



The Impact of the Strategic Planning on the Organizational Performance at ALJOMAIH
BOTTLING PLANTS in Saudi Arabia

Final Research

Business of College Administration
Master of Project Management

By:

Student Name	ID
Ali Hassan Alkhalaf (Leader)	213001025
Khalil Abdullah AbuJamea (Member)	20222006205
Jaber Abdullah Alghanim (Member)	221000482

Under Supervision by:

Dr. Walid Suliman

Year:

2023/Second Simester

أثر التخطيط الاستراتيجي على الأداء التنظيمي في مصنع الجميح لتعبئة المرطبات في المملكة العربية السعودية.

إعداد الطالب/

علي حسن ال خلف (قائد) - 213001025

خليل عبدالله ابوجامع (عضو) - 20222006205

جابر عبدالله الغانم (عضو) - 221000482

إشراف/

الدكتور. وليد سليمان

العام الدراسي:

2023

Contents

Abstract:	6
Chapter 1:	6
1. Introduction:	6
1.1. Research Problems:	6
1.1.1. Descriptive Statistics:	6
1.1.2. Analytical Statistics:	6
1.1.3. Sub Questions:	6
1.2. The Objectives of the Research:	7
1.3. Research Questions:	7
1.4. Significance of the Study:	7
1.5. Organization of the Study:	7
Chapter 2:	8
2. LITERATURE REVIEW:	8
2.1. Introduction:	8
2.2. Concept of Strategy:	8
2.3. The Concept and Evolution of the Strategic Planning:	8
2.4. Mission, Vision, Goals and Objectives of the organization:	9
2.4.1. Mission statement:	10
2.4.2. Vision statement:	10
2.4.3. Goals and Objectives:	10
2.5. Relationship between Strategic Management and Strategic Planning:	10
2.5.1. Strategy Formulation:	11
2.5.2. Strategy Implementation:	11
2.5.3. Strategy Evaluation:	11
2.5.4. Related Concepts:	11
2.5.5. Strategic Planning and Long- Range Planning:	11
2.5.6. Strategic Planning and Strategic Thinking:	11
2.5.7. Strategic Planning and Operational Planning:	12
2.6. Linkage of Strategic Planning with Performance:	12
2.7. The Impact of Strategic Planning on Performance:	12
2.8. Performance Measurement in the bottling plants:	14
Chapter 3:	14

3.	Research Hypothesis:	14
3.1.	Main Hypothesis:.....	14
3.2.	Sub Hypothesis:.....	14
Chapter 4:		15
4.	METHODOLOGY:.....	15
4.2.	Research Design:	15
4.3.	Population:.....	15
4.4.	Sample and Sampling Procedure:	16
4.5.	Sources of Data:.....	16
4.5.1.	Primary Data Source:.....	16
4.5.2.	Secondary Data Source:.....	16
4.6.	Data Collection Instruments:	16
4.6.1.	Questionnaire:.....	16
4.6.2.	Administration of the Questionnaires:	16
4.6.3.	Piloting and Evaluation of Questionnaires:	17
4.7.	Data Analysis Plan.....	17
4.8.	Limitations of the Methodology:	17
4.9	Brief History of the Aljomaih Bottling Plants:	17
4.9.1.	Goals:.....	17
4.9.2.	Vision:	17
4.9.3.	Mission:	17
Chapter 5:		18
5.	DATA ANALYSIS AND DISCUSSION OF RESULTS:.....	18
5.1.	Introduction:	18
5.2.	Personal Data:.....	18
5.2.1.	Table Sex and Age Group of Respondents:.....	18
5.2.2.	Table & chart of Educational Levels of Respondents:	19
5.3.	Measurement for the Study:.....	19
5.4.	Strategic Planning Dimensions:.....	20
5.4.1.	Mission:	20
5.4.2.	Planning:.....	20
5.4.3.	Leadership:	21
5.5.	Conclusion:.....	22

Chapter 6:	22
6. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS:.....	22
6.1. Introduction:	22
6.2. Summary of Findings:	22
6.2.1. Efficiency of Strategic Planning Operations in the Aljomaih Bottling Plants:	22
6.2.2. Main factors that Affect Strategic Planning at Aljomaih Bottling Plants:.....	23
6.3. Conclusion and Recommendation:	23
Bibliography.....	24
I. Appendix:.....	26
Section B: I. Mission.....	61
Section B: II. Planning:	62
Section D: III. Leadership:	63

Abstract:

The purpose of this study was to assess the impact of the strategic planning on the organizational performance at ALJOMAIH BOTTLING PLANTS in Saudi Arabia. Secondary and Essential data was utilized in this study. Secondary data was gotten from investigating content books, publications, and inner records. Essential information was gathered with the help of questionnaires. Three hundred and Twenty-Three (323) questionnaires were sent to employees of the Aljomaih Plants. The results of the administered questionnaires showed a high level of agreement for the features of the various dimensions of an effectively managed plant. However, this study appeared that structures put in place for bottom-up information stream were not known to all workers. This study also showed that employees were either ignorant about program evaluation or there was a clear disregard for program evaluation at Aljomaih Bottling Plants. The researcher recommends that all factors of the various dimensions should be put into the right perspective to help the general workforce of the plant to understand the main objectives and strategic plans in place to achieve the objectives of Aljomaih Bottling Plants. Lastly, it is recommended that, the plants develop quarterly meetings at the zonal level to provide employees the opportunity to be heard on matters relative to strategic planning practices at Aljomaih Bottling Plants.

The Impact of the Strategic Planning on the organizational Performance at ALJOMAIH BOTTLING PLANT in Saudi Arabia:

- **First Variable:** Strategic Planning (Independent) Impact
- **Second Variable:** Organizational Performance (Dependent) Affected

Chapter 1:

1. Introduction:

Strategic planning plays a vital role in shaping the success and performance of organizations across various industries. Within the Saudi Arabian food and beverage sector, which is a crucial contributor to the country's economy, understanding the impact of strategic planning activities on organizational performance is significantly importance in 2030 vision. This research proposal aims to investigate and evaluate the effects of strategic planning activities on the performance of companies operating in the food and beverage sector in Saudi Arabia.

1.1. Research Problems:

1.1.1. Descriptive Statistics:

- * What is the concept of strategic planning?
- * What are the obstacles for strategic planning on organizational performance at ALJOMAIH BOTTLING PLANT in Saudi Arabia?
- * What are the tools for strategic planning on organizational performance at ALJOMAIH BOTTLING PLANT in Saudi Arabia?
- * What are the methods of using strategic planning tools on organizational performance at ALJOMAIH BOTTLING PLANT in Saudi Arabia?

1.1.2. Analytical Statistics:

- * What is the impact of strategic planning activities on organizational performance in (Mission, Planning and Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia?

1.1.3. Sub Questions:

- * What is the impact of strategic planning on organizational performance in (Mission) at ALJOMAIH BOTTLING PLANT in Saudi Arabia?
- * What is the impact of strategic planning on organizational performance in (Planning) at ALJOMAIH BOTTLING PLANT in Saudi Arabia?

- * What is the impact of strategic planning on organizational performance in (Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia?

1.2. The Objectives of the Research:

- The main purpose of this research is to evaluate the impact of strategic planning on organizational performance in (Mission, Planning and Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia, to achieve this objective, the following objectives taken up under consideration:
 - 1) To study the concept of strategic planning.
 - 2) To identify the obstacles for strategic planning on organizational performance at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
 - 3) To identify the tools for strategic planning on organizational performance at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
 - 4) To detect the impact of strategic planning on organizational performance in (Mission) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
 - 5) To detect the impact of strategic planning on organizational performance in (Planning) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
 - 6) To detect the impact of strategic planning on organizational performance in (Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.

1.3. Research Questions:

- A. What strategic planning is commonly implemented within ALJOMAIH BOTTLING PLANT in Saudi Arabia?
- B. b) How does strategic planning influence the organizational performance within ALJOMAIH BOTTLING PLANT in Saudi Arabia?
- C. c) What are the critical success factors that emerge from effective strategic planning within ALJOMAIH BOTTLING PLANT in Saudi Arabia?
- D. d) What are the main challenges faced by the organization in implementing strategic planning within ALJOMAIH BOTTLING PLANT in Saudi Arabia?

1.4. Significance of the Study:

The consider is anticipated to have an impact on key arranging professionals of Aljomaih Bottling Plants and all its representatives. The result of this think about is to supplement the existing store of information on the subject and serve as a channel for advance inquire about on imaginative ways of picking up competitive advantage for the generally scholarly well-being of the country. In expansion, the investigate and its discoveries are anticipated to assist inform choice making within the zone of vital administration utilizing vital arranging. The study will be exceptionally useful to other analysts fascinated by the region, that's, the result of this ponder will serve as a base for academicians who might need to conduct encourage ponders in vital arranging hones.

1.5. Organization of the Study:

The study is organized into six (6) chapters. Chapter one is the initial chapter and gives the presentation to the consider, states the inquire about study, destinations of the study about, inquire about questions, centrality of study about. Chapter two refers to the literatures review. Chapter three refers to the study hypothesis. Chapter four managed with the specifics of steps, instruments and procedures that were taken to gather information required to address the investigate issues. Chapter five is committed to the examination and discourse of information collected within the field studies. Chapter six which is the ultimate chapter captured the rundown of discoveries, conclusions, and proposals.

Chapter 2:

2. LITERATURE REVIEW:

2.1. Introduction:

This chapter is given to the survey of writing that relates to the concept of strategic planning and how it has been utilized to effect on execution. Here, the effect of strategic planning on performance is set within the setting of existing writing and the relationship of each work to the others under consideration is determined.

2.2. Concept of Strategy:

The word “strategy” has always been associated with and indeed been prominent in any discussion on the subject of management of an organization because of its importance. (Pitts, 2003) explain that it is to ensure that an organization applies its strengths and distinctive competences in such a way that it gains a competitive advantage over its rivals in any given environment. However, I am of the view that, an organization should also be aware of its weaknesses to help position it better ahead of its rivals. Strategy is the framework which guides those choices that determine the nature and direction of the firm (Benjamin B. Tregoe, 1980).

In the view of (Johnson, 2008), strategy is a game plan, a pattern in a stream of decisions and actions, a position and a ploy intended to outwit competitors while fulfilling stakeholders’ expectations in line with the organizations scope of business. The word strategy comes from the Greek word Strategies which refers to military generalship and combines stratos (the army) and ago (the lead). The history of strategic planning has its roots in and it’s a heritage of the military (David, 2003). The Websters New World Dictionary alludes to this militarism defining strategy as the science of planning and directing large scale military operations of maneuvering forces into the most advantageous position prior to actual engagement with the enemy. Clearly, the key aim of both business and military strategy is to gain competitive advantage or combat superiority over competitors or foes as the case may be. (Nikols, 2008) in his article on “Strategy, Strategic Management, Strategic Planning and Strategic Thinking” explained that before coming to a good understanding of the term “strategic planning” it is best to examine the terms separately. He thus deposes that strategic means “of or having to do with strategy” and being “of great significance or import”. His point therefore underscores the reasons why strategies exist or must exist at various levels of the organization to give a clear direction (where it is headed) and destination (what it is to become).

Plans of action and planning whether for business or the battlefield always consider what is to be achieved (the ends, goals, or objectives) and how it is to be achieved (the means; steps, actions, or programmes). Simply, plans are a set of intended outcomes coupled with the actions by which those outcomes are to be achieved. On the other hand, (Nikols, 2008) point out that planning involves thinking about the future, identifying, and specifying in advance (now) what must be done or achieved (objectives) and selecting the most suitable means to accomplish these objectives.

2.3. The Concept and Evolution of the Strategic Planning:

Strategic planning has been defined differently by various authors. The substantive issues are however, the same; they focus on making plans and taking actions today for the future prosperity and competitiveness of a firm in its environment with the optimal use of available resources. McNamara (2008), identifies some of the major activities that are common to all strategic planning processes as conducting a strategic analysis; setting the strategic direction, action planning, that is, carefully laying out how the strategic goals will be accomplished etc.

(Chandler Jr, 1962) (Porter, 1987); are unanimous in stating that strategic planning is a systematic process by which an organization formulates achievable policy objectives for the future growth and development over the long term, based on its mission, vision and goals and on a realistic assessment of the human and material resources available to implement the plan.

It must be said that I notice a relationship between the comprehensive contributions above and (Bryson, 1987) who states that it is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does what it does. The process defines its medium- and long-term goals and objectives and approaches by which to achieve them. It is a look into the future that identifies the mission, vision, goals, and objectives of an organization with prescribed actions necessary to achieve the vision.

The importance of strategic planning to any organization cannot be overemphasized. It is the first in order and safe to say the most critical management process. This is evident from the (Nickels, 2000) definition of management which is “the process used to accomplish organizational goals through planning, organizing, directing and controlling organizational resources”. (Thompson, 2004), buttress it further stating that the central thrust of strategic planning is undertaking moves to strengthen the company’s long term competitive position and financial performance.

This intricate and complex nature is upheld by (David, 2003) who espouses that strategic planning takes an organization into uncharted territories and does not provide ready-to-use prescriptions for success. Instead, it takes an organization through a journey and offers a framework for addressing questions and solving problems aware of the potential pitfalls and being ready to address them and being successful.

This just means that though plans are vital as business road maps with goals, objectives, or targets to be met, the idea of planning being a process introduces the dimension of a continuous, ongoing, and never-ending paradigm of implementation, monitoring and adjustments (Mintzberg, 1987 - 1988) to ensure that any unforeseen, unanticipated, or emerging developments are contained. It emphasizes the point that process (planning) may be much more influential than content (the plan).

Success in businesses or military exploits does not come by fluke but it is the product of both continuous attentions to changing external and internal conditions and the formulation and implementation of the insightful adjustments to those conditions. It entails the use of an organization or army’s strengths to exploit the competitors’ weaknesses and cash in on opportunities in the external environment. At the same time the firm takes steps to avoid, foil or defend possible attacks from competitors into its areas of weakness. It is thus both an attack and defense weapon which Hofer and Schendel (2005) see as the mediating force or match” between the organization and the environment.

The term strategic planning according to David (2003) originated in the 1950’s and gained prominence in the mid-1960s to mid-1970s. Its use has traversed the 1990’s and become widely practiced as an indispensable tool in the management process in almost all organizations because of the influence of globalization, technological advancements, and internet capabilities for business.

Strategic planning as an off shoot of strategic management refers to the formulation and implementation of plans and the carrying out of activities relating to the matters which are of vital, pervasive, or continuing importance to the organization. In short, it implies a set of activities related to the formulation and implementation of strategies to achieve organizational objectives (Ilesanmi, 2011).

Increase the probability that the organization will stay relevant to the marketplace. Although nothing ensures an organization’s long-term success, a strategic plan engages the organization in the big questions that challenge it to remain abreast of a changing world and marketplace (Jeffrey Russell, 2006).

2.4. Mission, Vision, Goals and Objectives of the organization:

A company’s strategic plan typically lays out its mission, vision and future direction, performance targets (objectives) and strategy, (Thompson, 2004). For it to be effective therefore, emphasizes that strategic plans must be designed to support corporate mission, vision, and objectives. I observe a correlation between (Thompson, 2004) whose contributions serve to draw a connection between mission, vision, and objectives for any organization to have coordinated and purposeful business direction.

2.4.1. Mission statement:

A firm's mission according to (Pitts, 2003) describes the organization in terms of the business it is in, the customers it serves and the skills it intends to develop to fulfill its vision.

The mission statement of an organization is about the purposes and the reason of its existence, victorious mission statements start by influentially expressing the organization's purpose. The mission statement should direct the actions of the organization, shed light on its overall goal; provide a path, and facilitating decision-making. It provides "the framework or context within which the company's strategies are formulated (Hill, 2008). Mission statements often include the following information: Goal (s) of the organization, how the organization offers value to stakeholders and a declaration of an organization's sole basis purpose. The question why does organization exist? Essentially answers by a mission statement. According to (Bart, 2001) the commercial mission statement consists of three essential components: Key market -who is your target client/customer? Contribution – what product or service do you provide to that client? And Distinction – what makes your product or service unique, so that the client would choose you? It makes concrete the leader's view of the direction and purpose of the organization. Therefore, the mission is a unique fundamental object which distinct organization from other similar organization and determines its operation range in terms of product, technology, and market. Formulating of such a mission should be done in a way that the values and strategic decision makers' priorities and preferences should be reflected in it (Amin, 2011).

2.4.2. Vision statement:

Vision describes the firm's aspirations of what it really wants to be. (Pitts, 2003) notes that vision statements are designed to capture the imagination of the public and as well galvanize the efforts of employees at all levels such that its emotional appeal challenges them to commit their full energies and minds to believe it is the best.

The conceptual distinction between mission and vision is that a mission statement describes the present scope of an organization's business and purpose (what we do, why we exist and where we are now). The vision on the other hand portrays a company's future business scope; where we are going or want to be (Thompson, 2004).

2.4.3. Goals and Objectives:

Goals are the broad, long-term accomplishments that an organization wants to attain, achieve or where it wants to be. They provide the overall context for what the vision tries to achieve (Nickels, 2000). They are powerful tools that break the vision statement into specific tasks and actions to attain desired results across the organization. They function as the yardstick for tracking an organization's performance or progress (Thompson, 2004).

They must be measurable and time specific as against having vague objectives like "maximize profit", reduce costs", become more efficient or „increase sales". These specify neither how much (figures) nor when (time) an objective is to be achieved. They thus do not challenge employees to work hard to meet performance targets. Objectives must be realistic and achievable.

2.5. Relationship between Strategic Management and Strategic Planning:

Strategic management as seen by Bowman et al (1987) is the process of making and implementing key decisions of an organization guided by its mission and targeted towards achieving its vision and the set objectives. As stated by (David, 2003) also, strategic management is the art and science of formulating, implementing, and evaluating cross- functional decisions that enable an organization to achieve its objectives. (Johnson, 2008) add that it understands the strategic position of an organization and making strategic choices or decisions which if acted upon will hopefully yield the required result.

(Sheth, 2004) provides a framework for understanding strategic management: continually asking the question; "Are we doing the right thing?" It entails attention to the "big picture" (of which strategic thinking and planning are integral parts) and the willingness to adapt to changing circumstances. It consists of the following three elements: formulation of the

organization's future mission in the light of changing external factors such as regulation, competition, technology, and customers' development of a competitive strategy to achieve the mission, creation of an organizational structure which will deploy resources to successfully carry out its competitive strategy. Strategic management is adaptive and keeps an organization relevant.

2.5.1. Strategy Formulation:

The process of formulating corporate strategy involves, developing a business mission, vision and establishing long term objectives. Identifying external opportunities and threat (external analysis) Determining internal strengths and weaknesses (internal analysis) Generating (crafting) alternative strategies (strategic options) Evaluating the alternatives and choosing particular strategies to pursue (pre- implementation evaluation) Strategy formulation issues include deciding what new business to enter, what business to abandon, how to allocate resources, whether to expand operations or diversify, whether to enter into international markets, whether to merge or form a joint venture and how to avoid a hostile takeover (David, 2003). All these are actions that can be taken only after very thoughtful planning premised on intelligence information gathered from both external and internal environments.

2.5.2. Strategy Implementation:

The implementation stage is an operations-oriented phase that managers must make things happen. Arguably it is the most demanding and time-consuming part of the strategic management process. It requires preparing a strategic plan that sets out annual objectives, establishes an effective organizational structure, fixes a budget, develops a viable information system and generally devises a work plan for job execution. It also involves motivating employees, creating a supportive culture, allocating resources, and linking employee compensation to the organization et cetera (Thompson, 2004).

2.5.3. Strategy Evaluation:

This can be the ultimate organize of the strategic administration prepare and it is the implies by which an appraisal is made to decide whether a company is on course to accomplishing its set goals. There are three essential methodology assessment exercises; Checking on outside and inside variables that are the premise for current technique Measuring execution; coordinating real execution with set budgets, targets or goals Taking corrective action (audit) Technique detailing, execution and assessment are basic exercises within the key administration handle and they happen at different levels of the firm (mimeo).

2.5.4. Related Concepts:

The concept of strategic planning has been given extensive treatment earlier in this presentation. The following important related concepts including long-term planning, strategic thinking, operational planning, and strategic management which emerged are now discussed.

2.5.5. Strategic Planning and Long- Range Planning:

(McNamara, 2008) notes that in the past, organizations referred to the phrase "long-range planning" obviously and rightly so, to stand for plans that had been formulated by them to cover periods spanning several years. This was unfortunately being equated to the concept of strategic planning which is distinct in at least in one fundamental way. Planners make the distinction that long-range planning assumes that the environmental conditions prevailing at the time of formulating the plan will remain unchanged over the period of the plan. Strategic planning however anticipates changes in the dynamic and ever-changing business environment and is therefore, formulated to respond to any such occurrences. (David, 2003) records that in the 1980's when the US economy was stable and predictable, firms resorted to long-range planning as it was fashionable and useful.

2.5.6. Strategic Planning and Strategic Thinking:

Strategic planning is the process of determining and developing the steps that must be taken to achieve an organization's defined objectives. It entails gathering and analyzing information about the current situation and mapping out an implementation plan to accomplish the corporate vision. By contrast, strategic thinking helps to answer questions such as

(1) where are we now? (3) how will we get there? (4) how do we know that we have achieved? Which is the evaluating and controlling functions. strategic considering empowers a organization to gotten to be proactive, imaginative and stay centered on what it does. It advances productive allotment of assets and way better control of its claim fate. It positions an organization more promptly to capitalize on opportunities and to realize the most excellent strategic fit.

2.5.7. Strategic Planning and Operational Planning:

Strategic planning is a senior management activity or process that involves determining where an organization is going (direction) over the next year or more, the means, steps, and actions that it needs to take to get there and what it is meant to achieve. This activity entails conducting some scan of the general environment (political, economic, social-cultural, technological, legal and green environment-PESTLE), the industry (industry rivalry, suppliers, buyers, threat of close substitutes and ease of new entrants; Porters 5 Forces model) and a self-assessment as well to see what the organization's strengths and weaknesses are, and how to use its strengths to exploit available opportunities whilst protecting itself or improving its areas of weakness (SWOT Analysis); (Daft, 1991). In contrast, operational planning is a lower-level management activity which involves working out on the strategic goals and methods or strategies to achieve the overall vision of the organization. It is normally for duration of not more than one year (short-term) and handled as indicated at lower hierarchy of the organizational structure.

2.6. Linkage of Strategic Planning with Performance:

It may appear that making profit which is the obvious intention of any commercial enterprise is enough. A survey conducted on several Chief Executive Officers (CEO's) in America however, showed that they did not place „strong and consistent profit“ as their top priority, in fact it was ranked fifth (Hitt, (2003)). Instead, they regarded a strong and well-thought-out strategy as the most important factor to make a firm promising in the future. Indeed, Thomas J Watson Jr. formerly IBM chairman is quoted as having once cautioned people to remember that “corporations are expendable and that success at best is an impermanent achievement which can always slip out of hand” (Hitt, (2003)). For example, Levi Strauss, a once successful company with a global brand and good financial performance suffered setbacks in the 1990s and began its first layoffs in 1997 because of mistakes and ineffective strategy. This was exploited by Gap and Tommy Hilfiger its closest rivals. Xerox, a name synonymous with photocopying in the 1970s and 80s also lost out to its competitors for lack of focus and foresight. Achieving acceptable financial results is crucial because without adequate profitability and financial strength, a company's pursuit of strategic vision, long term health and ultimate survival is jeopardized. Shareholders, potential investors, and lenders will hesitate to advance more money. However, it is as important to note that good financial performance alone is not enough in itself.

(Thompson, 2004) therefore, recommend two very distinct performance yardsticks; one relating to financial performance and the other relating to strategic performance. The former looks at performance indicators like sales revenue and profitability whereas the latter includes output growth, technical progress, efficiency, shareholder value added, economic value added and human resource capital etc. The company's performance in terms of its strategic well-being, its competitiveness and market position are crucial and unless its performance in the market place reflects improving competitive strength and market penetration, its progress is not inspiring and its ability to continue posting good financial performance is in doubt. A firm's financial performance measures are „lagging indicators“ that reflect the result of the past decisions and organizational activities. Its „lead indicators“ are future financial performance expectations to achieve competitiveness and strength in the marketplace (Thompson, 2004).

2.7. The Impact of Strategic Planning on Performance:

Strategic planning is a management function that focuses on the growth and future sustained wellbeing of an organization. (Ansoff, (1970)) affirms that the interest in strategy grew out of the realization that a firm needed a well-defined scope and growth direction not just extrapolations of past performances which were being used to project into the future. Hart and Banbury, (1994), made an observation of firms' recognition for the need to do strategic thinking and planning.

Since the 1950's and particularly the early 1970's, rapid changes and/or advancements in technology, globalization and market competition have compelled organizations to approach this management task with a more purposeful strategic perspective (Rosenberg, 1985.). As (Thompson, 2004)noted in his book *The Practice of Management*, "we cannot be content with plans for a future we can foresee. We must prepare for all possible and a good many impossible contingencies. We must have a workable solution for anything that may come up." This underscored the need for strategic planning in every organization; diversified or one business unit, large or small.

The question as to whether organizations that practice strategic planning do better in terms of their performance (financial and non-financial) challenged many management schools, authors, consultants, and organizations to research into and measure the impact of strategic planning on organizational performance. Some related studies are now discussed.

Research or studies into the impact of strategic planning on companies' performance have mostly focused on the quantitative (financial) aspects. These border on Return on Investments (ROI), Profitability Ratios (PR), Liquidity Ratios (LR), Shareholders' Return Ratios (SRR) and Activity Ratios (AR). Again, most of the studies were done in the United States of America (USA) and Britain on American and British firms.

(Ansoff, (1970))conducted one of the earliest studies into the impact of strategic planning on corporate performance and this was on 93 American firms which were in the manufacturing sector. The criteria for the measurements were the financial indicators which were also used by (Miller, 2002) in similar studies much later. The results favored planning. In a quantitative critique of 28 studies by (Armstrong, 1982) the conclusion was that 20 studies found higher performance with planning, 5 showed no difference and an insignificant 3 found planning to be detrimental. (Greenley, 1989) review of nine previous studies on manufacturing firms showed that with planning, performance was better in 5, neutral effect in 3 studies and only 1 showed adverse result.in which a comparison was made between a set of companies that did planning with those which did not based on sales value, sales and earnings per share, net incomes. The result was that companies that practiced strategic planning were largely more successful and better performers than the non-planners.

In contrast, (David, 2003) argues that not all companies that used strategic planning are necessarily successful. Powell (1992) observed that since 1970 more than 40 empirical studies have investigated the performance consequences of formal strategic planning, observing that this research „produced confusing, apparently contradictory results“ that were open to criticism on methodological grounds. Boyd's (1991) meta-analytical study described the relationship between strategic planning and performance as weak. More recent generations of studies have not produced a definitive answer.

The lack of consensus on the relationship between planning and performance in the private sector leads (Miller, 2002)to concede that „it is somewhat disturbing, and a minor source of embarrassment, that the planning-performance relationship remains so poorly understood“. His observation is equally applicable today. Why would this relationship appear so weak? One powerful argument is that factors of methodology are primarily responsible for inconsistent findings reported in the literature (Miller and Cardinal, 1994). Others point out significant difficulties inherent in investigating the relationship between strategic planning and performance, which include the fact that firm performance in the present is a function of past and not current, planning practices (Miller and Cardinal, 1994) and that hard-to-obtain longitudinal data would be required to control for time lag effects and to show that causal relationships do exist“ (Miller, 2002). To these impediments, must be added the challenge of establishing acceptable measures of (subjective or objective) performance (e.g., in the private sector these may include return on assets, return on equity, return on investment, return on sales, return on revenue, and others). Measuring organizational performance in the public sector is quite tricky because a different set of indicators must apply how to measure government performance is complex and politically sensitive. Secondly, there is the matter of unit of analysis because government departments perform different functions, and outcomes/performance often depends on the interaction between different departmental outputs. In attempting to address the question „Is there a relationship between strategic planning and performance? “ We must bear in mind that irrespective of the quality of the strategic plan, there are many factors that impact on the planning-implementation-performance relationship. (Paterson, A. 2009).

2.8. Performance Measurement in the bottling plants:

Revenue growth continues to be difficult to achieve due to weak economic conditions, low interest rates and regulatory restrictions. plant is trying to manage costs better, deepen relationships with customers and enhance product mix and pricing decisions. These and other factors are causing plant to re-examine and improve the ways in which they measure and report business performance. A few major areas of emphasis and patterns are rising across the industry: Investigating and improving organizational management profitability-reporting techniques. Emphasizing the use of business-unit key performance indicators (KPIs); Refining customer- and channel-profitability measurement and analyses; Improving alignment of the components of the performance management process, improving systems support and automation of the performance management process; Improving data quality and consistency. Emphasizing the use of business-unit key performance indicators (KPIs), Refining customer- and channel-profitability measurement and analyses; Improving alignment of the components of the performance management process; Improving systems support and automation of the performance management process; Improving data quality and consistency.

Chapter 3:

3. Research Hypothesis:

- To achieve the objectives designed for this study, the following research hypotheses:

3.1. Main Hypothesis:

- * There is no statistically significant effect for the impact of strategic planning on organizational performance in (Mission, Planning, Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between People and organization performance in (Mission, Planning, Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Internal & external analysis and organization performance in (Mission, Planning, Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Strategic implementation and a significant positive relationship with organization performance in (Mission, Planning, Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Strategy Control and evaluation and organization performance in (Mission, Planning, Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.

3.2. Sub Hypothesis:

- * There is no statistically significant effect for the impact of strategic planning in (Mission) as one of the organizational performance dimensions at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * There is no statistically significant effect for the impact of strategic planning in (Planning) as one of the organizational performance dimensions at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * There is no statistically significant effect for the impact of strategic planning in (Leadership) as one of the organizational performance dimensions at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between People and organizational performance in (Mission) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between People and organizational performance in (Planning) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between People and organization performance in (Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Internal & external analysis and organizational performance in (Mission) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.

- * A significant positive relationship exists between Internal & external analysis and organizational performance in (Planning) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Internal & external analysis and organizational performance in (Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Strategic implementation and a significant positive relationship with organizational performance in (Mission) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Strategic implementation and a significant positive relationship with organizational performance in (Planning) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Strategic implementation and a significant positive relationship with organizational performance in (Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Strategy Control and evaluation and organizational performance in (Mission) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Strategy Control and evaluation and organizational performance in (Planning) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.
- * A significant positive relationship exists between Strategy Control and evaluation and organizational performance in (Leadership) at ALJOMAIH BOTTLING PLANT in Saudi Arabia.

Chapter 4:

4. METHODOLOGY:

4.1. Introduction:

To achieve the research objective and answer the research questions, a mixed methods approach will be employed. The study will consist of both qualitative and quantitative data collection and analysis. Primary data will be gathered through in-depth interviews with key stakeholders, including top-level executives, managers, and employees within food and beverage companies in Saudi Arabia. Additionally, a survey questionnaire will be distributed to a larger sample of organizations in the Food & Beverage sector. Secondary data, such as industry reports, articles, and academic literature, will also be utilized to augment the findings.

4.2. Research Design:

There are various methods by which both secondary and primary data are obtained. (Saunders, 2007) list questionnaire, interviews (semi-structured, in-depth and group) and observation as methods that are usable. For this research, the methods employed were by survey and interviews. The instrument used for collection of relevant data for the study was by online questionnaire.

4.3. Population:

The complete set of cases from which a sample is selected is called the population whether it describes human beings or not (Saunders, 2007). In the Oxford Advanced Learners' Dictionary, population is defined as all the people who live in a particular city, country, or area. For the purposes of this research, the population of study comprised the management and staff of Aljomaih Bottling Plants of Saudi Arabia as well as numbering about 2,000.

4.4. Sample and Sampling Procedure:

A sample is a sub-group or representative selection of a population that is examined or tested to obtain statistical data or information about the whole employees (Saunders, 2007)). Sampling on the other hand is the process of selecting a group of people, items, or cases to be used as a representative or random sample ((Saunders, 2007)).

A sample size of three hundred twenty-two (322) respondents out of the entire employees was selected for the research. The number was considered adequate, and representative enough to attain informed answers to the research questions. To ensure that all the various groups in the sampling frame were surveyed, the stratified sampling technique or approach was used at the first stage of the selection exercise. This conforms to the ideas of ((Saunders, 2007) who explain that stratified sampling ensures the selection of respondents from all the identifiable sub-groups within the sample employees because of their varied knowledge or areas of expertise on the research topic or problem.

4.5. Sources of Data:

Both secondary and primary data was collected for the purpose of this research. For clarity, (Saunders, 2007)) define data as facts, opinions and statistic that have been collected and recorded for reference or for analysis.

4.5.1. Primary Data Source:

Primary data is data that is used for a specific purpose for which it was gathered.

4.5.2. Secondary Data Source:

Secondary data is data that is used for purposes other than for which it was originally obtained. It may be descriptive or explanatory ((Saunders, 2007)), raw (unprocessed) or summarized (Kervin, 1999). They can be categorized into documentary, multi-source or survey- based ((Saunders, 2007). Secondary data for the research was collected by reviewing textbooks, journals, articles, magazines, publications, financial statements, industry reports, internal records of Aljomaih Bottling Plants, newspapers etc. to gather historical perspectives of the research data from renowned authors and researchers.

4.6. Data Collection Instruments:

This research instrument was to be a compilation of organized questions which were given to respondents for their completion or to get on the answers. This questionnaire is taken from this study "THE EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE AND OPERATIONS OF THE AGRICULTURAL DEVELOPMENT plant". (POKU)

4.6.1. Questionnaire:

The questions were close-ended multiple- choice questions giving respondents a choice from a range of answers based on the 5- point Likert-style rating scale. They had choices either to agree or disagree with the statements made within the range. This was to ensure that the choice of answers directly addressed issues at stake and make collation and analysis of the data simple. On the scale 1, is " Strongly Disagree" and 5 is "Strongly Agree". Earlier to the organization of the questionnaire, the significance of the investigate was clarified to the respondents and they were empowered to be honest and constant with their selections to get worth beneficial for this research.

4.6.2. Administration of the Questionnaires:

Surveys sent out to respondents had a personalized covering letter clarifying briefly the reason of the study, the significance of the respondents' support, who is responsible for the questionnaire, and a explanation ensuring secrecy. This cover letter too communicated much appreciated to the respondents at the conclusion.

Questionnaire were self-managed by respondents themselves or studied out by questioners to the respondents to be replied. The self-managed surveys were cheap and simple to manage. It protected secrecy and was completed at the respondent's comfort.

4.6.3. Piloting and Evaluation of Questionnaires:

The respondents were given three weeks to fill out the questionnaire before their collection. This was done to give them ample time to respond to them.

4.7. Data Analysis Plan

The data gathered from the field of study was edited by the researcher to ensure that all questionnaires were completed and contained accurate information. Statistics including simple tables, pie charts, bar charts, frequencies, and percentage distributions, by ANOVA were used to analyze data that was collected in excel.

4.8. Limitations of the Methodology:

The researcher recognized that the sampling from the target segment might not be totally free from errors and as such, efforts were made to minimize such errors.

4.9. Brief History of the Aljomaih Bottling Plants:

A long tradition of accomplishments: Al Jomaih Company saw the light in 1936 when two brothers Abdulaziz and Mohammed Abdullah Al Jomaih established a small trading facility in the city of Shaqra. Years later, the brothers decided to move their work center to Riyadh to expand their company's scope, thus introducing a period of prosperity and growth. And sold it eager to lead. (Plants, n.d.)

During the successful career of the company, the year 1957 constituted a special event for it. This date witnessed the birth of the first partnership of its kind in the field of the beverage industry, when Al Jomaih Company became the owner of the first franchise to produce Pepsi-Cola products in the first local producer of soft drinks. Today, modern, and integrated factories and manufacturing centers in the central and northern regions of the Kingdom of Saudi Arabia and more than 2000 employees, Al Jomaih Bottling Refreshment Factories have grown and developed, the original factory in the field of soft drinks in the Middle East and Africa regions. For details on the development of history, please visit the "History Brief" section. (Plants, n.d.)

4.9.1. Goals:

- * Work under development achieved through work under working conditions. (Plants, n.d.)
- * Our vision is to be pioneers by producing one billion liters of soft drinks by 2016. (Plants, n.d.)

4.9.2. Vision:

- * To better develop, serve and grow our customers through a strong commitment to quality and pioneering innovation. (Plants, n.d.)
- * work with high standards through which we aim to satisfy our customers through high quality and fast delivery. (Plants, n.d.)

4.9.3. Mission:

Being a leading company in the production and sale of refreshing beverages to millions of consumers every year across the Kingdom of Saudi Arabia, customer satisfaction is always of paramount importance to the development and continuity of our business. And because our primary goal is to provide them with products of high quality and irresistible taste, we have been keen to support all our production facilities with advanced world-class laboratories as well as modern testing and testing equipment and facilities that ensure continuous monitoring of quality control processes throughout the production and distribution processes. (Plants, n.d.)

4.9.3.1. *Commitment:*

Another unique initiative in the region, in addition to installing online monitoring systems and electronic testing equipment, we have equipped our facilities with the Laboratory Information Management System, a special application that captures relevant data and helps track, anticipate, and identify any possible quality defect through standards. Statistic. (Plants, n.d.)

4.9.3.2. *Reliability and efficiency:*

In addition, we have made sure to use the latest filtration processes available, including reverse osmosis, ultraviolet systems, and a seven-step treatment system specifically designed for water, to ensure that we produce the best and purest types of water. (Plants, n.d.)

Chapter 5:

5. DATA ANALYSIS AND DISCUSSION OF RESULTS:

5.1. Introduction:

This chapter presents the data analyses of the administered questionnaires, the presentation of the analyses and the fall out of the results as well as discussions for the study. ANOVA statistics is used for this study to test the hypothesis.

5.2. Personal Data:

5.2.1. Table Sex and Age Group of Respondents:

Detail	Male	Female	Prefer Not to say	Total	Percentage
18-28 years	49	38	5	92	28.48%
29-39 years	60	71	6	137	42.41%
40-50 years	35	33	7	75	23.22%
51 and above	5	5	9	19	5.88%
Total	149	147	27	323	100.00%
Rate	46%	46%	8%	100%	

The composition of respondents' gender was found to be mainly males which constituted 46% while females also represented 46%, this structure is due to the fact that, the males were equal willing to respond to the questionnaires than the females, hence the females have a fair representation in the analysis. This is essential to have a combined view of both male and female in the analysis. Moreover, the age categories show that, the study is composed of mainly youth within the ages of 18-28 which constitutes 28.48%, followed by those within 29-39 representing 42.41%, 40-50 years representing 23.22%, 51 years and above also constitute 5.88% respectively.

5.2.2. Table & chart of Educational Levels of Respondents:

Sex	Educational Level					Nationality
	High School or below	Diploma or High Diploma	Bachelor's Degree	Master's Degree	PH D	
Male	18	28	71	27	5	Saudi
Female	13	28	85	17	4	Saudi
Prefer Not to Say	2	0	11	6	8	Saudi

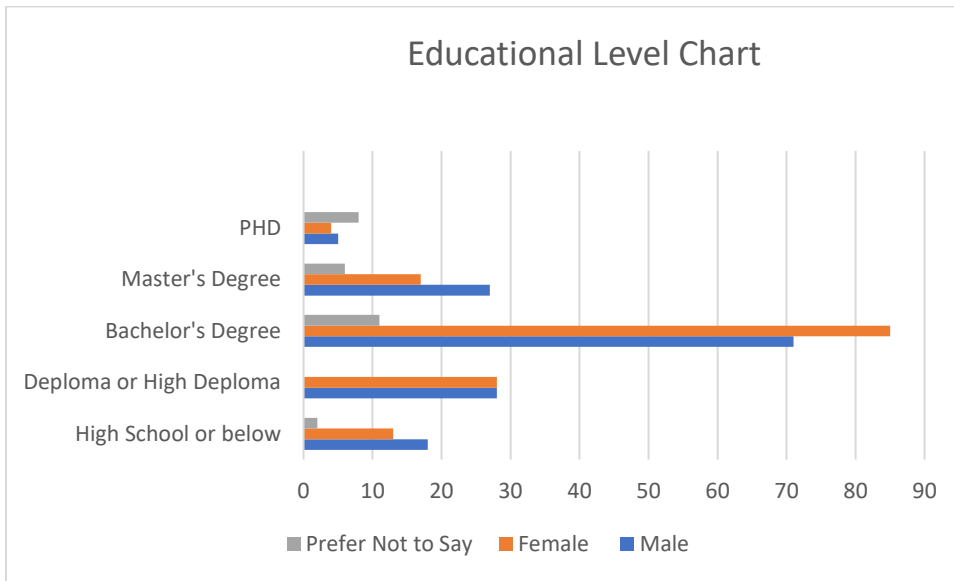


Figure 5.2.2. shows the educational level of the respondents, this indicates the professionalism of staff and management of the plant, as all the respondents possess the necessary certificates to hold the various positions within the plant and can confidently attest to the strategic planning on the performance and operations of the plant.

5.3. Measurement for the Study:

A five-point Likert scale was used for measurement, which assigns a weighted value to the extent of agreement or disagreement for a factor as shown in below:

Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5). Mean measures the average response in a collective manner to each factor given by:

$$\mu = \frac{1}{N} \sum_{i=1}^j \tau \rho_i$$

Where j is the number of respondents agreeing to the factor " j " is the total number of extents of agreement or disagreement, " N " is the total number of respondents involved in the response and " P_i " is the assigned weight to the level of agreement or disagreement.

5.4. Strategic Planning Dimensions:

5.4.1. Mission:

A mission is a statement of the purpose of a company or organization. The mission statement guides the actions of the organization, spells out its overall goal, provides a path, and guides decision-making. It provides "the framework or context within which the company's strategies are formulated. The mission of the Aljomaih Bottling Plant is the general and long-term value the plant wants to achieve, it comprises the primary business and services it wants to offer to its cherished customers and to the public and the role it wants to play in the industry.

Table 5.4.1.1. Descriptive & analytical Statistics on Mission of the Plant:

Mission Groups	Co unt	Su m	Average	Varianc e
1. The plant has a clearly articulated and 4d upon purpose (a statement that describes the ultimate result the organization is working to achieve).	323	1097	3.39628	1.38905
2. There is a consensus on the primary business, primary services that the plant should provide.	323	1113	3.44582	1.39690
3. There are shared values and beliefs that guide the plant and its staff.	323	1120	3.46749	1.57890
4. There is a clear and 4d upon vision of what the plant is trying to accomplish and what it will take to make the vision happen.	323	1111	3.42724	1.51875
5. Mission: Overall Assessment	323	1107	3.42724	1.38832

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.894117647	4	0.223529412	0.153692984	0.961378	2.377455
Within Groups	2341.566563	1610	1.45438917			
Total	2342.460681	1614				

The mission of the plant had a higher mean for all factors assessed; the study reveals a definite agreement on all details of the plant's mission. Four factors had the mean to be 3.39 and above indicating a high acceptance of the mission by the staff and management which shows the mission of Aljomaih Bottling Plant is part of the strategic plant to help achieve the needed performance and operations of the company. Moreover, these outcomes indicate that, Aljomaih Bottling Plant has a clearly articulated mission which thrives on consensus primary business including shared values and beliefs of the plant which is mandated for all employees to fulfill.

5.4.2. Planning:

Planning is the method of considering approximately and organizing the activities required to realize a wanted objective. It includes the creation and maintenance of a arrange. As such, it may be a crucial property of brilliantly behavior for Aljomaih Bottling Plant. This thought handle is basic to the creation and refinement of a arrange, or integration of it with other plans inside the company; that's, it combines determining of advancements with the planning of scenarios of how to respond to them.

Table 5.4.2.1. Descriptive & analytical Statistics on Planning of the Plant:

<i>Groups</i>	<i>Co un t</i>	<i>S u m</i>	<i>Ave rag e</i>	<i>Vari anc e</i>
1. There are shared and explicit values and beliefs which serve as the foundation on which the organization and its members do their work.	32 3	1 0 8 3	3.35 294 1	1.40 299 6
2. A three-to-five-year strategic plan is in place. The plan is reviewed yearly and modified as needed to reflect trends in the environment, current and future client needs, and the plant's capacity to meet those needs.	32 3	1 0 8 1	3.34 674 9	1.45 082
3. There is an annual process to set program goals and budget	32 3	1 1 4 8	3.55 418	1.37 826 7
4. There is a written annual operational plan that includes timelines and identification of who is responsible for which outcomes or activities.	32 3	1 1 4 7	3.55 108 4	1.29 784 8
5. There is an agreement on overall major strategies that the plant uses for the allocation of resources. (Strategies are priority responses that an organization will use to best accomplish its purpose.)	32 3	1 0 9 8	3.39 938 1	1.48 906 8
6. Planning: Overall Assessment	32 3	1 0 9 8	3.39 938 1	1.53 875 7

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	14.4484	5	2.88968	2.026008	0.072139	2.218729
Within Groups	2755.598	1932	1.426293			
Total	2770.046	1937				

shared and explicit values and beliefs which serve as the foundation on which the organization and its members do their work", written annual operational plan that includes timelines and identification of who is responsible for which outcomes or activities", three-to-five-year strategic plan is in place" and „an agreement on overall major strategies that the plant uses for the allocation of resources". All had a mean of more than 3.33 The general overall assessment indicates a strong agreement for the planning dimension of Aljomaih Bottling Plant and hence makes it forms part of the strategic planning tool for performance of the plant.

5.4.3. Leadership:

Leadership has been described as "a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task", it represents the plants general management style and the team's responsibilities of taking actions with regards to the operations of the company. From table 5.4.3.1, Leadership, supervisors and management play a decisive role in ensuring a better management and planning of resources for usage within the organization. It reveals that, none of the factors enjoys a comprehensive agreement from the respondents;

however, factors enjoy a supportive mood as they all scored more than 3.0 with more concentration on those who agreed, since in cumulative form disagreement frequency was less than that of agreement frequency as shown in the table.

<i>Leadership Groups</i>	<i>Co unt</i>	<i>Su m</i>	<i>Aver age</i>	<i>Vari ance</i>
1. The plant's management is a model for effective leadership (including inspiring shared values and a shared vision, holding people accountable for achieving results, and leading by example).	32	11	3.41	1.43
2. The management team takes responsibility for creating an environment in which all personnel feel supported and motivated to produce quality results.	3	04	7957	036
	32	11	3.50	1.41
	3	33	774	2207
	32	11	3.56	1.33
3. Leadership is not just personified in one person, but it is a shared function among many people.	3	50	0372	4077
4. The CEO models effective leadership by taking responsibility for ensuring that the Board is performing its governance and support roles.	32	11	3.60	1.42
	3	63	0619	0745
	32	11	3.55	1.48
5. Leadership inspires employees to provide commitment to achieve organizational goals.	3	48	418	3857
	32	11	3.51	1.43
6. Leadership: Overall Assessment	3	36	7028	061

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	6.340557	5	1.268111	0.893891	0.484209	2.218729
Within Groups	2740.817	1932	1.418643			
Total	2747.158	1937				

This shows a staff support of management leadership style as a cooperative leadership approach which makes sure that, resources are available for them to use to achieve the purposes and the mission of the company. Again, the results uncover that the CEO appears a individual obligation of making beyond any doubt that, certain imperative gear is given viably and intermittently for the consolation of the staff as well as to assist the different divisions to operate well. In addition, leadership of the company is not personified in one person but a collective approach to help the management to deliver the essential materials for the workers. Even though, the support for leadership as a dimension was not all embracing, the overall assessment shows a support for the leadership style of Aljomaih Bottling Plants.

5.5. Conclusion:

The results revealed that, there was a high level of agreement for the features of the various dimensions in relation to the strategic planning practices at Aljomaih Bottling Plants.

Chapter 6:

6. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS:

6.1. Introduction:

This chapter presents the outline of findings of the analysis, the conclusion drawn from the think about and the required recommendations for encourage think about and upgrade of strategic planning.

6.2. Summary of Findings:

6.2.1. Efficiency of Strategic Planning Operations in the Aljomaih Bottling Plants:

The study reveals that, there is an existence of strategic planning in Aljomaih Bottling Plants, the various dimensions used for the assessment of strategic planning show a consistency of the factors in use throughout the plant, respondents

were highly in agreement with most of the factors of the various dimensions indicating an efficient and effective operations of the strategic planning in Aljomaih Bottling Plants. Another one, various factors individual scores show a more agreement or neutrality but with less insignificant disagreement by the respondents who are staff and management of the plant. This shows that, Aljomaih Bottling Plants has an efficient strategic planning in operations in all its various departments within the plant.

6.2.2. Main factors that Affect Strategic Planning at Aljomaih Bottling Plants:

Various factors within the dimensions were found to be affecting the strategic planning at Aljomaih Bottling Plants either positively or negatively. This study appears that, all components under the mission, planning, structure, individuals, framework, result and quality and relationship were consistent and in total contribute emphatically to the strategic planning in overall terms with the exemption of the dimension of „leadership“ whose agreement was not so consistent and did not appreciate a comprehensive and solid assentation among all individuals. Usually very crucial since, administration steers the undertakings of the complete corporate body and consequently a less comprehensive support may crash the adequacy of the method of strategic planning which may eventually influence the performance of the organization.

6.3. Conclusion and Recommendation:

Strategic planning of corporate bodies is a basic instrument for planning and estimating which positions the organization to meet demands and changes which might come up within the course of discharging its services. This study reveals that, Aljomaih Bottling Plants as a corporate body has a clear strategic plan which is articulated to all its employees at various levels and departments within the plant. It reveals that, the strong agreement of factors of various dimensions of strategic planning indicates the effectiveness and efficiency of such planning adopted by employees of the plant and hence affects the plant's performance positively. Based on the analysis discussed, the following recommendations are made to help the plant to enhance its operations. All factors of various dimensions should be put into the right perspective, to help the general workforce of the plant to understand the main objectives and the strategic plans in place to achieve the objectives of the plant per each fiscal year of Aljomaih Bottling Plants. This will enlighten the employees of the plant to jeer towards delivering services to enhance the general strategy of the plant and to raise its performance. Additionally, the calculate „In-depth program assessment is conducted as portion of the planning process. This incorporates appraisal based on recognized benchmarks for quality and specific outcomes and handle objectives“ ought to be re-imagined, well communicated to staff and corrected where mistakes are committed so as to bring it back on board to attain a great measure on it to assist the plant's strategic planning policy. Another one, all the factors relative to leadership should be well articulated to management and staff of the plant. This will help the employees to know and understand the style of leadership adopted for the operations and governance of the plant to keep them focus in working towards achieving the objectives of the plant. It is also recommended that lines of communication between managerial and non-managerial staff should be improved to encourage and support the flow of information and feedback mechanisms. In addition to the above, set program goals and budgets should be properly communicated to staff for them to have a knowledge of the plant's goals and resources budgetary allocations. Furthermore, it is recommended that Aljomaih Bottling Plants develops quarterly fora to provide employees the opportunity to be heard on matters relative to the strategic planning practices at Aljomaih Bottling Plants.

Bibliography

- Amin, M. &. (2011). Tool for Managing Organizations in Competitive Environment. *Australian Journal of Basic and Applied Science*, 139-149.
- Ansoff, I. ((1970)). *Corporate Strategy*, McGraw Hill, New York. New York: McGraw Hill.
- Armstrong, J. (1982). 1982The value of Formal Planning for Strategic Decisions: Review of empirical research. *Strategic Management Journal*, 3(3), 197-211.
- Bart, C. B. (2001, Feb 01). *A model of the impact of mission statements on firm performance*. Retrieved from emerald Insight: <https://www.emerald.com/insight/content/doi/10.1108/EUM0000000005404/full/html>
- Benjamin B. Tregoe, J. W. (1980). *Top Management Strategy* . Simon and Schuster.
- Bryson, J. M. (1987). *Strategic planning and revitalization of the public service*. In R. . Columbia: Toward a new public service (pp. 163).MO: University of Missouri Press.
- Chandler Jr, A. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. MIT.
- Daft. (1991). *I THE EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE AND*. Retrieved from Academia: https://www.academia.edu/31024306/I_THE_EFFECT_OF_STRATEGIC_PLANNING_ON_THE_PERFORMANCE_AND
- David, F. (2003). *Strategic Management: Concepts and Cases*. New Jersey.: 9th ed. Prentice Hall.
- Greenley, G. 1. (1989). *Does Strategic Planning Improve Company Performance?* In Asch, D. and Bowman, C. (Eds) Readings in Strategic Management Mcmillan.
- Hill, J. J. (2008). *Strategic management* . New York: Houghton Company.
- Hitt, M. R. ((2003)). *Strategic Management: Competitiveness and Globalization (Concepts and Cases) 5th ed.* . Ireland: Ohio Thomson Learning.
- Ilesanmi, O. (2011). The impact of strategic planning on the performance of nigerian banks. *European Journal of Scientific Research*, 131p - 143p.
- Jeffrey Russell, L. R. (2006). *Strategic Planning 101*. Google.
- Johnson, G. S. (2008). *xploring corporate strategy: text & cases*. 8th Ed. Pearson Education Limited: Essex, UK. 878pp.
- Kervin, J. (1999). *ethods for Business Research (2nd ed.)*. New York,: Harper Collins.
- McNamara. (2008). *I THE EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE AND*. Retrieved from Academia: https://www.academia.edu/31024306/I_THE_EFFECT_OF_STRATEGIC_PLANNING_ON_THE_PERFORMANCE_AND
- Miller, R. a. (2002). *Fundamentals of Business Law. 5th edition*.
- Mintzberg, H. a. (1987 - 1988). *"Crafting Strategy" Harvard Business Review, The Strategy Process*. Mintzberg: Prentice-Hall, Harlow.
- Nickels, W. M. (2000). *Understanding Canadian Business*. Canada.: McGraw-Hill Ryerson Limited.

- Nikols. (2008). *Strategy Management and Strategy Thinking*, . Canada: McGraw-Hill Ryerson Limited.
- Pitts, R. &. (2003). *Strategic Management: Building and Sustaining Competitive Advantage 3rd ed.* Ohio: Thomson Learning .
- Plants, A. B. (n.d.). *Aljomaih Bottling Plants* . Retrieved from Aljomaih Bottling Plants : <https://aljomaih-sa.com/#about>
- POKU, D. K. (n.d.). *PDF*. Retrieved from PDF: <https://ir.knust.edu.gh/server/api/core/bitstreams/9a98bcfc-e7e8-4330-928e-3a17b6823290/content>
- Porter, M. (1987). *From Competitive Advantage to Competitive Strategy*. Harvard Business Review 65(3):43-59.
- Rosenberg, L. J. (1985.). *Strategic Planning: Fulfilling the Promise*. . Business Horizons.
- Saunders, M. L. (2007). *Research Methods for Business Students. 4th Edition*. Harlow: Prentice Hall.
- Sheth. (2004). *I THE EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE AND*. Retrieved from Academia: https://www.academia.edu/31024306/I_THE_EFFECT_OF_STRATEGIC_PLANNING_ON_THE_PERFORMANCE_AND
- Survey, R. f. (2012). *THE EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE AND OPERATIONS OF THE AGRICULTURAL DEVELOPMENT BANK*.
- Thompson, J. A. (2004). *Strategy: Winning in the Marketplace: Core Concepts, Analytical Tools, Cases*. New York,: McGraw-Hill.

I. Appendix:

The below Questionnaire was taken from this study “THE EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE AND OPERATIONS OF THE AGRICULTURAL DEVELOPMENT BANK”. (Survey, 2012)

Dear Respondent,

We are a master's candidates of (Project Management) at MIDOCEAN, Everyone's Smart University Currently, we to examine this study aims conducting a study titled "The Impact of the Strategic Planning on the Organizational Performance at ALJUMAIH BOTTLING PLANTS in Saudi Arabia"

We would like to request your cooperation to answer this Questionnaire Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated

Thank you in advance for agreeing to participate in this study. If you have any questions, please do not hesitate to contact our honorable supervisor. Associate Professor Dr. Walid Suliman, or Ali, Khalil, Jaber.

QUESTIONNAIRE

Section A:

A.1. What is your Age:

- 18 - 28 Years
- 29 - 39 Years
- 40 - 50 Years
- 51 Years & Above

A.2. What is your gender:

- Male
- Female
- Prefer not to say

A.3. What is your level of education:

- High School or below

- Diploma or High Diploma
- Bachelor's Degree
- Master's Degree
- PHD

A.4. Years of experience:

- 0 - 1 Year
- 1 - 5 Years
- 5 - 10 Years
- 10 Years & Above

Section B: I. Mission

Details	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
BI.1. The plant has a clearly articulated and agreed upon purpose (a statement that describes the ultimate result the organization is working to achieve).					
BI.2. There is a consensus on the primary business, primary services that the plant should provide.					
BI.3. There are shared values and beliefs that guide the plant and its staff.					
BI.4. There is a clear and agreed upon vision of what the plant is trying to accomplish and what it will take to make the vision happen.					
BI.5. Mission: Overall Assessment					

Section B: II. Planning:

Details	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
BII.1. There are shared and explicit values and beliefs which serve as the foundation on which the organization and its members do their work.					
BII.2. A three-to-five-year strategic plan is in place. The plan is reviewed yearly and modified as needed to reflect trends in the environment, current and future client needs, and the plant's capacity to meet those needs.					
BII.3. There is an annual process to set program goals and budget					
BII.4. There is a written annual operational plan that includes timelines and identification of who is responsible for which outcomes or activities.					
BII.5. There is an agreement on overall major strategies that the plant uses for the allocation of resources. (Strategies are priority responses that an organization will use to best accomplish its purpose.)					
BII.6. Planning: Overall Assessment					

Section D: III. Leadership:

Details	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
BIII.1. The plant's management is a model for effective leadership (including inspiring shared values and shared vision, holding people accountable for achieving results, and leading by example).					
BIII.2. The management team takes responsibility for creating an environment in which all personnel feel supported and motivated to produce quality results.					
BIII.3. Leadership is not just personified in one person, but it is a shared function among many people.					
BIII.4. The CEO models effective leadership by taking responsibility for ensuring that the Board is performing its governance and support roles.					
BIII.5. Leadership inspires employees to provide commitment to achieve organizational goals.					
BIII.6. Leadership: Overall Assessment					

Section C:

C1. Please provide ANY other comments regarding this study:

The Impact of the Strategic Planning on The Organizational Performance at ALJUMAIH BOTTLING PLANTS in Saudi Arabia

This Questionnaire has shared by below students:

Ali Alkhalaf, 0566576680

Khalil Abujamea , 0568435631

Jaber Alghanim, 0557163884

Under Supervision by: Dr. Walid Sulaiman

Dear Respondent,

We are a Master's candidates of (*Project Management*) at MIDOCEAN, Everyone's Smart University Currently, We to examine this study aimsam conducting a study titled "**The Impact of the Strategic Planning on the Organaizational Performance at ALJUMAIH BOTTLING PLANTS in Saudi Arabia**"

We would like to request your cooperation to answer this Questionnaire Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated

Thank you in advance for agreeing to participate in this study. If you have any questions, please do not hesitate to contact our honorable supervisor. **Associate Professor Dr. Walid Sulaiman**, or Ali , Khalil, Jaber.

* تشير إلى أنَّ السؤال مطلوب



Section A**A:****:Demographic Characteristics**

1. What is your age? *

حدد دائرة واحدة فقط.

18 - 28 Years

29 - 39 Years

40 - 50 Years

51 Years & Above

☐☐☐☐

2. What is your gender? *

حدد دائرة واحدة فقط.

Male

Female

Prefer not to say

☐☐☐

3. What is your nationality? *

4. What is your level of Education? *

حدد دائرة واحدة فقط.

High School or below

Deploma or High Deploma

Bachelor's Degree

Master's Degree

PHD

☐☐☐☐☐

5. Years of Experience: *

حدد دائرة واحدة فقط.

0 - 1 Year

☐

1 - 5 Years

☐

5 - 10 Years

☐

10 Years & Above

☐**Section B**

A:

Mission

6. 1. The plant has a clearly articulated and agreed upon purpose (a statement that* describes the ultimate result the organization is working to achieve).

حدد دائرة واحدة فقط.

Strongly disagree

☐

disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

7. 2. There is a consensus on the primary business, primary services that the plant * should provide.

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

8. 3. There are shared values and beliefs that guide the plant and its staff.*

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

9. 4. There is a clear and agreed upon vision of what the plant is trying to accomplish and what it will take to make the vision happen. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

10. 5. Mission: Overall Assessment*

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐**Section B**

B:

Planning

11. 1. There are shared and explicit values and beliefs which serve as the foundation on which the organization and its members do their work.

*

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

12. 2. A three to five year strategic plan is in place. The plan is reviewed yearly and*
modified as needed to reflect trends in the environment, current and future
client needs, and the plant's capacity to meet those needs.

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

13. 3. There is an annual process to set program goals and budget*

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

14. 4. There is a written annual operational plan that includes timelines and
identification of who is responsible for which outcomes or activities.

*

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

15. 5. There is an agreement on overall major strategies that the plant uses for the * allocation of resources. (Strategies are priority responses that an organization will use to best accomplish its purpose.)

حدد دائرة واحدة فقط

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

16. 6. Planning: Overall Assessment*

حدد دائرة واحدة فقط

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

Section B:

C: People

17. 1. The plant is sufficiently and appropriately staffed with well-paid personnel * who are able to meet the needs of the organization. The organization is able to attract and retain qualified, competent, and committed employees.

حدد دائرة واحدة فقط

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

18. 2. Roles and responsibilities for members of staff are clearly established; there *
are accurate and up- to-date written job descriptions for all staff.

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

19. 3. There is a staff evaluation process that includes established performance *
expectations, periodic work review sessions, and an annual evaluation.

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

20. 4. There are written job descriptions for Management and specific *
expectations of members are clearly articulated; Management annually
evaluates its performance.

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

21. 5. There are training opportunities to enhance current skills, learn new skills in order to build the capacity of employees. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

22. 6. There are appropriate rewards and recognition for all personnel. Staff and Management feel valued and appreciated *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

23. 7. People: Overall Assessment*

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

Section B:

D:

System

24. 1. Systems are networked, all staff members have email access and an intranet/web presence exists.

*

حدد دائرة واحدة فقط.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

☐☐☐☐☐

25. 2. Sufficient training and support exist to facilitate staff use of information technology. *

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly agree | ☐ |

26. 3. The organization uses computers, email and electronic media to streamline communication. *

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly agree | ☐ |

27. 4. There is uniformity in operating standards for products and services.*

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly agree | ☐ |

28. 5. There are internal control systems in place to shield the plant from losses due to negligence or fraud. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

29. 6. A budgeting process is in place that ensures the effective allocation of resources. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

30. 7. System: Overall Assessment*

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

Section B:

E: Results and Quality

31. 1. In-depth program evaluation is conducted as part of the planning process. *
- This includes assessment based on identified benchmarks for quality and specific outcomes and process objectives.

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly agree | ☐ |

32. 2. The plant has feedback mechanisms in place to assess customers' satisfaction and their needs. *

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly Agree | ☐ |

33. 3. Customers are satisfied with the services offered by the plant.*

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly agree | ☐ |

34. 4. Programs are effective and efficient. The organization provides quality programs that support the plant's mission. *

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly agree | ☐ |

35. 5. Results and Quality: Overall Assessment*

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly agree | ☐ |

Section B:

F: Leadership

36. 1. The plant's management is a model for effective leadership (including inspiring shared values and a shared vision, holding people accountable for achieving results, and leading by example). *

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly Agree | ☐ |

37. 2. The management team takes responsibility for creating an environment in which all personnel feel supported and motivated to produce quality results. *

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly Agree | ☐ |

38. 3. Leadership is not just personified in one person, but it is a shared function among many people. *

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly Agree | ☐ |

39. 4. The CEO models effective leadership by taking responsibility for ensuring that the Board is performing its governance and support roles. *

حدد دائرة واحدة فقط.

- | | |
|-------------------|-----------------------|
| Strongly disagree | ☐ |
| Disagree | ☐ |
| Neutral | ☐ |
| Agree | ☐ |
| Strongly Agree | ☐ |

40. 5. Leadership inspires employees to provide commitment to achieve organizational goals. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly agree

☐

41. 6. Leadership: Overall Assessment*

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

Section B:

G: Relationships

42. 1. There is a constructive climate in which people are able to feel free to express unusual or unpopular views without fear of personal attack or reprisal. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

43. 2. Individuals and groups have developed effective ways to be creative, innovative, and solve problems together. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

44. 3. There is a strong commitment among all employees to working effectively as a team. Team spirit within and among departments is encouraged and supported, and there are effective coordinated services among departments. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

45. 4. People are willing to work through conflicts. Difficult issues are discussed within an atmosphere of supportiveness and constructive criticism. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

46. 5. There are effective formal and informal communication systems which encourage support, trust, and cooperation among groups and individuals. *

حدد دائرة واحدة فقط.

Strongly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

47. 6.Relationship: Overall Assessment*

حدد دائرة واحدة فقط.

Strngly disagree

☐

Disagree

☐

Neutral

☐

Agree

☐

Strongly Agree

☐

SECTION C:

OPEN-ENDED QUESTIONS

48. C1) Please provide ANY other comments regarding this study

Gratitude:

We appreciate you for sparing your time to fill out the survey. Your involvement means a lot to us and we highly value it. The information you shared is significant to our analysis and will enable us to make improvements in the plant's performance. Once again, we are very grateful for your contribution.

Sincerely

Ali Alkhalaf

0566576680

Khalil Abujamea

0568435631

Jaber Alghanim

0557163884

MIDOCEAN, Everyone's Smart University

Google. لم يتم إنشاء هذا المحتوى ولا اعتماده من قبل

Google نماذج

Gratitude:

We appreciate you for sparing your time to fill out the survey. Your involvement means a lot to us and we highly value it. The information you shared is significant to our analysis and will enable us to make improvements in the plant's performance. Once again, we are very grateful for your contribution.

Sincerely

Ali Alkhalaf

0566576680

Khalil Abujamea

0568435631

Jaber Alghanim

0557163884

MIDOCEAN, Everyone's Smart University

Google. لم يتم إنشاء هذا المحتوى ولا اعتماده من قبل

Google نماذج

