology solutions, promoting operational excellence in several areas. The company moved to integrate technology into the processing plants, hence gaining cost and efficiency benefits. Technology facilitates equipment inspection practices in which online testing of equipment promotes real-time equipment health checks (Brand Finance, 2021). As a result, there is a safer and more extended operation on the planned stoppages.

Ma'aden strategically sourced some of its suppliers, Outotec from Finland and Hatch from Canada, in a construction and technology deal for a new aluminum facility. Such a contract for Ma'aden was considered cost-effective through the integration of a digestion and evaporation plant to facilitate operations such as engineering, procurement, and construction services (MEED

Editorial 2010). Similarly, Ma'aden agreed to a joint venture with Ivanhoe Electric through which it can own a 9.9% equity stake in Ivanhoe Electric (Ziltek, 2023). This was considered a strategic move in sourcing since it enabled Ma'aden to have access to geophysical survey technology.

3. Compare and contrast the tools & techniques that can be applied to map categories of direct & indirect expenditure.

3.1 Direct and indirect categories of expenditure

Direct spend or categories of expenditure involve sourcing of the raw materials or supplies that are required to manufacture or assemble the end product for the consumers. It is considered part of the costs of goods sold when reporting the company's finances (Burlakova et al., 2019). Indirect spend, on the other hand, includes the company's expenses that ensure that the business keeps running behind the scenes (Ho, 2022). Such a category focuses on components such as office supplies, equipment, shipping fees, wages for employees, and any other costs that are needed to support the daily operations, team functionality, and workflows, among others.

Most of the direct categories of expenditure for Ma'aden include the large bauxite deposits that come from Al Ba'itha Mine. The direct costs involve mining and ore-crushing at the site and other handling facilities. On the other hand, the indirect category of expenditure for Ma'aden may include the rent paid for the stores, SaaS tools used for managing different streams of business operations, and server fees for the company website, among others.

3.2 Tools and techniques used to map direct and indirect categories of expenditure

Organizations utilize several tools and techniques to map direct and indirect categories of expenditure. The tools and techniques that would be suitable for Ma'aden are illustrated in Table 2 below and discussed after.

Table 2: Comparing tools used in mapping categories of expenditure.

TOOLS	COMPARISON
Kraljic Matrix	The Kraljic Matrix mainly helps with the classification and analysis of the purchasing portfolio. The tool helps guide the organization through the procurement strategy. Kraljic guides the buyers in environmental, technological, and economic changes (Kasar, 2020). It is considered one of the most effective ways that an organization can deliver accurate supplier segmentation. The matrix identifies four broad classes of organizational input. The criticality of an item to the organization is placed on one axis on the four-box matrix. Similarly, the difficulty of operating in the supply market of that item is placed on the other axis (Kasar, 2020).
Porter's Five Forces model	As compared to the Kraljic Matrix explained above, Porter's five Forces model focuses on assessing the attractiveness of each segment based on five factors. Porter's five forces can easily help an organization to explain the competitive forces in the industry and the ways through which profits are shared amongst the participants, including the buyers or customers, suppliers, and even competitors and substitute products (Gratton, 2024). It is easy to assess the impacts of the company's internal decisions. There is no limitation to a single department within the firm. The forces illustrate how the market is attractive or less attractive, identify opportunities and risks, understand how profits within the industry are distributed, and explore the trends of the industry together with anticipating changing trends (MacCarthy et al., 2022).

3.2.1 Kraljic Matrix

The Kraljic Matrix is also considered a portfolio matrix or the positioning matrix, as illustrated below:

Supply Risk/criticality	High	Bottleneck Items ✓ High risk of supply. ✓ Scarcity on production. ✓ Low impact on profit. ✓ Innovation and product substitution and replacement. ✓ High difficulty in sourcing.	Strategic Items ✓ High impact on profit. ✓ Establishment of long-term relationships. ✓ More collaboration and innovation. ✓ High difficulty in sourcing. ✓ High risk of the supply. ✓ Executive visibility. ✓ Development of long-term contracts.
	Low	Non-Critical Items/routine products ✓ Low impact on the company profits. ✓ More on transactional focus. ✓ Product standardization. ✓ Low difficulties in sourcing. ✓ Low risk of the supply. ✓ Low visibility level.	Leverage components: ✓ High impact on the profit. ✓ Abundant supply. ✓ Negotiations. ✓ Full purchasing power is exploited. ✓ Focus on the competitiveness of price.
		Low	High
		Profit Impact	

Fig 2: Kraljic Matrix for spend category mapping

The strategic products or items include those with higher supplier risk. At the same time, they have a high impact on profits. They are critical for the business's success. There is a need to ensure an effective and predictable supplier relationship since there are a handful of suppliers (Ho, 2022). A diverse array of skills is needed to manage such suppliers. Each contract is unique, with more focus on the shared gains where equal partners enjoy a collaborative relationship (Kasar, 2020). The strategic partners consider both the product and process innovation, hence long-term commitment.

The bottleneck products lie on the flip side of the leverage associated with high risk but low profitability. The supplier has more strength, with the market having few suppliers that behave in an oligopolistic manner, forcing the prices upward. The suppliers absorb more of the time of the buyers compared to any other segment. The suppliers establish a more demanding relationship even with a limited impact on the organizational profits (Kasar, 2020). The buyers are forced to accept unfavorable deals with the market structure in order to limit damage. An organization will

need to promote innovative internal activities to redevelop product needs to source from leveraged suppliers.

The leverage products illustrate where the products are associated with high profitability and low risk. The buyers, in this case, have a balance of power, which ensures they are able to obtain greater returns. The relationship rests on the abundance of the highly commodified parts. It is easy to substitute the suppliers since the offerings are much the same (Kasar, 2020). However, the buyers may end up overplaying and forcing low-profit margin vendors into insolvency.

Finally, there are routine products considered non-critical. They have low risk and impact on the organization's profitability. An example is office stationery, such as pens and paper (Kasar, 2020). For the buyer, the sourcing techniques used focus mainly on efficiency and minimizing the burden on the administration. Ma'aden redirects such responsibility to e-auctioning and catalogs to the suppliers.

3.2.2 Porter's five Forces model

The Porter's five Forces model is illustrated below:

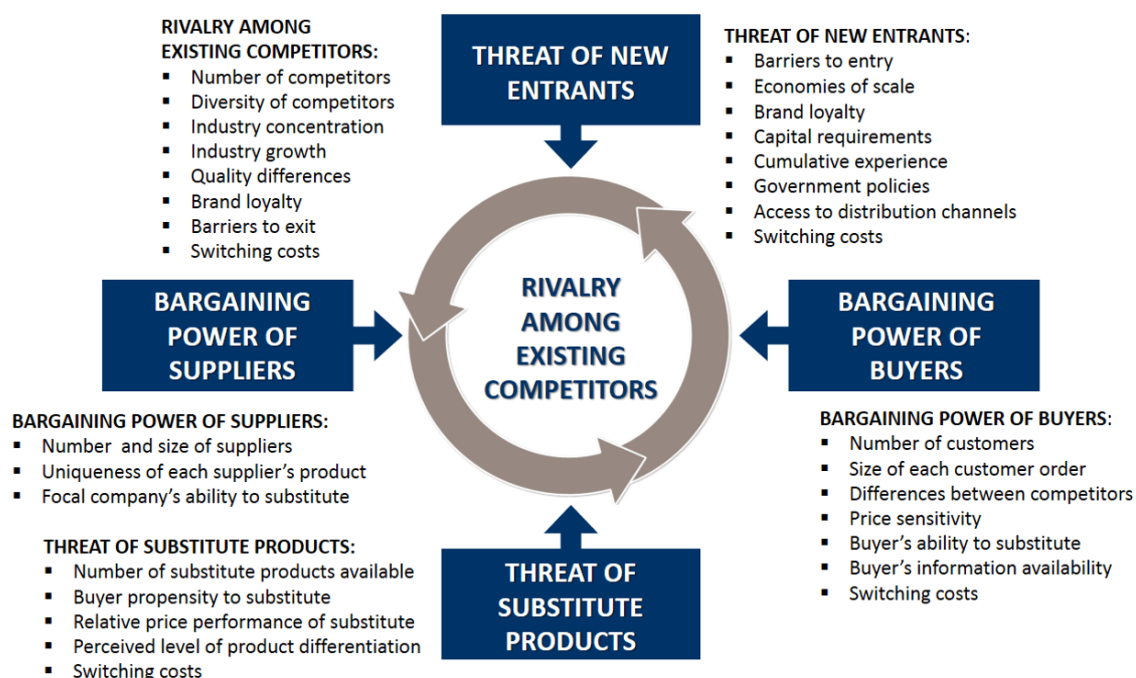


Fig 3: Porter's five Forces model

Rivalry between competitors: This is considered the most expressive determining factor of market competitiveness. It is determined by the number of existing competitors and the capabilities of each of those competitors. The company experiences higher rivalry when there are a lot of competitors of equal size and power (Gratton, 2024). This can also be experienced when the industry is growing slowly, and consumers can easily switch to others offering lower costs. High exit barriers, highly committed players, and high fixed costs are all factors considered when determining market competitiveness (Veirat, 2016). A company overcomes competitiveness through advertisements engaging in price wars, among others. Ma'aden operates in a highly competitive industry with competitors such as B2Gold, Trevali Mining, Oyu Tolgoi, and Multotec, among others.

Supplier bargaining power: When the market is associated with a few suppliers who largely dominate the sector, there is a problematic relationship of dependency. Some factors to

consider in this case are the concentration of the suppliers and the availability of the substitute suppliers (Gratton, 2024). Other factors to consider include patent and industry standards, customer switching power, brand equity, limited competition, supplier vs. buyer concentration, organization of labor, after-sales, and strength of the distribution channels. Ma'aden formed a successful supplier combination with Wa'ad Al Shamal Phosphate Company in the mining sector. This promotes the biggest profit margin and reduces the negative effects that would come with increased supplier power.

Customer bargaining power: This power determines what keeps an organization alive in relation to the consumption of goods and services it offers. More consumers are looking for high-quality products and services but at lower prices (Veirat, 2016). When buyers enjoy market power, they are in a position where they can easily negotiate for lower prices or additional services and discounts. Due to the more competitors in the mining industry with limited buyers, there is likely to be a large share of the industry sales.

Threat of new entrants: This refers to any barriers to entry of new competitors likely to affect input or output. Some of such factors may include economies of scale causing lower costs for players, but such costs are popularly higher for incoming businesses (Gratton, 2024). Companies trying to enter the mining industry are likely to find it difficult due to initial investment, including expensive licenses and permits, government restrictions due to the protection of the environment and health and well-being of people, patents, subsidies, and issues accessing distribution channels, among others.

Finally, Threat of substitute products: Customers may look for substitute products that are not exactly alike but are able to meet the same needs of consumers. Some factors to consider include a price-performance comparison of the substitute products (Veirat, 2016). It is also

important to consider the buyer's switching costs, product differentiation, and purchase factors, among others. Ma'aden may suffer due to numerous substitutes of aluminum, including glass, silicone, fiberglass, and magnesium alloys, among others.

4. Based on your previous answers, assess innovative measures to improve the supply chain (when thinking about categories and category management)

Achieving supply chain efficiency ensures that an organization is able to get its products to the consumers at the right time and lowest possible cost. Supply chain efficiency improves the use of company resources to produce and deliver goods to consumers (Raut, 2022). Continuous monitoring of the supply chains can help the company reduce wasting of resources during the production and delivery of goods to the consumers (Burlakova et al., 2019). As illustrated in the previous answers, achieving category management requires a more collaborative and systematic approach within the supply chain. Similarly, the previous answers illustrate Ma'aden's supply chain and the dependency on local content. Category management ensures that an organization is able to understand its spending patterns across different categories of the supply chain, from production to the delivery of products and services to consumers.

First, the supply chain can be improved by dealing with its complexity and volatility. The uncertainty, volatility, and complex nature of the environment increased supply chain disruptions (Raut, 2022). These may include regular failures within the supply chain, natural disasters, cyber-attacks, or disruption of production and delayed deliveries. To solve this, an organization may need to implement demand and supply planning and forecasting. Promoting proper demand planning and forecasting estimates the future demand for products for the company based on historical data, market analysis, customer feedback, and business intelligence (Raut, 2022). This promotes better

category management and improves both the direct and indirect expenditure categories. With such forecasting, it is easy for the company to understand priority areas to invest resources, hence avoiding wasting resources. Supply chain planning and forecasting help an organization match the supply of products and sourcing of materials with the demand. The organization is able to coordinate with different partners, including manufacturers, suppliers, retailers, and distributors across the supply chain (Raut, 2022). As a result, they reduce inventory costs and risks, ensuring that each inventory level and location across the supply are optimized. Operational efficiency and productivity are enhanced by reducing overproduction, waste, and underutilization.

Second, improving the supply chain will require the implementation of dynamic supply networks. A dynamic supply chain is significant in ensuring that an organization is able to balance opportunities promoting new economic value and growth against possible risks that come with any disruptive events (Raut, 2022). An organization promoting dynamic supply networks enables it to view the supply chain as an adaptive ecosystem comprising several components, including people, capital assets, technology, data, and processes, among others. Developing dynamic supply networks involves diversifying the supply base, developing stronger relationships with the suppliers, continuous use of technology, ensuring inventory levels are low, and reviewing contracts regularly (Raut, 2022). They ensure that the overall business strategy is aligned by helping the organization to secure key relationships and having operations tied with key and critical partners together. Dynamic supply networks are important because, in an unpredictable market, such networks are able to meet the specific needs of each customer segment (Raut, 2022). Generally, dynamic supply networks promote higher levels of collaboration across different lines of the supply chain, improving sourcing, better category management, and better categorization of spend.

Third, disruptive influences can help improve supply networks by altering the way the organization operates by enhancing flexibility, agility, and visibility. Implementing disruptive technologies is important since it sweeps away normal systems or habits and replaces them with superior ones. Such disruptive technologies in the supply chain allow the business to achieve real-time visibility into its operations, including expenditure categorization, sourcing, and category management. It is easy to leverage technology and innovation to enable supply chain management logistics and transportation activities, hence improving their efficiency, effectiveness, and competitiveness. An organization can use digital platforms, machines, robots, software, algorithms, distributed ledgers, and 3D printing, among others. These promote efficient connection, communication, the exchange of data and information throughout the supply chain, completing tasks that are repetitive or complex, and learning from the data and algorithms, among others. This will inform and reassure all partners and stakeholders across the supply chain, in addition to offering valuable insights meant to improve cloud security (Raut, 2022). IoT, AI, and blockchain, among others, are all disruptive technologies that can enable real-time visibility for the supply chain.

Finally, the supply chain can be improved through the implementation of automation. Automation of the supply is beneficial, including improving its ability. With automated alerts, an organization is able to monitor the demand signals of different products and services from customers. The company is able to gain a chance to help the team adapt faster to different forms of operations. For instance, automation will ensure the procurement teams are able to start ordering products and materials sooner, hence preventing shortages. This not only improves the quality of material sourcing but also promotes efficient category management and expenditure categorization. Supply chain automation is also important in ensuring the organization is able to

develop stronger relationships with dependable suppliers in the market, promoting efficient and strategic sourcing. Automation ensures that the organization is able to perform consistent vendor management, hence better management of the suppliers using the same techniques, standards saving money, and improving efficiency (Raut, 2022). There is a chance to form mutually beneficial strategic partnerships. The organization is able to automate all the supply chain processes and use integrated supply chain software, hence better fulfilling customer orders and managing multiple warehouses at the same time.

5. Differentiate between contract administration & contract management.

In most cases, contract administration and contract management are easily confused and used interchangeably despite the fact that they are different. Contract administration shows the work completed before the actual contract is signed into effect (Jenkins, 2022). On the other hand, contract management includes everything accomplished after the contract has been signed to ensure that all parties have adhered to the deliverables and deadlines outlined therein. A contract administrator supervises the efforts put in place before the contract is signed, while the contract manager manages the process after it is signed. During contract management, there is a possibility that circumstances will change. This will necessitate modifications to the agreement. Contracts are mostly a necessity in strategic sourcing. Contract administration may be used during the identification and selection of suitable suppliers. However, after the suppliers have been selected, the establishment of a contract is necessarily followed by its signing and contract management. Table 2 below illustrates the main differences between contract administration and contract management.

Table 3: Difference between contract administration and contract management

CONTRACT ADMINISTRATION	CONTRACT MANAGEMENT
Functions Both contract administration and contract management have distinctive functions in the contract formation process, as illustrated:	
Limited to contract implementation. Ensures inclusion and accessibility of metadata for the parties involved. Ensures routine for approval. Makes bid requests (Naughter, 2021). Ensures bid evaluations. Ensures update of information. Facilitates extracting and recording of deadlines (Paultk, 2023). Soliciting bids from the vendors. Facilitates contract negotiation. Ensures efficient supervision of subcontractors. Calculations of contract payments. Troubleshoot any issues of the contract.	Facilitates execution and fulfillment of contracts. It promotes the enforcement of deadlines (Paultk, 2023). It ensures that the contract parties meet deadlines. It facilitates contract modification. It attends to any breaches in the contract (Naughter, 2021). Helps interpret and communicate contract terms. Ensures periodic review of the contract terms.
Best Practices Creating and following strong plans for contract management and administration ensures that the team is in a better position to manage each contract throughout the supply chain efficiently. A contract describes in explicit detail what is expected of all the parties involved during the terms of the agreement, improving strategic sourcing and minimizing possible risks and challenges in category management and expenditure categorization. The best practices include:	
Defining the scope and the deliverables of the contract. Establishing and including detailed timelines and deadlines for the contracts. Sorting out the finances to avoid disputes and maintaining positive relationships. Everyone should understand and know the financial terms of the agreement (Naughter, 2021). Discuss all significant roles within the team and ensure team members are accountable. Manage and plan the work to ensure transparency and accountability. The plan illustrates the details of how the contract deliverables will be executed and the people to be involved (Paultk, 2023). Plan and manage risks. There is a need to design a risk management protocol for unforeseen issues and delays.	Keeping all the contracts in a single place for effective management. Setting and measuring the KPIs of contract management to determine how the contracts are performing and giving a way to share information with important internal stakeholders. Balancing the storage security and access by the legal departments and contract managers. Having management software can improve the online security repository to house all the contracts (Jenkins, 2022). Tracking the contract approval time, ensuring it is approved quickly to help realize its value and achieve greater efficiency in supply chain and category management. Automating contract communications, including the use of cloud-based repositories that allow users to schedule and send automated contract alerts and notifications easily. No need for manual reminders or unnecessary emails (Naughter, 2021). Conducting regular compliance reviews for the contracts, improving compliance with industrial regulations and laws.

	Anticipate any evolving business needs that should be included or added to the contract, hence making the necessary changes and adjustments.
Stages: There is a need to know what is expected at each stage of the contract administration and management process, hence increasing the ability to meet the requirements and deliver optimal results.	
A contract administrator may help in writing letters, responding to emails, and managing bureaucracy. However, there can be stages such as planning, negotiation, execution, and performance meant to maximize operational performance and reduce related risks (Naughter, 2021).	The planning stage: Outlining specifics of the team's needs, management pain points, and goals, hence determining the approach suitable to deal with them. Implementation stage: Implementing tools and systems to be used for support (Naughter, 2021). Pre-contract stage: Collaborate with the contract administrator for a better understanding of the details of the agreement. Handover stage: Handover may involve meetings to ensure alignment and common understanding of different roles and key deliverables (Paulk, 2023). Contract stage: Defined work in the agreement is executed, and the deliverables are accomplished according to the budget and timeline. Contract management software may be used. Pre-renewal stage: Determining whether the contract will be renewed, renegotiated, or terminated completely (Jenkins, 2022). Post-contract stage: Review the contract terms and confirm that all terms were met. Ensure invoices have been settled. Identify successes and shortcomings for future reference.

There are several instances where some companies bypass or overlook the contract administration process. However, like contract management, contract administration is critical in promoting the success of the contract, ensuring the terms are met, and risks are limited accordingly.

6. Based on your previous answers, assess risks & implementation of risk management techniques in contracts (in the context of category management)

Large companies are likely to deal with more contracts as compared to smaller ones, and this also increases the risks experienced in regard to risk management. Additional contracts may mean additional chances for the weaknesses to create more issues that should be mitigated immediately. Without a proper risk management strategy in place, a company is likely to lose close

to 10% of its annual revenue. This illustrates the need to identify possible contract risks beforehand and implement a proper contract management plan, keeping the company safe with improved risk management. Based on a Riyadh Capital report published on July 25th, 2023, Ma'aden has faced several contract risks that have impacted its operations and financial performance despite its competitive advantage in the market.

6.1 Some contract risks

One of the main contract risks came from the fluctuations in the global economy. Ma'aden's contracts with global partners suffered due to the slowdown or the slump in global economic activities. This not only affected the production abilities of the company but also slowed down the demand for metals and minerals (Riyad Capital, 2023). Ma'aden is a global company that is reliant on the overall state of the global economy due to the fact that it operates globally.

Similarly, there are contract risks associated with commodity price volatility. As a globally operating company, Ma'aden's earnings and revenue are susceptible to commodity prices. The changes in commodity prices indicate that the suppliers are likely to increase their prices as well, affecting the original terms of the contract. Ma'aden is an organization that produces a wide range of metals and minerals. Such metals and minerals are known to have a higher price volatility (Riyad Capital, 2023). This indicates that any changes in the global demand and supply of metals and minerals impact their revenue and profitability.

Third, there are operational risks that would affect contract management for the company. Ma'aden is known to operate in a hazardous kind of environment and industry. The company suffers a lot of operational setbacks, including equipment breakdowns, mishaps, and environmental problems (Riyad Capital, 2023). These risks affect the capacity of the company to

manufacture and market its minerals and metals. This can make it difficult to maintain the terms of the agreement included in any contract they establish with their partners.

The company faces regulatory risks. Ma'aden operates within an industry that is subject to a variety of regulations. Such regulations have been set both in Saudi Arabia for the local markets and in other countries where it operates. Any changes in these regulations are likely to make it difficult and very expensive for the company to operate (Riyad Capital, 2023). They are also likely to affect the demand for products.

Fifth, an organization is likely to suffer due to financial risks. Ma'aden is known to have a substantial amount of debt. Such a debt is likely to be a burden, especially when the prices of commodities fall. This may also happen when any other unforeseen circumstances occur. When there is a high interest rate, the majority of this debt portfolio for the company is based on floating rates (Riyad Capital, 2023). This leads to more challenges for the company since it increases the credit risk as well.

There are risks associated with competition. Competition risks mainly emerge from the number of competitors existing in the market. Competition risk seems to increase for organizations operating globally with the increased suppliers and other companies operating within the same industry. Ma'aden faces a lot of competition from other mining companies around the world (Riyad Capital, 2023). Such competition affects the prices of commodities, reducing the company's profitability. As it hurts the company's profits and revenue, it can affect the ability to maintain the terms of contracts.

Finally, an organization is likely to face foreign currency risks. Countries operating in multiple countries tend to suffer the most due to foreign currency risk. Ma'aden operates in

different countries, hence subject to the fluctuations that occur between the Saudi Riyal and currencies from other countries (Riyad Capital, 2023). The company tends to mitigate such a risk by ensuring that some of its contracts are made in US Dollars, minimizing the impact of the currency fluctuation risk.

6.2 Contract risk mitigation measures

First, fluctuations in the global economy may be mitigated following several steps. For instance, a company should consider key indicators and the importance of trends and forecasting. Forecasting can help the company predict possible fluctuations, hence preparing for the risk. It is also important to analyze the economic indicators, hence assessing the global markets (Del Vecchio, 2024). Proceeding to introduce the concept of real estate investment amidst such fluctuations can help manage the risk by optimizing the profits.

Second, the company should always eliminate any missed milestones and obligations using alerts and notifications. Missing conditions or some automated contract renewals are likely to cause financial risks for the company. These should be avoided to manage the financial risk (Gurtu & Johny, 2021). Automated alerts and reminders can be set up and linked to contract data records to stay informed of any critical contract milestones.

Contract compliance may be improved by using clause and template libraries. Non-compliance is sometimes a major risk, including the use of the wrong language in contracts (Gamage, 2023). Having a contract clause and template library can help eliminate such a risk by using the latest pre-approved language.

There is a need for the organization to maintain control over the contract versions and throughout the negotiation process. The users should track any changes. This will ensure that

reviews and edits of the documents are done simultaneously in the contract management system (Del Vecchio, 2024). This helps avoid instances of duplication, missing, or using data considered inaccurate. It is easy to manage contract amendments, terminations, etc.

6 Conclusion and Recommendations

Effective leadership in an organization is responsible for facilitating an efficient workplace. The main focus of this analysis was on the leadership and management approaches of Ma'aden, a mining company in Saudi Arabia. Based on the results from the analysis, Ma'aden is at the forefront of leadership development. The excellent leadership of the company helps with human resource development, sustainable strategy implementation, and promotion of diversity, equity, and inclusion. The organizational leaders have helped in developing a flatter and collaborative culture, change management, talent, and performance management, among others. According to both primary data collected through observation and interviews and secondary data from the company website, leadership is important in promoting job satisfaction. The organizational leadership is comprised of the CEO at the top and several other executives distributed in different departments. These leaders have developed different employee development programs, including Strategy 2025, focusing on health, safety, social impact, environmental protection, and excellence in sustainable business. The organization also has a Code of Conduct incorporating employee practices, protection of information, honesty and transparent communications, management of HSE issues, and any possible conflict of interest. The equity and diversity policy of the company ensures equality in employment, promotion, and skill development. 42% of the workforce within the organization is composed of women.

- The implementation of a two-way communication system within the organization in the next three months will help increase feedback from employees by 50%, hence incorporating the

employees' opinions and views in decision-making. This will promote efficient leadership and job satisfaction.

- Ma'aden should work towards increasing women in leadership positions by 50% in the next year, hence aligning with their equity and diversity policy. This will help promote sustainable operations and improve the company's reputation locally and internationally, hence increasing international opportunities for investments and expansions.
- Finally, the company should implement annual leadership development programs for leaders and employees. Even if the leaders are qualified enough, they still need regular training to update their skills, especially in the contemporary world where technology changes every time. Employees are also looking for development opportunities. Attending leadership workshops and training improves their job satisfaction and develops a sense of job security.
- Generally, an organisational structure is an important aspect, especially in assigning official reporting relationships. Therefore, the type of organisational structure determines the roles and responsibilities of different individuals, the allocation of resources, and the implementation of business strategy. Different operations within the organisation are accomplished within various levels. These business units should align and collaborate to efficiently use organisational resources. This is also important when it comes to the development and implementation of different organisational strategies. A corporate strategy impacts the corporation, the business, and the functional units of an organisation. Therefore, there is a need to ensure that different business units are connected and can work together. Important recommendations in developing an efficient organisational structure and corporate strategy implementation are to ensure efficient communication and collaboration between the functional units of the business. Collaborative planning connects the internal departments and ensures effective resource

allocation. There is joint decision-making and enhancement of responsiveness to different risks and challenges. There is a need for the implementation of a responsive supply chain network. The organisation needs to develop a flexible and agile supply chain network. This will ensure that the organisation responds to changes in demand faster and quickly. This will also help establish a stronger relationship with suppliers, distributors, and logistics.

As a company expands its operations and gets to operate within the global markets, it becomes more challenging to develop, manufacture, and sell products. Ma'aden faces a lot of challenges and market changes while operating on a global scale. Market changes affect global supply chain management in several ways, including changes in business processes, communication, the ability to innovate and adopt different technologies, facing a different regulatory environment, and changes in culture, among others. Supply chain management technology investment and overall approaches used in supply chain management should change in order to keep pace. An effectively functioning supply chain is important for the long-term performance of the business and its success.

- In order for Ma'aden to successfully implement strategies for global supply chain management, there is a need to invest in technology. The company technologies should be updated at least after every six months or once a year to keep up with the changes in the global market. With the supply chain networks becoming more complex, technological solutions are important. For instance, ERP solutions can help develop solutions to address the need to manufacture and distribute products and services globally.
- Similarly, efficient global strategic supply chain management requires collaborations between the stakeholders and the extended supply chain. The company needs to develop a plan to ensure collaborations between the suppliers and customers on a global scale. It

is necessary for cross-functional working with an emphasis on supply market intelligence, inter-organisation partnerships, collaborations, and operational integration.

Generally, category management facilitates an organization's ability to group similar categories of external spending, hence identifying opportunities for consolidation and adding business value. Category management is important in promoting strategic sourcing techniques for an organization as compared to conventional sourcing. It also helps in mapping direct and indirect spend categories, reducing wasting of resources, and improving company revenue. In contracts and contract risk management, category management facilitates the identification of possible contract risks beforehand, hence implementing significant mitigation measures for resource optimization. Category management ensures a deeper understanding of the suppliers before establishing contracts, increasing collaboration and strategic relationships. There is improved visibility, better contract optimization, and efficient risk management.

However, organizations such as Ma'aden should also consider several strategies to promote better category management, contract administration and management, and contract risk management. For instance, there is a need to consider only using encryption to protect the contract data in storage and during transit (Del Vecchio, 2024). Any data from other users and applications should be encrypted to improve its security. Second, there is a need to control access to contracts with role-based security. Only authorized people and role-based permissions should be allowed to increase accountability (Ishiwatari et al., 2021). Third, there is a need to consider using automated workflows to enhance business processes. There is a need to have documented contract workflows of every stage of the contract lifecycle based on the set rules (Gamage, 2023). This will improve compliance, credibility, and accountability. E-signatures may also be beneficial in securing approvals, ensuring authentication, and assisting with any audit trails.

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Appendix



Fig 6: Leadership implementation of Change at MA'ADEN.

You will soon receive the upcoming organizational announcement introducing the next level of leadership based on the new operating model.

The new organization structure will introduce new ways of working, including the introduction of **cross-functional teams** that work together on a **permanent or project basis**.

We are re-arranging our available skills and capabilities and building more space in the organization for new capabilities. These changes will allow us to:



Fig 7: MA'ADEN leadership change benefits

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- **Loss of SAR83m in third quarter**
- **Share price down 2% on results**
- **Price drops for aluminium and phosphate blamed**

Ma'aden, the Gulf's largest mining company, posted a net loss of SAR83 million (\$22.1 million) for the third quarter of 2023, compared with a profit of more than SAR2 billion a year earlier.

The Saudi company reported a SAR3.8 billion slump in sales on the back of declining commodity market prices of most of its products. Revenue in Q3 totalled SAR6.2 billion, down from more than SAR10 billion in the year-earlier period.

Sales fell by SAR740 million compared with the previous quarter, Ma'aden said in a filing to the Saudi Stock Exchange.

Fig 5: Effects of commodity price changes in the global markets.

What are the main challenges facing the fertilizer industry in the Middle East? And how are companies such as Ma'aden meeting them?

Davis: The challenges facing the regional fertilizer industry are the same as in other markets around the world. Demand is impacted by issues like climate change, drought, and food security. Where the regional players such as Ma'aden can make a difference is creating higher-quality and sustainable products to keep up with the growing demand and ensure long-term growth. This shift will not only enable regional producers to become more competitive on the international market but will also drive demand in their domestic markets.

Our phosphate business has won global recognition for the sustained growth in our market share and for product quality that offers a very low level of impurities, protecting the environment and human health. Through continued expansion and strategic investments, we were able to achieve record output levels in 2018 and we are primed for further growth. Moreover, Ma'aden is fully committed to sharing best practices and learning with regional players, an objective the GPCA has greatly helped to support through its events.

Fig 6: Some of the challenges in the Supply chain and strategies by Ma'aden to ensure they are solved.

SafeSTEPS Change Management Strategy



Fig 7: Ma'aden Change management strategy

<https://argaamplus.s3.amazonaws.com/a0c51aba-776b-4c3e-b846-e028505a216a.pdf>