

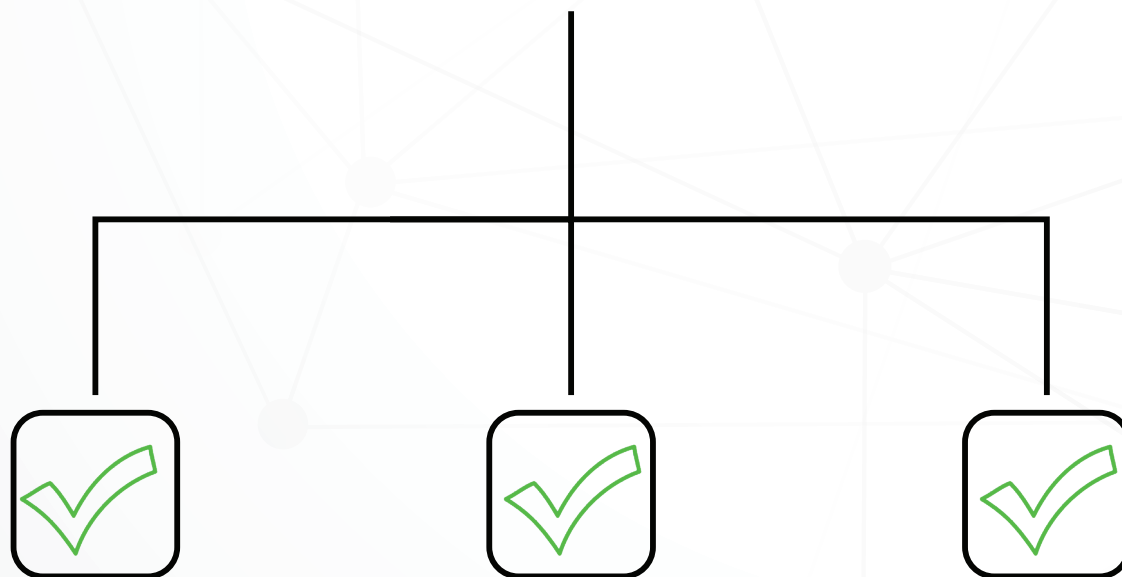


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Organisations are constantly changing  
driven by

**MARKET PRESSURES**



Practical  
Examples

Challenges

Solutions





## HOW CAN THIS CYCLE BE BROKEN

**Inclusive Planning:** Involve all stakeholders (employees, customers, suppliers, and the community) in developing a comprehensive strategy instead of focusing solely on financial shareholders.

**Genuine Dialogue:** Engaging stakeholders and listening to their opinions helps build successful, inclusive strategies.

**Continuous Learning:** In fast-changing environments, organizations need to adopt continuous learning and knowledge-sharing instead of relying solely on traditional top-down planning.





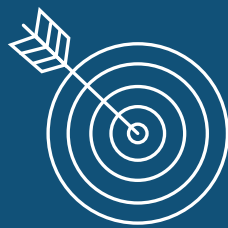
## PRACTICAL EXAMPLES



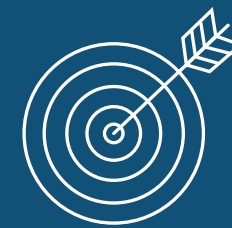
**Nike's Experience:** The company learned the importance of addressing all stakeholder concerns after its child labor crisis.

**Government and Communities:** In the UK, communities are involved in setting public service performance standards under the "Best Value" concept, and similar trends are seen globally.





## CHALLENGES



Engaging all stakeholders in decision-making is difficult but essential for success.

Making strategic decisions quickly requires balancing speed and accuracy.







## SOLUTIONS



**Broad Participation:** Involving employees and customers in decision-making increases commitment and support.

**New Approaches:** Employing techniques that encourage large group participation and rapid acceptance of new strategies.