

SUSTAINING PROFITABILITY IN THE MARKETING INDUSTRY IN SAUDI ARABIA THROUGH SOCIO-ECONOMIC APPROACH TO MANAGEMENT (SEAM) IMPLEMENTATION

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ABSTRACT:

This paper constitutes a vital chapter of the overall DBA dissertation that highlights the contributions of the SEAM approach to traditional management and the limitations faced during this research in a communication agency in Riyadh Saudi Arabia. This revolutionary method was implemented to prevent closure of the operation and transform negative results into sustained positive figures. The main objective of this paper is to highlight the results of the intervention, shed light on the major dysfunctions that are causing the consecutive losses and advise on the best alternatives in order to create value added.

Keywords: SEAM, Consultancy agency, Riyadh, KSA, contributions, Limitations

INTRODUCTION

A socioeconomic intervention “can be considered a ‘machine for negotiating’ innovative solutions, with the underlying goal of reducing the dysfunctions experienced by the enterprise” (Savall, 2007, p. 3). Current change methodologies either focus on economic factors or social factors or financial factors; a very few combines them all to boost performance and enhance productivity via mainly empowering the human potential, thus delivering on all fronts. The Socio-economic approach to management (SEAM), merges all factors and examines them all through a series of ordered diagnostic and change techniques/strategies in order to result in sustainable performance and results.

SEAM is an integrative socio-economic approach to change management developed by ISEOR (Savall, Zardet, & Bonnet, 2000). SEAM is the fruit of hard dedicated work by Prof. Henri Savall and the ISEOR team who studied and reformed diverse contributions made by the scientific management theorists (e.g., Taylor, 1911), administrative management researchers (e.g., Fayol, 1966), and human relations experts (e.g., Mayo, 1933). According to Savall, et al.

(2000), these perspectives reflect the boundaries from which techniques for managing organizations have emerged.

Identifying a problem is an easy task, which might be common practice among different theories, but quantifying it, is almost unique to SEAM. Different hidden costs will lead to different results and the figures resulting out of these hidden costs are what differentiate the intervention and dictates its success. For example, the excess usage of kitchen supplies in the communication agency under study and the related hidden costs linked to it constituted a problem without anyone knowing the root cause for this problem nor the related number caused by it. These hidden costs and performances are connected to human potential and to the level of communications inside the business (Bonnet & Savall 2014 p6).

Due to SEAM intervention, the researcher-intervener was capable to pinpoint, highlight and state the hidden cost figure associated with this dysfunction, thus convincing the steering committee to take immediate action, converting all costs to value added and resolving the problem. Not only the direct problem was solved, but also solutions for the root cause of the problem were provided in order to prevent its emergence in the future and to save the company from future costs. This by far can be considered the main contribution of SEAM to the agency under study in which it introduced a sustainability factor that allows it to compete for survival in the harsh economic times.

BENEFITS OF THE STUDY FOR THE COMPANY

Within Saudi Arabia, the concept of capital is prevailing and there is no understanding of potential, due to the availability of resources left and right. There are excess resources and people are not aware of the scarcity issue; this is why introducing potential was a bit hard at the beginning.

At the agency under study, everyone was considered and treated as a capital; i.e. fire employees whenever a cost reduction is required from the management. From another aspect, managers and the managing director used to dis-respect employees with extensive workloads or with verbal abuse. This is why everyone felt underestimated, not only on the financial front but on the mental aspect as well, killing the trust factor and cooperation; Strong and sustainable human relations are demanding and not satisfaction (Conbere, Heorhiadi & Critallini, 2012 p2). Productivity was poor and moral was down, hence the working environment was affected big time. As for the end of year financial results, whenever they were good, it was due to the managing director, whilst if bad figures were achieved, it was due to the incompetent team; this fact was known by everyone, which increased dissatisfaction as well.

The agency started to recover when the perception of potential was comprehended by everyone and the inner value of the team became the important factor. Only then, employees started to work with full threshold, productivity increased and efficiency as well, the error factor was decreased to the minimum and the return on investment was noticeable. Recognition became part of the game, thus pushing the trust factor again in order to enhance inter groups communication and coordination. When actors develop, they are more involved, and more willing to donate to the business safety (Conbere & Heorhiadi, 2015 p32-33).

The agency commenced to apply the modern management model of the team factor instead of the I factor. If there is a win, it's our collective win and if there is a loss it's a collective loss as well, not affecting the individual milestones achieved throughout the year. In addition to this, everyone was accepted as they were, giving them equal chances to develop and participate, learn and motivate others to learn as well. Therefore, for the agency to prosper, the human potential must be considered and applied, where all employees are treated equally and the sole differentiator is the output towards the end objective. Employees are not disposable resources, they are a vital part of the success of any business and towards its development and sustainability.

THE TFW VIRUS

It can be easily claimed that one of the major draw backs businesses face nowadays is the traditional management styles being applied, with their sole vision of the employees as disposable commodities. These traditional managers stand in the way of development and growth; they consider everything as capital and resources in which they can let go in any crisis in order to save money – fast return. When an employee is seen as an asset, mistreatment begins from both the managers and the organization itself, whereas a quantified number is considered as a mere number on the statement of account and not as a separate case by itself; decisions become easy and swift. Business operations in general are infected with the TFW virus as discussed thoroughly in the previous chapters due to the fact of the infected books, schools and theories. The agency under study was managing and treating employees with the TFW virus entrenched in the mindset of the managers. This belief, led to plenty of dysfunctions and hidden costs that affected the bottom line profit of the agency.

Treating employees as a disposable capital is not the solution to economic downturns and losses nor working alone will resolve the problems. Therefore, in order to avoid all of the dysfunctions caused by the TFW virus, the treatment must be used, SEAM method, as tool to educate future leaders (La Venture, 2015 p 2252). Leaders can be taught to change their perception and treatment if the value added is highlighted, i.e. solid reason why, for them to embrace change and push for it. The acceptance of the leader of the solution will eliminate resistance to the extreme from other parties.

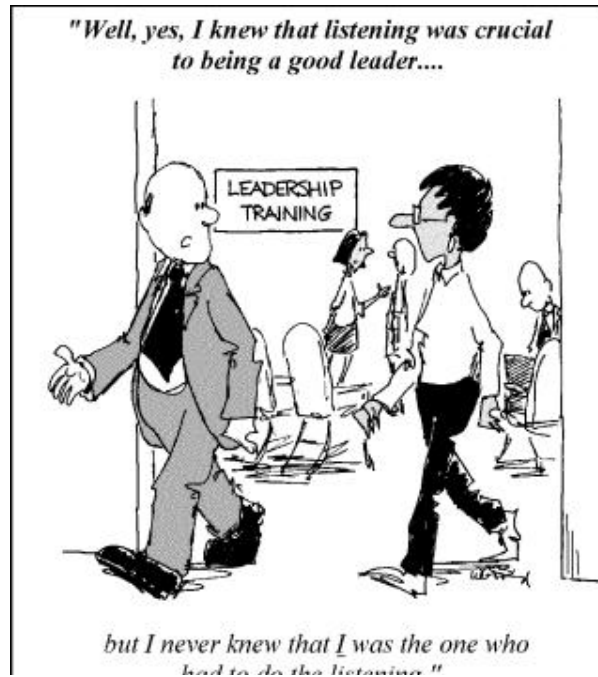


FIGURE 19: Leadership Quote / Source: Shutterstock.com

INTERNAL ENVIRONMENT

With the induction of SEAM to the agency, both managers and employees started to think and act differently, as well as paying attention to the probable hidden costs and poor performance. All of this altered the internal environment by 180 degrees from a solely working place to a place where work, fun, building relations, learn, grow accomplish and excel can occur. Positive vibes started to spread and the atmosphere was becoming professionally friendly, fostering innovation and encouraging change.

With proper attention being paid to the human potential where every individual matter irrespective of the amount of knowledge they had but the will to contribute. All employees became considerate and careful not to create dysfunctions as well as hidden costs and on the contrary, became attentive to the untapped potentials and even better, the creation of potential.

VISION & MISSION

Following the intervention, it was noticed that the agency didn't have a clear nor set mission / vision. The sole purpose after inauguration was to expand and generate cash flow without paying any attention to drafting a strategy or a vision/mission statement since the focus was on a year per year basis; the long-term strategy was overlooked. The managing board thought that no implication could be caused from not having these two statements nor the effect on the daily operation, employees' motivation, productivity or even profitability. This was

the summation of a creative background of the founder and not a managerial business oriented one.

On another note, since it was a well-known practice to skip strategy, there was no need of having the vision/mission statements, especially the fact that the network is operational in the gulf region before the boom, where people cared about work and end results rather than on how things are being done or where. Therefore, for someone to draft a strategically sound vision and mission statements, the following should be noticed:

- Vision: “we aspire to be?” a simple answer to this in order to set sail towards achieving this. For example: “our vision is to become the leading Saudi agency amongst all competition across all platforms”
- Mission: “our mission is become the marketing team of the client” offering full fledged services within the communication sector could be for example the mission of the agency. It shows what a business would like to be as well as whom it desires to serve (David, 1999 p 59).

After having the general examples about both mission and vision, the following is a specific example shared by one of the intervened steering committee members:

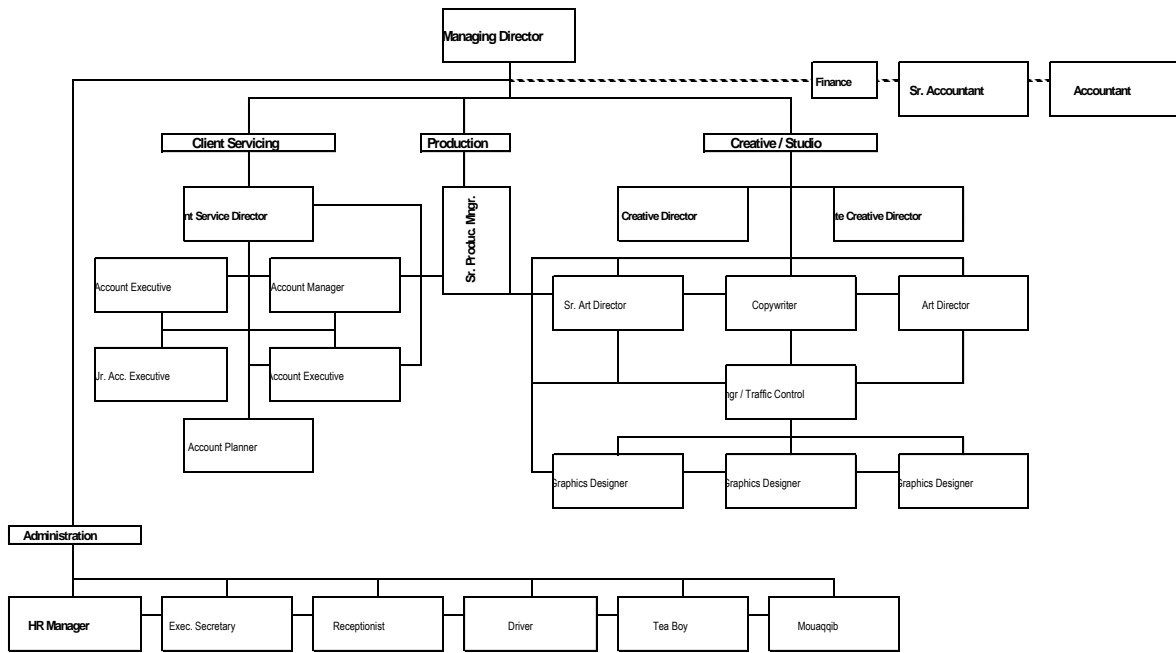
- Vision: Lead in providing excellence communication services
- Mission: to offer specialized communication services to all clients

Eventually, the importance of a mission and vision doesn't reside in the value of having a statement rather than a clear direction and indication to all employees on board on the destination to be reached and to the potential list of clients to be approached. The mission and the strategic goals influence everyone who has contact with the organization (Bateman & Snell, 1996 p119).

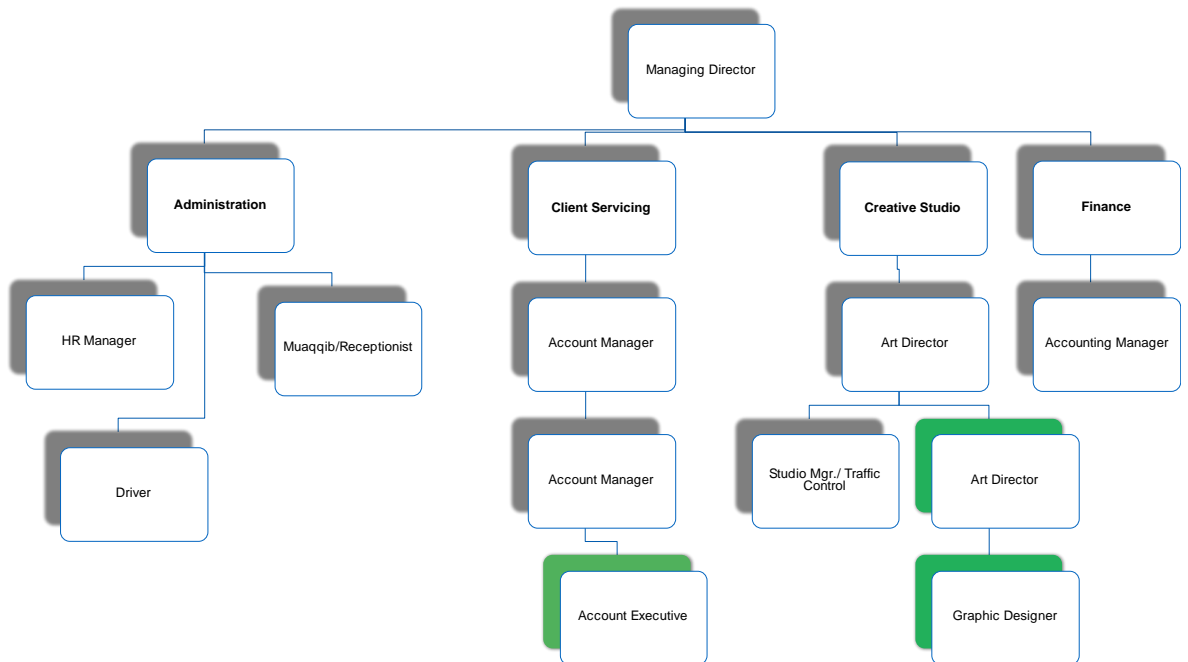
ORGANIZATIONAL STRUCTURE

An agency with a well-organized and clear structure is an agency working efficiently towards achieving objectives. This proper structure will allow it to enhance interaction and experience inside out, facilitating channels of communications and eliminating barriers. The agency under study had a complicated structure in which no one knew how or even to whom they report. We quote an extracted witness statement here: “there are too many generals with a few soldiers”; i.e. everyone is a manager and no one is an employee. The following resembles the organizational charts back in 2015 and in 2016. You can spot the difference and the vast changes applied after the induction of SEAM:

2015 organizational structure:



2016 organizational structure:



A clear reporting system must be established and a clear path between employees as well, each to know his role and within which department he falls. If a clear chain of command is missing, employees will be lost, thus dysfunctions will arise. Therefore, having a clear structure was imperative for the agency in order to facilitate communication, coordination and cooperation within the agency and with the sister agencies of the network. Previously if any request was to be channeled to Riyadh office, no one knew to whom it will be sent (even with the presence of the managing director), whilst today, a clear chain is available for both internal and external usage. According to Mullins (2005), structure has an effect on production and economic efficiency, along with morale and job satisfaction, which indicates direct tangible results and indirect and intangible results. To conclude, strategy and structure are connected. If there is a clear structure, strategy will be implemented properly, whilst if structure is vague, strategy will not be implemented. This is why the agency under study underwent a massive restructuring program and the result of the new structure was shared above.

DYSFUNCTIONS & HIDDEN COSTS

An operational organization must have dysfunctions and hidden costs otherwise it's a dead entity. There is nothing that prevents dysfunctions from ever emerging again, but SEAM tries to eliminate them as much as possible and prevents them from re-occurring only if the intervention is carried out over time, continuously. Within the agency under study, due to the limitations of approvals and time restraints we were able to identify a huge set of dysfunctions, calculate the related hidden costs and convert most of them into value added and profit, but we couldn't sustain our action due to the decision of putting on hold the project.

THE AGENCY'S SURVIVAL

Despite the catastrophic market situation, communications expenditures wise, the agency was capable of sustaining presence, safely said, due to the successful implantation of the intervention (partially). If SEAM intervention was to be applied in full, positive results would have been achieved. Closure decision was taken for June 2016, but the agency will see the light to June 2017 and hopefully beyond.

CONTRIBUTIONS TO AGENCY Y / FIELD

Profitability sustained:

The agency was offered with management tools to transform dysfunctions and hidden costs into value added as well as the means to preserve this advantage and sustain it. Following a closure decision, doors are still open mainly for the following two reasons:

1. Unleashing Human potential: When the employees were considered as human potential rather than human capital, productivity increased and

the will to work was boosted. Everyone felt as being a part of the organization and wanted to contribute due to the sense of ownership. i.e. a healthy environment was created.

2. Transformation of figures: since establishment, the agency under study was losing on an average of 1.1 million USD per years, but due to the implications and application of SEAM intervention, plenty of dysfunctions were discovered and many hidden costs were transformed into value added thus contributing to the end results. In addition to this, the intervention open gateways to tap the untapped potentials which offered the agency with a new thread of hope to acquire new business.

It can be safely proclaimed that the intervention aided in sustained the agency's presence via transforming negative figures into positive ones. It is noteworthy to mention that the agency concluded 2016 with an 80 thousand USD profit, for the first time in its history, despite the market situation and the harsh competition.

Knowledgeable team:

Being kept in the dark for so many long, the agency's team lost faith in learning and was only operational for the obtained benefits, with the fear of losing the job during these turbulent business times was the status quo before introducing SEAM. Now everyone is optimistic and eager to work and collaborate for the better interest of the company due to the fact that it will reflect on them all. Short term strategy and long term one, in addition to the objectives and the agency's plan are all shared with the team in an open channel.

BARRIERS ELIMINATION:

Briefly, we will be examining the main barriers of the situation before the application of the SEAM intervention process, as per the below:

- The agency under study used to operate with virtual walls blocking interpersonal relations or even basic levels of communication. All employees were afraid of each other's and all having direct access to the managing director. If a problem aroused, it would be discussed with the MD and not with the concerned team member.
- The different departments used to act independently from each other, as if each reporting to a different company. Instead of working together, the different teams were working on a confrontation basis; we are against what you say, irrespective.
- No communication what so ever with sister agencies under the same group due to personal problems the previous managing director had with his peers. For any request, employees used to seek support from external, third party suppliers.
- No reporting system, where employees used to be afraid of their direct managers but could open up freely to the managing director, i.e. a major developmental wall between a manager and the direct sub-ordinate.

CONTRIBUTION TO THE KNOWLEDGE:

Descriptive	Explicative	Prescriptive
DH1: Absence of agency & network communication	EH1A: Communication problem internally & externally EH1B: No guidelines to follow	PH1: Improve communication tools. Assigned a weekly reporting system plus a regional communication hub to facilitate the process, in addition to a bi-weekly call with the CEO
DH2: Non-Productive employees	EH2A: Unskilled employees due to hiring policy EH2B: Old machines with old software	PH2: Improve the HR & Group competency. A specialized HR outsourced company was assigned to take care of the group's hiring and development process
DH3: Presence of long working and condensed delivery schedules	EH3A: Long unproductive dragging meetings EH3B: Delay in sharing requests from client and client servicing team	PH3: Improve time management utilization via the introduction of self - time assessment sheet, where now all employees arrive and leave on time with no delays or condensed schedules.
DH4: Staff is lost without knowing to whom they should report	EH4A: Centralized process neglecting all positions EH4B: presence of too many managers with no responsibilities	PH4: Identify a clear organizational chart with team leaders & department heads. Each team to run smoothly all requests addressed to them.
DH5: Absence of attention to details and curiosity	EH5A: Everything is for granted EH5B: Absence of motivation & objective EH5C: Absence of accountability system or even penalization	PH5: Improve the accountability system & decision-making. Applied self-dependency survival mode, i.e. each office is accounted for its own survival; whomever commits a mistake, is responsible for it and answers to its implications.
DH6: Market pressures with major economic problems	EH6: No one is spending and the Marketing industry is in threat	PH6: Survival Mode is on for all companies. Attention to dysfunctions and untapped potential
DH7: Economic downturns effecting expenditures	EH7A: fluctuating oil prices EH7B: War on Yemen EH7C: Governmental changes in cabinet E7D: Laid off employees starting up their own independent local agencies	PH7: Apply SEAM tools and implement them to motivate employees for maximum return. Motivated employees will contribute to the well-being of the agency even when understaffed or over pressured. Furthermore, this will guarantee quality services that will make everyone happy and return back for more business

Table 25: the intervention hypothesis / Source: Own Intervention

All of the shared hypothesis above were validated by the field and built upon within the study.

LIMITATIONS

Resilience to change / internal opposition:

The office director

Since day one, the managing director was opposing the intervention, without even knowing its objectives. The opposition strategy was followed in order to force me not to apply the intervention. Despite the interference of the CEO and the direct request for him to conduct the semi-structured one hour interview, there was always an excuse not to have it. After the conclusion of the diagnostic phase, it was discovered that the managing director was in fear of his position and thought that the intervention would bring to light all the dysfunctions and their related route causes, and he was right.

The director's team

The managing director was with the agency for over 17 years and this is why he had his own team within the agency, loyal to him only and no one else. After they knew that he will not be undergoing the intervention, they directly took sides and refused to take part. Their constant excuse was being overbooked with work and no time to spare. A meeting was recommended to take place over the weekend, with no reply.

Hidden Agendas

Being an internal intervener presented the researcher with various obstacles, out of which the hidden agendas already present against him by some of the colleagues. They tried to mislead the intervention hoping it will fail, but the collective group and the thirst to share information by the agency's team shed light on the right course of action.

Cultural & traditional

Ksa Specific

In a region where people love to talk but not to document anything. An employee who is willing to tell you anything and everything, but off the records. It was difficult to convince them of the process, but what helped is the writing of notes and no usage of recording. On another note, being the birthplace of Islam, the culture of KSA dictates certain dimensions to be respected. For example, at the beginning of the intervention, the human resources manager refused to participate stating that it's against what he was raised to talk about people in their absence; it took the researcher three sessions to convince him of the confidentiality of the project and the main objective of the study, wellbeing of the group.

Province specific

The kingdom of Saudi Arabia is split into 13 provinces, each with its own characteristics, tone of voice, traditions and customs. Therefore, it is vital for the researcher-intervener to differentiate between these provinces in order to best deal with people. For example, what applies with the human resources manager who is from the western province doesn't apply with the front desk receptionist who is from the central region. SEAM intervention brought people together on the basis of the potential aspect and encouraged communication, coordination and cooperation between all employees within all departments for the sole of team.

Religious

Sharia compliance

Being the birthplace of Islam, Saudi Arabia is well known for applying the sharia rules. A product / service cannot be launched unless it's pre-approved by an Islamic committee, therefore it was a bit difficult at the beginning to introduce SEAM and how it worked to the Saudi colleagues, but with time, trust was established and the process got accepted smoothly.

To be specific, at the beginning of the intervention, an employee clearly stated that he will not participate in the process since it's against his religion. When we sat together, on-on-one, he elaborated that he can't talk negatively on anyone, in which we explained that this is not a personal method rather than a collective one aiming to improve dysfunctions and transform hidden into value added. Eventually, he shared plenty of dysfunctions from his point of view and what is thought to be wrong within the agency.

Factors directly affecting the intervention

Higher management choice

Almost two years after the intervention started, it was discovered that the CEO of the agency had other plans for the office, and never thought that the intervention would work. The rejection of the managing director to cope with the intervention was aligned with the CEO who encouraged him on doing so. On another note, when the intervention started to materialize with positive figures, a clear instruction to put the intervention on hold was shared with the intervener researcher, stated as follows: "we will continue to support you, but please do not proceed further with Riyadh intervention, until we tell you otherwise".

Time restraints

The time restraints were a mutual factor from the DBA program itself and from the company as well. Most of the employees were busy most of the time and the intervener researcher was following a university schedule with delivery restraints. On another note, taking into consideration national holidays and religious ones which even squeezed the intervention further.

Corruption

SEAM and corruption do not cope; due to the fact that the managing director was in the company for a long period of time, he had his connections and established network. It was only discovered after his departure in December 2015, the main reason behind opposing SEAM, corruption.

RECOMMENDATIONS AND WAY FORWARD

Based on the intervention and the analysis of both quantitative and qualitative results, the advice for the agency is as follows:

JOB DESCRIPTION AND JOB ANALYSIS:

The basic and preliminary thing to do in any line of business is to craft a detailed job description and job analysis. If an employee is hired to perform a task, he/she clearly needs to know what to do, what is expected from them and even how to do it as well as comprehending his rights within the company. The agency needs to create a job description manual in which roles are specified and the proper channels are also disclosed. This manual will facilitate the working procedure and eliminate any related hidden cost. In order to do so, the following must be done:

- Job analysis: the manager or director must analyze all aspects of the job, its current requirements, required skills, knowledge, education, future aspirations, changes, developments, reporting system and all related details to successfully do the job. For example, the job analysis of the driver in the agency is very simple whilst the job analysis of an account director is complicated, therefore a careful consideration must be paid to this aspect. On another note, following the IESAP set by the agency and the need to transform into a digital one, the job analysis must take into consideration the future needs/wants/changes and include them in the process in order to set the right priorities.
- Based on the job analysis, a job description will be drafted which will allow the human resources manager to hire the right candidate fit for the job from one hand and will allow the direct supervisor to monitor the deliverables of this employee following the job description guide. A detailed job description will have all details about the job and what is required from it. In case someone, resigns or retires, it will be an easy process to replace them with the right candidate, be it internal or external.

Taking into consideration the type of services the agency offers, the job analysis must be a constant process in order to be able to update the job description accordingly; by doing so, will save the agency from recruiting the wrong caliber and waste time, money and resources on the process.

RECRUITMENT, SELECTION, AND RETENTION:

The agency has to have the right selection tools to pick the right candidate for the right job. If there is a clear job analysis that results in a clear job description, the recruitment process will be easy and thus the success rate of this process will be

high. Instead of retaining average employees as per many witness statements shared, the agency will be able to retain the best elements that could contribute and help others grow. The communication industry is all about having the right creative and capable elements, therefore it is vital for the agency to recruit the best, taking into consideration the scarcity of talented people in Saudi Arabia; everyone wants to work in Dubai, the adjacent open country.

EQUIPMENT LIFE CYCLES

Human potential comes first and with the proper job description guide the right person will be hired to conduct the right task, hopefully with the right tools to aid them in doing so. From the diagnostic phase and based on direct observations as well, the equipment in the agency are very old and in some cases obsolete, therefore in need to be replaced, but due to the unavailability of a clear strategy nor an equipment life cycle policy, nothing gets replaced or updated.

As per the financial records of the agency, there are some machines from the year 1999 being fully depreciated since 2002 and are still in use. The agency's policy states that nothing can be disposed of and must be sent to the head office for storage, this is why the agency keeps the machines stored (taking huge space). If equipment life cycle is applied in the agency, the business owners will know exactly the case of each machine used, its effect on productivity, effectiveness and efficiency as well as on employee's moral (intangible) and thus can enforce a replacement policy accordingly. Therefore, as per (Mitchell, 1998), the following must be comprehended and followed:

- Actual / active materialistic life: for how long can this machine endure and work properly. This depends on the user, mechanism of usage and if proper attention has been given to maintenance and repair, otherwise the machine will break at a faster pace.
- Breakeven / profit life: it's when the machine produced enough work to cover the cost and starts to generate profit, which is the best stage for the financial records
- Economic downturn / life: is the state when both fixed and variable costs are equal. On another note, when the machine is costing more than producing; i.e. when fixed costs starts to decrease and variable costs start to increase, the company must take action and replace them.

Based on the above, and as stated, most of the equipment in Riyadh office is beyond the economic downturn / life phase where repairing and fixing machines constitute a huge figure on the company's balance sheet. It is important for the agency to have a replacement plan in process due to the fact that the motivated human potential can't work alone without the proper physical tools to aid them, especially in a creative consultancy agency.

COMMUNICATIONS

In recognition of Basket 3 and the work that has been done in the agency to improve communication, coordination and cooperation, the agency management has to try and preserve this environment via continuous encouragement and follow ups. Proper communication facilitates proper work implementation and distribution of tasks. On another note, the agency has to pay considerate attention

to the amount of listening that takes place, since communication is not a one-way process rather than an interactive process aimed to enhance the status quo.

To be able to grow, people have to interact, communicate and share knowledge; all of which were missing in the agency. One of the field note quotes implicitly stated: “a communications agency without proper communication”; an obstacle in the pathway of progress and development in which everyone must fight for. Taking into account the sensitivity of the Arabs in general and Saudi’s in specific, the agency must work on instilling and preserving the following in order to result in a successful communication process:

- Trust: employees must trust each other and cope on a friendly basis. This process has started with the implementation of the SEAM intervention, and has to be preserved from any mishap.
- Listening: proper listening and not just the act of listening. With the implementation of the resolution sheet, things will be documented and follow up will occur. If anything is misunderstood it will be highlighted and fixed on spot without the need of wasting resources and going back and forth.
- Proper communication: proper sharing of knowledge and know how. All human potential matters and there is no discrimination whatsoever. This will ease inner guts and force everyone to cooperate for the best interest of the agency.

The agency has managed to enjoy a good communications process over the past year and has the chance to preserve it for the future years, thus empowering itself in being effective and efficient.

MANAGING STRESS

Working in Saudi Arabia in general and in the communication consultancy field in specific, generates mega amounts of stress. Therefore, a good manager has to find ways in order to relief the overall working environment and the direct subordinates as well. With the proper application of the introduced SEAM tools from time management or competency grid, employees will be happy due to the proper split of tasks and due to the training agenda set to enhance their skills which will affect work directly and indirectly.

PERFORMANCE APPRAISAL SYSTEM

In order for the strategy to be applied properly, the agency has to apply performance appraisal assigning clear objectives to each employee, in order for it to be able to evaluate at the end of the year/quarter/cycle... if a proper appraisal is set in action, the agency would avoid the usual end of year hassle of employees asking for un-explainable raises, promotions or benefits and those who deserve the extra benefits will be eligible to get them.

TRAINING AND DEVELOPMENT

In an industry where software updates occur every six month and on a yearly basis new ones gets launched, the agency has to have a yearly training calendar to train employees on the best way to exploit the new software. You cannot

spend millions of Saudi riyals to buy new software without conducting proper training for the employees to use, this would generate hidden and obvious dysfunctions, hence a loss. The next step is to differentiate collective training needs and individual training needs (Savall & Zardet, 2008 p 23). On another note, the agency should follow the competency grid set by the department managers and focus on those who are in desperate need for training on both personal and group levels in order to boost loyalty and productivity / self-satisfaction.

CONCLUSION

How to sustain profitability in the marketing industry in Saudi Arabia was the core focus of this research paper and via the conducted-on ground research in an agency in Riyadh and the implementation of SEAM intervention, we were able to highlight the major differences achieved via recognizing human potential rather than capital and highlighted dysfunctions incorporating hidden costs that was transformed into value added (for a full brief on the process, refer back to the dissertation). Contribution to the field would have been greater if there were less limitations and if the project was fully implemented. The agency under study benefited a lot from minimizing dysfunctions and tapping un-tapped potential, but what really created an impact was the unleashing of the human potential.

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