

The Role of Competencies in the Success of Economic Companies A Case Study of Baladna Qatari Company as a Pioneering Experience

دور الكفاءات في نجاح الشركات الاقتصادية –دراسة حالة شركة بلدنا القطرية كتجربة رائدة –

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Abstract: This study aimed to shed light on the skills of the Qatari company Baladna, and the impact of the skills present at the level of the board of directors and the management team on the success of the company studied. and to analyze the results, in addition to presenting the members of the Board of Directors from its Chairman to the last member of the Board and the skills of each, as well as the management team of the company and their CVs. Thanks to the above, we have achieved a set of results, the most important of which is perhaps the giant skills that Baladna Dairy and Cheese Production Company contains both in the board of directors and the management team, in more than the great experience enjoyed by its members, which positively reflected the results of the company, in which its share price did not decline. About one Qatari riyal, which confirms the high efficiency and work in the management of the company under study.

Keywords: competency ; competency management ; competency assessment ; capacity building ; Baladna Dairy and Cheese Production Company.

Résumé : Cette étude visait à mettre en lumière les compétences de la société qatarie Baladna et l'impact des compétences présentes au niveau du conseil d'administration et de l'équipe de direction sur le succès de l'entreprise étudiée. Nous avons suivi l'approche descriptive et analytique afin de décrire la situation financière de la société qatarie Baladna, en examinant ses cours boursiers au cours de la période s'étendant de 2019 à 2023, en suivant les changements qui s'y produisent et en analysant les résultats, en plus de présenter les membres du conseil d'administration depuis son président jusqu'au dernier. Un membre du conseil d'administration et les compétences de chaque membre, ainsi que l'équipe de direction de l'entreprise et leurs CV. De ce qui précède, nous arrivons à un ensemble de résultats, dont le plus important est peut-être les énormes compétences que Baladna Dairy and Cheese Production Company possède à la fois au sein du conseil d'administration et de l'équipe de direction, en plus de la grande expérience que possèdent ses membres, ce qui s'est reflété positivement dans les résultats de l'entreprise, dans lesquels le cours de son action n'a pas chuté de plus d'un Un riyal qatari, ce qui confirme la grande efficacité et le travail de la direction de l'entreprise étudiée.

Mots-clés : Efficacité; gestion des compétences; évaluation des compétences; renforcement des compétences; Baladna Dairy and Cheese Production Company.

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ملخص: هدفت هذه الدراسة إلى تسليط الضوء على الكفاءات في شركة بلدنا القطرية، وتأثير الكفاءات الموجودة على مستوى مجلس الإدارة والفريق التنفيذي على نجاح الشركة محل الدراسة، فاتبعنا للنهج الوصفي التحليلي من أجل وصف الوضعية المالية لشركة بلدنا القطرية، من خلال استعراض أسعار أسهمها خلال الفترة الممتدة من 2019 إلى 2023، مراقبة التغيرات الحاصلة فيها وتحليل النتائج، إضافة إلى عرض أعضاء مجلس الإدارة من رئيسه إلى آخر عضو في المجلس وكفاءات كل عضو فيه، إضافة إلى الفريق التنفيذي للشركة وسيرتهم الذاتية. وتصلنا من خلال ما سبق إلى مجموعة من النتائج لعل من أبرزها الكفاءات العملاقة التي تحتويها شركة بلدنا لإنتاج الألبان والأجبان في كل من مجلس الإدارة والفريق التنفيذي، إضافة إلى الخبرة الكبيرة التي يتمتع بها أعضاؤها والتي انعكست بصورة إيجابية على نتائج الشركة التي لم ينخفض فيها سعر سهمها عن واحد ريال قطري، والذي يؤكد الكفاءة والعمل الكبيرين في إدارة الشركة محل الدراسة.

الكلمات المفتاحية: كفاءة، تسيير كفاءات، تقييم كفاءات، تكوين كفاءات، شركة بلدنا لإنتاج الألبان والأجبان.

I- Introduction :

In the face of fierce market competition and significant ongoing changes, economic institutions are striving to discover new strategies to ensure their survival and capture the largest Possible market share. With institutions becoming increasingly similar in terms of production factors like land, organization, and capital, human competencies have become a crucial element, providing a competitive edge. These competencies offer efficiency, precision, and speed in performance, along with innovative and creative ideas that allow those who possess them to stay ahead in what is now known as the knowledge economy. Managing these competencies represents an advanced phase of human resource management, leading to improved performance and institutional effectiveness. Consequently, institutions are eager to retain, develop, and enhance these competencies to achieve their objectives and excel in performance. This study will focus on the Qatari company Baladna, a leader in dairy and cheese production.

- Problem Statement: Based on the above, we propose the following central question:

- How significantly do competencies at Baladna influence its profitability?

- Subsidiary Questions

- What defines competency?
- What is competency management?
- How is competency assessment defined?
- What are the outcomes of having competencies at Baladna?

- Importance of the Study: The study's significance lies in its emphasis on national competencies within economic institutions, highlighting their importance for both the specific economic institution and the national economy as a whole, through a case study of the pioneering Qatari company Baladna in dairy and cheese production.

- Objectives of the Study:

- Define the concept of competency.
- Define the concept of competency management.
- Identify the stages of competency development.
- Emphasize the importance of competencies at Baladna.
- Assess the impact of competencies on the success of the company under study.

- Methodology: This study employed an analytical descriptive approach to delineate competencies and their management, as well as to analyze the company's profitability and the influence of competencies on it. This was achieved through a case study of the Qatari company Baladna, a leader in dairy and cheese production, representing a pioneering Arab initiative.

- Study Tools: A series of statistical charts and tables were utilized to examine the financial status of Baladna, which operates within the consumer goods and services sector, and to ascertain the impact of competencies on its success. The study explored the concept of competency, competency management, and competency assessment, in addition to the types of competencies, their dimensions, and the stages of their formation and management.

I.1. General Framework for Competency Management

Below, we will address the:

I.1.1 Definition of Competency

Competency is defined in various ways, including:

- "The result of an action performed by an individual through taking initiative and assuming responsibility to face specific professional situations." (Nassima, 2018)
- "The actual abilities and set of coherent behaviors present in an individual, through which they confront a given situation to solve problems, make decisions, or perform actions..." (Nawal, 2021)
- "A combination of intelligence in problem-solving, autonomy, and responsibility when performing productive or service tasks." (Ben El-Haj Jeloul Fatima Zohra, 2022)

I.1.2 Concept of Competency Management

Definitions of competency management are varied and include:

- "A set of applications of human resource management functions concerned with managing employee competencies by attracting competent employees to the institution, developing them, investing in their skills, and retaining them to achieve the institution's goals in the short or long term." (Assali Nouredine, 2022)
- "A set of activities dedicated to optimally utilizing and developing individuals and groups to achieve the institution's mission and improve individual performance, as well as employing and developing existing or recruited competencies for the better." (ahri Aboubakr, 2022)
- "The planning, organizing, directing, and controlling of human competencies in the institution, ensuring alignment with the competencies required for the job and continuously developing their competencies to achieve distinguished performance for both the individual and the institution. The shift from human resource management to human competency management is the transition from managing weaknesses and addressing them to managing individuals' strengths and competencies and reinforcing them, by focusing on the most effective intangible competencies in achieving distinguished performance." (Soucha, 2022).

I.3.1 Definition of Competency Assessment

- Numerous definitions of competency assessment exist, with the most notable being as follows:
- Competency assessment is described as "A permanent and continuous process involving all employees of the institution, where the body responsible for managing human

resources conducts this process continuously and on all available managerial occasions" (Bendi Abdallah, 2015).

- It is also perceived as "The process through which various abilities placed in work situations are evaluated, represented by systematic or technical knowledge, practical knowledge, experiences, and various behaviors and actions of the individual during work performance" (Chouchane Siham, 2015).
- Another definition states it as "Judging the quality of overall performance by referring to the objectives set by officials" (Hammadi Nabil, 2017).

1.2.Types and Stages of Competency Formation

1.2.1 Types of Competencies

Researchers propose various classifications for competencies, with the most prominent being categorized into three levels as follows:

- **Individual Competencies** :These refer to the set of observable performance dimensions, including individual knowledge, skills, behaviors, and organizational abilities interconnected to achieve high performance and provide the institution with a competitive advantage. Individual competency, also known as professional competency, is expressed as a combination of knowledge, scientific knowledge, experiences, and behaviors practiced in a specific context, observable during a professional situation. The institution that possesses it is responsible for its discovery, stabilization, and development (Samah, 2012).

- **Collective Competencies** : These competencies arise from the collaboration of individual competencies to facilitate the achievement of specified results. Collective competencies enable the creation of valuable resources for the institution and their development and accumulation. Also referred to as core competencies, the institution's survival, development, or withdrawal depends on them. Collective competency is defined as a result or outcome arising from cooperation and the superiority of aggregation among individual competencies. It includes a set of knowledge, such as knowledge of preparing a joint presentation or proposal, communication knowledge, cooperation knowledge, and knowledge of collective learning or experience-taking (Asia, 2017).

- **Strategic Competencies** :Strategic competencies emerge from the integration achieved among individual competencies. Creating new combinations among individual skills, proprietary assets, and organizational rules enhances the institution's competitive advantage. Strategic competencies contribute to the institution's adaptation to its competitive environment (Wassim, 2019). They consist of four elements: the knowledge and skills of employees, composed of the institution's practical and technological heritage; technical systems and knowledge; management systems and strategic vigilance; and the values and standards that anchor the process of creating and developing core competencies.

1.2.2 Dimensions of Competency

The dimensions of competency can be categorized into three distinct areas (Koudid Soufiane, 2022):

- **Theoretical Knowledge (Savoir):** This pertains to theoretical competencies.
- **Practical Knowledge (Savoir-faire):** This involves applied competencies or technical skills.
- **Behavioral Knowledge (Savoir-être):** This encompasses social or relational competencies.

I.2.3 Stages of Competency Formation

The process of competency formation progresses through four primary stages:

- **1st Stage:** During this initial stage, the stakeholders involved in the formation process are identified, along with the requisite tools, procedures, decisions, and processes.
- **2nd Stage:** This is the stage of training engineering, which involves coordinated efforts leading to the design and implementation of structured training systems. This process is documented through two key documents: the specifications document, which serves as the practical translation of the concept of training investment, and the pedagogical files. Consequently, this stage determines the quality of the training.
- **3rd Stage:** The implementation stage involves guidance and preparation through various pedagogical situations that converge at a fundamental point: they represent opportunities for the learner or trainee to acquire the necessary knowledge.
- **4th Stage:** Similar to products, applying the principle of quality necessitates ensuring that the service provided to the customer meets the required standards. Training adheres to this principle, where quality determinants are capable of producing and mobilizing skills in work situations, as demanded by the competency-based approach, which posits that competencies are only realized in real work situations.

I.2.4 Stages of Human Competency Management

The stages of human competency management, also referred to as the domains of competency management, are outlined as follows (Kambour Abdel Raouf, 2018):

- **Preparing Competency Specifications:** This stage represents one of the initial phases of competency management when implemented. It involves clarifying the desired competencies required to achieve optimal functional performance, whether at the level of a single job or a family of jobs. This process is known as competency analysis. Practically, competency specifications serve as the cornerstone of competency management, forming the reference point for evaluating competencies, developing them, and determining salaries.
- **Competency Assessment:** This involves evaluating the quality of overall performance by referencing the objectives set by officials. Continuous and systematic evaluation of competencies is conducted by human resources management, whether during recruitment, promotion, reorganization, and classification of employees, or through the training process provided by the institution for their benefit. This process employs managerial tools and techniques, including various tests that measure cognitive, mental, and psychological aptitudes, as well as evaluation forms. These structured and organized evaluation processes are conducted at multiple levels by specialized professionals to assess abilities, skills, and individual qualifications.
- **Developing Competencies:** The development of competencies can be achieved through several methods, as outlined by Kambour Abdel Raouf (2018):
 - **Competency-Based Training:** This approach focuses on acquiring specific behaviors and may utilize interview techniques, problem analysis, flexibility, and individual-centered management. It is employed by trainers and participants who are adept at observing competencies. A group of assistants is formed with the task of developing the same competency (e.g., decision-making ability)

or different aspects (e.g., some focus on decision-making ability while others concentrate on flexibility).

- **Competency-Based Coaching:** Historically, coaches have been perceived as experts providing advice, suggestions, lessons, instructions, and assistance, while encouraging and motivating individuals to find solutions independently. Competency coaches, however, observe behaviors, seek to understand the internal relationships of competencies, and stimulate learning.

- **Competency Salaries:** Institutions aim to offer competency salaries for several purposes (Kambour Abdel Raouf, 2018):

- Enhancing professional competency and promotion opportunities.
- Increasing individual motivation (recognition, bonuses, promotion).
- Individual evaluation (satisfying the need for appreciation and achievement).

II– Methods and Materials:

1/ Analytical Descriptive Study of Baladna, a Qatari Company Active in the Consumer Goods and Services Sector

- **Introduction to the Studied Company :**Baladna (BLDN) is the leading dairy company in Qatar. The following provides a historical overview of the company, as well as its team and members. Baladna is a 100% Qatari company and one of the largest cattle breeding companies in the region. It occupies 2.4 million square meters and has the capacity to breed 24,000 heads of cattle in an environment conducive to maximizing milk production. The farm offers distinguished natural products with a fresh taste and high nutritional value. The cows are milked daily using the latest rotary milking systems, which are employed in the production of a wide range of dairy and cheese products. The farm is open to the public for visits, allowing visitors to observe the latest rotary milking systems in the region. Additionally, the farm features a distinguished restaurant, a beautifully landscaped garden, a children's play area, and a petting zoo, making Baladna Farm an ideal destination for those wishing to experience farm life (Company, 2023).

- **Baladna's Team (BLDN) :**Baladna is managed by an elite group of professionals with expertise in various specializations, and the collaboration of these competencies has led to significant success. Below, we review the competencies of the board members of Baladna:

- **Mutaz Al-Khayat:** is a distinguished entrepreneur and business leader renowned for his relentless pursuit of new business opportunities and his commitment to pushing boundaries within strategic economies. His efforts are directed towards sustaining businesses and providing customers with advanced and comprehensive solutions. Based in Doha, he is a prominent Qatari businessman, serving as a partner and chairman of Power International Holding Group. Additionally, he is the co-founder and chairman of the board of directors of UCC (United Construction Company), a leading entity in the Gulf region, classified as a first-category company in contracting and construction in Qatar. Mr. Al-Khayat possesses extensive expertise in establishing companies globally, with investments spanning construction, real estate development, hospitality, restaurants, retail, and facility management.

- **Mohammed Badr Al-Sada:** holds an engineering degree from the University of Arizona and has accumulated experience across various sectors, including oil and gas, investment, and communications. He recently transitioned to the food manufacturing sector, where he serves as CEO of Hassad Food, a company owned by the Qatar Investment Authority that focuses exclusively on the food sector. Mr. Al-Sada has held

the position of CEO at Hassad Food since 2017, having previously served as Chief Operating Officer and Chief Business Development Officer at Vodafone, as well as in a senior role at the Qatar Investment Authority. His career commenced as an engineer at a major oil company in Qatar, with a two-year tenure in Japan developing the Dolphin Energy project. Mr. Al-Sada is also a board member of several companies, including serving as chairman of Wudam Food Company, vice chairman of International Seafood SAOG, and a board member of the Arab Qatari Company for Poultry Production (Al Waha), Qatar Development Bank, and Akolid Arab Company for Livestock Development.

- **Ramiz Al-Khayat** : is a renowned entrepreneur and competent leader with distinguished expertise in operations management, risk management, and development works. He is a co-founder and vice chairman of the board of directors, as well as the managing director of UCC (United Construction Company), which has become a model of creativity, expertise, and quality in the execution and delivery of projects. The company has successfully completed some of the most renowned, visionary, and challenging projects and development works in Qatar, the Middle East, North Africa, and Europe. Mr. Ramiz Al-Khayat is also the co-founder and vice chairman of Power International Holding, a conglomerate involved in real estate development, investment, industry, restaurants, retail, dairy and cheese farms, and services.

- **His Excellency Sheikh Faleh bin Nasser bin Ahmed Al Thani**: holds the esteemed position of Minister of Environment and Climate Change and serves as the chairman of Qatar's Food Security Program. With 19 years of professional experience in the agricultural and environmental sectors and in water resource management, he has also managed investment projects at the Ministry of Municipality and Environment. His Excellency served as the Undersecretary of the Ministry of Agriculture and Fisheries within the Ministry of Municipality and Environment from 2005 to 2021. Since 2011, he has chaired the Standing Committee for Living Aquatic Resources and, since 2006, the Standing Committee for Farms and Wells. Additionally, he has chaired the board of directors of Hassad Food since 2005. Throughout his distinguished career, His Excellency has led numerous official missions and delegations representing Qatar in regional and international forums related to the agricultural sector, including IFAD, ICARDA, AOAD, FAO ASIAN, and ACSAD. Furthermore, he has presented academic research papers at international conferences, workshops, and conventions on topics such as water desalination using solar energy and enhancing agricultural productivity. His Excellency holds two doctoral degrees, one in water resource management and the other in solar-powered water desalination, both conferred by the University of Hertfordshire in the United Kingdom.

- **Hamad bin Abdullah bin Khalid Al-Attiyah**: holds the position of Senior Investment Analyst and possesses 13 years of experience in investment, pension fund investments, commercial and banking affairs, traded instruments, and local and global investment portfolios. He commenced his career in 2007 as a banking monitor in the Supervision and Control Department at Qatar Central Bank before joining the General Retirement and Social Insurance Authority, where he specializes in investment analysis and portfolios of locally and globally traded financial instruments. Mr. Hamad holds a degree in business administration from Wayaz University and an executive master's degree in social and innovative business from HEC Paris.

- **Mazen Al-Sabti**: has extensive experience spanning 23 years as an executive director, where he began implementing growth policies as a senior executive director. He possesses exceptional skills in planning, execution, monitoring, and resource balancing, with the capability to support multiple projects within an organizational matrix structure. Mr. Al-Sabti is responsible for communicating with shareholders in the business and providing accurate reports and information on ongoing projects and initiatives. He develops and implements strategies aimed at creating a positive public image for the group and supporting it. He collaborates and builds relationships with prominent members of the media, government, and the public to foster a positive company image and create new business opportunities.

- **Aidan Tennant**: is a business specialist with a distinguished record of success in the Gulf Cooperation Council (GCC) countries and the broader Middle East region. He possesses over thirty years of experience in general management across diverse sectors, including dairy, food, entertainment, retail, insurance, real estate

development, and e-commerce acquisitions. Prior to his tenure at Baladna, Mr. Tennant held the position of Chief Executive Officer and Acting Executive Director at Danone, a globally renowned food company, from 2013 to 2017. Furthermore, he was a member of the Board of Directors of Safi Danone Iraq between 2015 and 2017. His previous roles in the Middle East encompass serving as Group Advisor for Al Othman Group, Head of E-Commerce and Retail for Arabian Shield Insurance, Head of Commercial Sales and Marketing for SADAFCO, Head of Sales at Almarai for a duration of seven years, and Executive Director and Business Development Director for the Irish Fleming Group. Mr. Tennant holds a master's degree in management from the University of York in the United Kingdom and is a graduate of the Chartered Institute of Marketing (UK) as well as the Marketing Institute of Ireland. He currently serves as Executive Director for two Irish companies.

2/ Executive Team of Baladna

The following section will address the members of the executive team of Baladna and their respective competencies.

- Members of the Executive Team of Baladna: The executive team of Baladna comprises a group of individuals with diverse competencies, as summarized in the following table:

Table N°01 The executive team of Baladna

Name	Position
Ramiz Al-Khayat	Board Member/Managing Director
Malcolm Jordan	Chief Executive Officer
Saifullah Khan	Chief Financial Officer
Paul Kenny	General Sales Director
Emad Bakr Saleh	General Farm Director
Talal Madi	General Marketing Director
David Stewart	General Manufacturing Director
Vidavias Vimory	Supply Chain Director
Julian Marcolini	General Quality Director
Nasser Al-Musallamani	Group Human Resources Director
Firas Jirjis Khalil	Information Technology Director
Omar Marar	Projects Director
Francis Higgins	of Sustainability and Media Relations

Source: Prepared by the researchers based on the company's official website (Baladna Team, 2023).

As indicated in Table 01, the executive team of Baladna comprises 13 members, each holding distinct positions and possessing varied specializations. The following section provides an analysis of the competencies of each executive team member (Baladna Team, 2023).

- **Competencies of the Executive Team Members of Baladna:** The competencies of Baladna's executive team are as follows:

- **Ramiz Al-Khayat:** is a distinguished entrepreneur and leader with significant expertise in operations management, risk management, and development projects. He is a co-founder and serves as vice chairman of the board of directors and managing director of United Construction Company (UCC), which is recognized for its creativity, expertise, and quality in project execution and delivery. UCC has successfully completed numerous prominent, visionary, and challenging projects across Qatar, the Middle East, North Africa, and Europe. Mr. Al-Khayat is also a co-founder and vice chairman of Power International Holding, a conglomerate involved in real estate development, investment, industry, restaurants, retail, dairy and cheese farms, and services (Company, 2023).

- **Malcolm Jordan:** possesses over 28 years of experience and has held several executive roles within Almarai, including Executive Vice President—New Business, CEO—IPNC, General Marketing Director, General Quality Director, and Product Development and Innovation. Mr. Jordan holds a degree in food technology from West Scotland Agricultural College and a leadership development certificate from the International Institute for Management Development (IMD) in Switzerland (Company, 2023).

- **Saifullah Khan:** serves as the Chief Financial Officer at Baladna, where he is responsible for the strategic management of financial resources. He has extensive experience in evaluating financial operations and organizational restructuring, with a proven track record of enhancing financial performance, productivity, and governance. Mr. Khan has held various positions in sectors such as construction, industry, and dairy production, and has occupied high-level financial roles in multinational companies, including NLC Pakistan and Qatar Electrical Contracting Company. He holds a bachelor's degree in accounting, a master's degree in finance, and is a certified public accountant (CPA) (Company, 2023).

- **Paul Kenny:** is a seasoned commercial and marketing executive with three decades of experience in prominent international and regional consumer goods companies. His expertise lies in business transformation and brand development, both locally and globally. Over the past twenty years, he has been active in the GCC countries, collaborating with major dairy companies, including Safi Danone, Nadec, and Almarai. Mr. Kenny possesses extensive experience in managing complex integrated businesses, developing and implementing innovative market models, and creating comprehensive 360-degree brand campaigns. He employs a process-driven approach to devising tailored strategies, particularly for underperforming business units, leveraging his unique ability to enhance profitability through effective people management. His results are driven by a profound understanding of diverse business operations, adherence to deadlines, exploration and expansion of new markets, and the achievement of sustainable growth. As a motivational leader, he acknowledges the importance of individual performance supported by effective processes and systems, with clearly defined key performance indicators, gap analysis, training, and development. Mr. Kenny holds a graduate certificate in marketing from the Marketing Institute of Ireland (Baladna Team, Paul Kenny, 2023).

- **Emad Bakr Saleh:** possesses over three decades of experience in the dairy and agriculture industry, having worked at major dairy farms in Saudi Arabia, including Al Safi and Nadec. His expertise spans agricultural operations and operational performance, with a specialization in enhancing overall performance by evaluating management changes and investment plans to assess their economic value, efficiency, and impact on profit and loss. Currently, he serves as the General Farm Director at Baladna Farms, where he is responsible for leading, overseeing, and developing farm operations to achieve the company's financial and production objectives. Mr. Saleh is a dynamic leader with a passion for training and educating his team to collaboratively achieve goals (Baladna Team, Emad Bakr Saleh, 2023).

- **Talal Madi:** has amassed 23 years of comprehensive experience in marketing and management across diverse institutions. He is adept at establishing departments, planning, execution, and leading operations to achieve profitability through his managerial skills. Mr. Madi demonstrates high proficiency in executing strategic initiatives, developing market penetration techniques, and creating brands, with a proven track record of increasing sales and growth while leading operational improvements to enhance productivity and

reduce costs. He is highly focused and pragmatic, excelling in dynamic environments that present significant challenges. Mr. Madi has extensive experience in marketing, sales, business development, planning, revenue enhancement, product and brand management, and market analysis at companies such as McCann Erickson, Leo Burnett, and Philip Morris International in the Gulf, Africa, and Europe. He is a strong proponent of marketing aligned with business objectives, creating differentiation based on robust insights that lead to increased profitability (Baladna Team, Talal Madi, 2023).

- **David Stewart:** Mr. David Stewart serves as the General Manufacturing Director at Baladna, overseeing the plastic manufacturing operations. He possesses over three decades of experience in the food industry, including more than 15 years in the GCC countries, specializing in fast-moving consumer goods, services, and food ingredients. Prior to his tenure at Baladna, Mr. Stewart held senior operational roles at Almarai. He is qualified in engineering and manufacturing operations and has obtained a certificate in leadership development from IMD in Switzerland. (Company, 2023)

- **Vidavias Vimory:** Mr. Vidavias Vimory holds the position of General Supply Chain Director at Baladna. In his capacity as Head of Supply Chain, he provides strategic support and guidance for all supply chain initiatives to achieve the organization's operational and financial objectives. Mr. Vimory leads, develops, directs, and implements optimal supply chain, storage, and logistics practices within budgetary constraints. Before assuming this role, Mr. Vimory, an experienced operations and technical business leader, accumulated a track record in multinational companies such as Cadbury, Unilever, Perfetti Van Melle, Friesland Campina, and Fonterra, with experience in both regional and national roles. He served as Operations Director at Fonterra. His expertise spans 11 years in food dairy products, 11 years in chocolate and confectionery, one year in beverages, and nearly five years in pharmaceuticals, delivering gross margin-level profit and loss responsibility for key accounts and distributors. He has managed the entire supply chain for over 25 years at the management team level across seven countries: India, Thailand, Malaysia, Vietnam, Indonesia, China, and Nigeria. (Company, 2023)

- **Julian Marcolini:** Mr. Julian Marcolini joined Baladna Food Industries as General Director of Quality, Product Development, Health, Safety, Security, and Environment. Mr. Marcolini is a skilled administrative expert with over 20 years of experience in quality, food safety, manufacturing, supply chain, and continuous improvement. He has worked in the Middle East for the past 12 years at Almarai, holding several senior positions, including Group Quality Head and Head of Supply Chain at Almarai Infant Nutrition. Mr. Marcolini completed his MBA from the University of Warwick, graduated in food science management from the University of Salford, and holds a certificate in leadership development from IMD in Switzerland. (Company, 2023)

- **Nasser Al-Musallami:** Mr. Nasser Al-Musallami holds an MBA from Henley Business School. He has garnered experience across key sectors, including energy, finance, sports, and tourism. Before joining Baladna, Mr. Al-Musallami served as Planning and Quality Director for the Qatar Tourism Authority, where he was responsible for tourism strategy, collaborative planning, and quality assurance. Prior to that, he was HR Director at Qatar Stars League and previously held the position of Project Manager at Qatar Financial Centre, where he was instrumental in founding the Qatar Finance and Business Academy during his tenure. His career commenced in the energy sector, where he was part of the QatarGas team, the world's leading supplier of liquefied natural gas. (Company, 2023)

- **Firas Jirjis Khalil:** Mr. Firas Khalil serves as the manager of the Information Technology Department at Baladna. As one of the founding members of the company, he played a pivotal role in the development of its information systems and spearheaded its digital transformation through the implementation of the SAP program, thereby providing business solutions for employees. Prior to his tenure at Baladna, Mr. Khalil was affiliated with several prominent IT service providers in France, including Automotive Valeo, Dassault, and EDF Energy. He possesses a postgraduate degree in enterprise resource planning project management from EI-CESI in Paris and a degree in mechanical and production engineering from Paris XI University. (Company, 2023)

- **Omar Marar:** Mr. Omar Marar holds the position of Projects Director at Baladna, where he is responsible for managing construction and engineering projects. As an expert in risk and claims management, he oversees the entire lifecycle of projects at Baladna, encompassing planning, programming, tenders, and progress monitoring. With over a decade of experience in strategic planning, project execution monitoring, and analysis, Mr. Marar has significantly contributed to the successful development of high-profile construction projects across the Middle East, Africa, and Europe. (Company, 2023)

Francis Higgins: A specialist in media relations, Mr. Francis Higgins has extensive experience in assisting executives in developing their media presence and reputation, as well as formulating long-term media strategies for the company. At Baladna, he is responsible for overseeing public media engagement, corporate communications with key national and international media, external communications with key stakeholders, and coordinating VIP visits to Baladna. Originally from the UK, Mr. Higgins has also worked in Southeast Asia and holds degrees from University College and King's College, University of London. (Company, 2023).

III- Results and discussion :

1. Financial Situation of Baladna

Baladna can be summarized through the following figure:

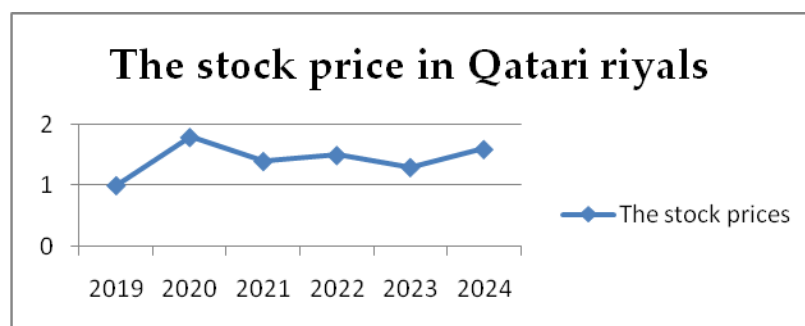


Figure N°. 01: Stock prices of Baladna from 2019 to 2023.

Source: Prepared by the researchers based on the company's website (Baladna Company, Historical Stock Price, 2023).

Figure 01 illustrates the trajectory of Baladna's stock price, denominated in Qatari riyals, from 2019 to 2023. Initially valued at 1 Qatari riyal in 2019, the stock price increased to 1.8 Qatari riyals in 2020, subsequently decreased to 1.4 Qatari riyals in 2021, and further adjusted to 1.5 and 1.3 Qatari riyals in 2022 and 2023, respectively.

Our analysis of the data suggests that the onset of the COVID-19 pandemic in late 2019 and early 2020 did not exert a significant impact on the stock prices of the Qatari company under study, despite the sensitive nature of its operations.

This observation underscores the substantial efforts undertaken by the management, from the board of directors to the executive team, thereby affirming the competence of the company's leadership.

IV- Conclusion:

The field study yielded several findings, which are summarized as follows:

- The board of directors of Baladna comprises seven members, while the executive team consists of thirteen members.
- The members of both the board of directors and the executive team of Baladna are characterized by their experience and skill.
- The diversity of specializations among the board and executive team members has facilitated a form of integration and balance within the company, enabling effective management of various challenges.
- Baladna's stock prices were not significantly affected by the waves of the COVID-19 pandemic, attributable to the efficiency of its administrative structure.
- The rapid recovery of Baladna underscores the significant impact and efforts of its administrative structure, demonstrating its efficiency and excellence.

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