

IMPROVISATION

ISODC 2021 INTERNATIONAL CONFERENCE & INFORMATION
EXCHANGE

MAY 25-27 Online

Sabine El Riachy

Business Development Lead, Pharmaline, Beirut, Lebanon www.pharmaline.com.lb |
sabineelriachi@maliagroup.com

Executive committee, Network of Organizational Development Experts www.node-sept.org

Mireille Daaboul, DBA

Lecturer of Economics, American University of Technology, Halat, Lebanon www.aut.edu |
mireille.daaboul@aut.edu

Executive committee, Network of Organizational Development Experts www.node-sept.org



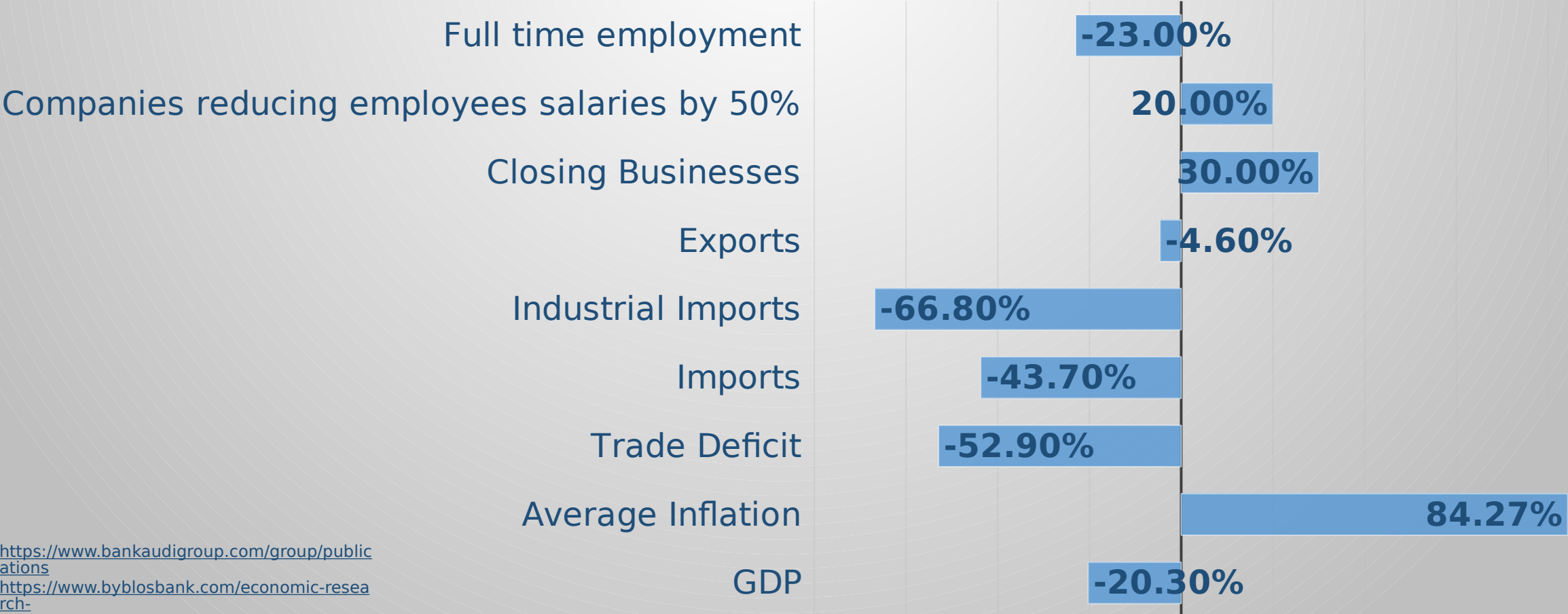
**No Corporate Strategy could Foresee
or Withstand Lebanon's Combined
Crises;**

**Economic, Financial, Monetary,
Political Gridlock, COVID-19, and the
Explosion of Beirut Port.**

Crises Overview

Brutal Events and Abrupt Transformations

Economic Indicators - 2020



<https://www.bankaudigroup.com/group/publications>
<https://www.byblosbank.com/economic-research->
<https://blog.blominvestbank.com/>

Crises Impact

Brutal Events and Abrupt Transformations

- **Poverty on the rise**

More than 50% of the population are facing challenges in accessing food, healthcare and basic services.

- **Slow activity of the economic sector**

Intermittent lockdowns and other measures.

The explosion at the Port of Beirut on August 4, 2020.

- **Increased production cost**

Lack of foreign currency prevented acquiring raw material.

Food security threat; Agriculture & Food sector critical for self-sufficiency.

Shortage in major and large number of brands on the market.

- **Lack of investments:**

Reallocated to the healthcare sector- COVID-19 pandemic.

How did the Businesses in Lebanon survive this multi-layered and compounded crisis?

Competitiveness & Innovation- Swift Actions:

Lebanon rank 87/131 vs. Jordan 81/131 in the Global Innovation Index.

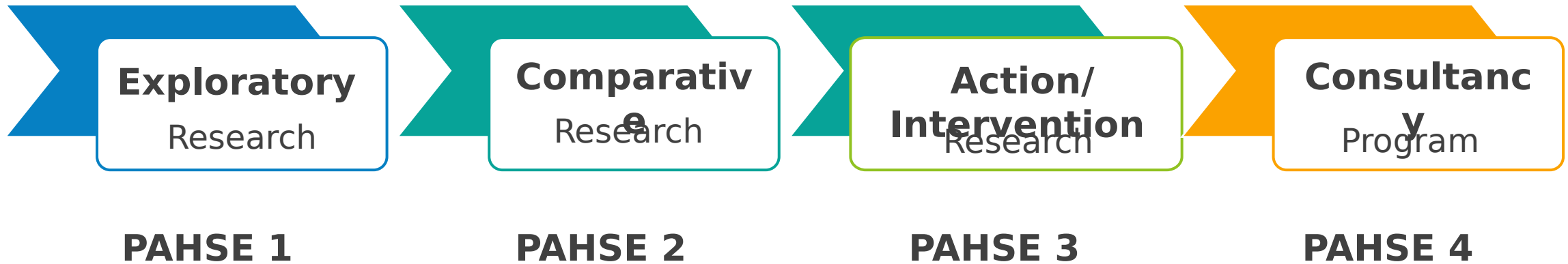
- Disrupting of the usual supply chain
- Changing the leadership style
- Reworking the companies' structure

Not a specific business model, but improvisation was the key to survive

- Can improvisation be adopted in all types of businesses, even in highly regulated sectors?
- What type of factors, internal and external, that prevented embracing improvisation in some businesses?
- Can improvisation be an organizational model in time of crisis only or when ne

RESEACH PROGRAM

PHASES



EXPLORATORY RESEARCH

Investigate

- o What are Organizations' Perception about Improvisation?
- o Does Improvisation Contradicts with Governance and Quality Systems?
- o What are the Causes of Resistance?



Qualitative

Interview
Focus groups
Observation

Quantitative



Questionnaires
Surveys

COMPARATIVE RESEARCH

1

Comparative Study of Organizations that practice Improvisation.



2

Systematic Review on Improvisation literature



ACTION/INTERVENTION RESEARCH

Organization Intervention

Detect Dysfunctions due to Lack of Improvisation

Estimate Dysfunctions Financial Consequen



Consultancy Program



Build:

- Structure(s)
- Practices
- Skills

To Enhance Improvisation

THANK YOU