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Article

Effect of Strategic Management to Enhance Adaptability to Change in Management Consulting Companies

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Abstract: This study addresses how strategic management helps management consulting firms in Saudi Arabia adapt better to changes. It fills an important gap in understanding how strategic approaches boost a company's resilience and ability to learn continuously in fast changing environments. The research focuses on identifying which parts of strategic management like planning, vision, innovation, and resource use most effectively promote adaptability, which we measure through resilience and ongoing learning. What's special about this study is that it centers on Saudi Arabia's consulting scene, a sector that's developing quickly under Vision 2030. The insights gained here could also be useful for other industries worldwide that face swift changes. For this research, a survey was done with 108 employees from a Saudi consulting firm. The data was analyzed using basic statistics and regression techniques. The findings indicate that managing innovation (β=0.677, $p<0.001$) and resources (β=0.424, $p<0.001$) have the biggest positive impact on resilience. Similarly, resource management (β=0.92, $p=0.02$) and innovation (β=0.42, $p=0.04$) considerably support continuous learning. Interestingly, having a strong strategic vision showed a noticeable effect on resilience (β=1.23, $p=0.02$). On the other hand, traditional strategic planning didn't seem to have a meaningful influence on adaptability ($p>0.05$). To summarize, the ability to adapt in consulting firms depends more on flexible skills like innovation and agile resource use than on strict planning. The study recommends promoting a culture of innovation, developing flexible resource systems, and continuously encouraging learning. Policymakers can help by offering R&D incentives to support these efforts. Overall, this work provides a framework for companies dealing with uncertainty and aligns with Vision 2030's goals for economic diversification. Future research should look into sector-specific strategies for adaptability and explore how leadership influences these processes

Keywords: Strategic Management, Planning, Vision-Innovation, Adaptation, Resilience, Change

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1. Introduction

Because the global business world is always changing and can be unpredictable, companies need to be quick to adapt to new developments and shifts in the marketplace. Today's business environment is changing faster than ever, thanks to new technology, changing consumer preferences, new regulations, and a stronger focus on sustainability [1]That's why having a clear, well-planned strategy is so important for long-term success and growth, especially when things are constantly shifting. To handle these challenges effectively, strong strategic management is key it plays a big role in whether businesses and organizations succeed and last over time[2].Strategic management is built on a range of ideas and theories that emphasize the importance of being adaptable, innovative, and attentive to stakeholders especially important for businesses facing fast-changing technology. One of the most talked-about ideas lately is the top-down approach, which focuses on leadership qualities and how managers' personalities and experiences influence

company strategies [3], [4].Understanding this can help companies make smarter decisions and carry out their plans more effectively. This approach also helps organizations develop strong leaders, stay flexible in unpredictable environments, and keep performing well even when times are tough[5][6]. Another key idea is strategic management theory, which stresses the importance of careful planning and creating a company culture open to new ideas [7].This becomes especially important when it comes to digital transformation, as it shows how businesses can use new technologies to stay competitive and change their strategies quickly during economic lows or sudden market changes [8].Using these ideas in research helps set the basic rules and principles needed to lead organizational change and keep businesses moving forward. When it comes to adapting to change, it's all about how a company makes internal adjustments to stay alive and keep growing in a sustainable way. These changes might be prompted by shifts happening outside the company, like market trends, or by the organization wanting to improve its performance. Companies can adapt by building some key skills, like doing research, continuously finding ways to get better, and forming strategic partnerships [6]. Because strategic management plays such a critical role in today's fast-changing business world, many studies have looked into how it impacts organizations [9]Other research has focused on how organizations adapt to change across different industries ([10], [11]. Still, there's not enough research specifically on how strategic management affects an organization's ability to adapt during times of change, especially in sectors that need flexibility, smart planning, and a vision for the future as their environments shift quickly. This study takes a closer look at management consulting firms because of their unique position. These firms constantly need to adjust to new client needs and unpredictable market conditions just to stay successful. They also act as a middle ground between management ideas and real business practices. So, how well they adapt can show what strategies work and might be useful in other industries too. Operating in a very unpredictable environment, consulting firms face biggest challenges like new tech developments and changing markets. Since their main job is giving strategic advice to others, their ability to adapt can are a good example for other sectors. Even though they're very important, there hasn't been any specific research on the management consulting industry related to this topic. That's why understanding how strategic management boosts flexibility and adaptability in these firms is so important. From a research perspective, the role of strategic management in this sector hasn't been explored enough, which makes this study a valuable addition to the field. Given the importance of the study, it aims to explore the role of strategic management in enhancing adaptation to change in management consulting firms in the Kingdom of Saudi Arabia. Accordingly, this study aims to answer the following question: What is the impact of strategic management in enhancing adaptation to change in management consulting firms? This study will contribute to enriching the academic literature and research studies. It will also serve as a framework that serves as a guide for companies on the optimal application of strategic management to keep pace with the changing business environment and enhance adaptation to change.

Research Problem

While strategic management has proven to be effective in boosting how well organizations perform[8], [11], [12] putting these strategies into practice can be pretty challenging, especially when organizations are going through change (Ansell & Boin, 2019; Thorén & Vendel, 2019). Common roadblocks like organizational inertia and resistance to change often stand in the way of progress . Recent research has started looking at adaptation as a separate concept[12] but there are still important gaps that haven't been fully explored. First off, there's a lack of studies that directly look at how strategic management practices help organizations adapt rather than just measuring overall performance especially in Saudi Arabia, which is the focus here. Most of what's out there discusses strategic management without digging into how it helps with overcoming resistance to change or adapting to labor market shifts[13] .Second, the link between

strategic management and adaptation in management consulting firms—both of which experience and promote change—hasn't been studied much in Saudi Arabia. One study did look at a management information systems consulting firm [9], but it didn't really focus on strategic management or how firms adapt to change.[8], [11] pointed out that Saudi consulting firms face difficulties because they often rely on foreign experts who don't fully understand local conditions, leading to rigid strategies. noted that the effectiveness of Saudi consulting firms has been declining, mainly due to management issues, including over-dependence on outsiders.[14], [15] researched knowledge transfer in Arab consulting firms but didn't examine strategic management or adaptation specifically. Third, despite Saudi Arabia's Vision 2030 emphasizing needing organizations to adapt, research on this topic within the country remains limited. This study aims to fill these gaps by exploring how strategic management influences adaptation in Saudi consulting firms, which are great examples of change management [16], [17]. Using quantitative method, the study will: (a) combine theories of strategic management with models of adaptation, (b) develop practical, Saudi-specific guidelines for firms, and (c) introduce metrics to measure adaptive readiness. The results will provide useful insights to help these firms better handle change and will also enrich academic understanding of strategic resilience in emerging markets.

2. Materials and Methods

In this study, It was taken an exploratory approach to dig into the topic. Basically, exploratory research is a way to look into what's happening now and to gain new insights on a specific issue. It's super helpful when you're trying to understand problems that aren't super clear yet. So, in this case, It was studied the current strategic management and its effect to adapt to change in management consulting firms are using and how these practices help them stay flexible and adapt to change. For gathering information, It was used a combo of reviewing existing literature and distributing questionnaires. The study doesn't try to introduce a completely new theory, but instead, It was applied ideas that are already well-known. It was followed a deductive approach, meaning the researcher began with some hypotheses based on existing theories and then tested them through collecting and analyzing data. The study community includes employees of a management consulting company in Saudi Arabia . The study community included 150 employees of the management consulting company in Jeddah(chief executive officer-chief operating officer - senior manager-consultant manager-administrators), while the study sample size was calculated based on the Thomson equation as follows:

$$\frac{N \times p \times (1-p)}{\binom{N-}{1} \times \frac{d^2}{Z^2} + p \times (1-p)} = \frac{150 \times 0.5 \times (1-0.5)}{(150-1) \times \frac{0.05^2}{1.96^2} + 0.5 \times (1-0.5)} \approx 108$$

Where "N" denotes the known population size, "n" denotes the required sample size, "d" denotes the error rate and is usually taken as (0.05), while Z is the standard score (the number of standard deviations that separate a point from the mean). The commonly used standard scores are 1.96 for a 95% confidence level. The date collection based on survey questionnaire tool that had been distributed online using google forms via social media during 2025. I ta was obtained 108 responses from respondents that were valid for analysis. The questionnaire design comprised of three sections : a. Demographic Information b. strategic management dimensions and c. Adaptation to change .5-point likert scale had been selected to measure the items of questionnaire and figure 1 shows the study model that links independent variable strategic management and its sub-variables (strategic planning, strategic vision, innovation management , resource management) with dependent variable adaptation to change and it sub-variables (Resilience, continuous learning). To ensure the validity of the questionnaire before distributing it, it was sent to a number of experts in the field of management in order to review it and make the necessary

amendments, deletions and additions. After making the necessary amendments, the questionnaire was drafted in its final form. To ensure reliability, careful consideration was given to Cronbach's alpha, which has shown that the reliability of the data collected was "excellent". This approach of examining Cronbach's alpha when using perceptual data is adopted by many authors (see, for example, Mikkelsen et al., 2000; Asrihant et al., 2005). The reliability of the survey has been assessed through the Cronbach's alpha. The reliability has been assessed for each section of the questionnaire and overall. The Cronbach's alpha "strategic planning" is 0.88, for "Strategic vision" is 0.89, for "resource management" is 0.86, for "innovation management" is 0.89, for "Resilience" is 0.94, for "continuous learning" is 0.73, for all questionnaire items is 0.95. Taking into consideration that above 0.9 the reliability is "excellent" and above 0.8, it is "very good" (Hair et al., 2003), it is understood that the reliability of the questionnaire is "very good" and "excellent" for the individual sections and "excellent" for the overall questionnaire. This study employed an ordinal scale, utilizing integers to assess values and the degree of significance. Additionally, a Likert scale was used for measurement purposes (Babatunde, 2021):

$$\text{Statistical significance levels}=\frac{\text{Max value}-\text{Min.value}}{\text{Max.value}}$$

$$\text{Statistical significance levels}=\frac{5-1}{5}=0.8$$

Table 1 display a significance level that researcher used.

Table 1. Significance Levels.

Level	Interval of Mean	Description
1	1-1.8	Strongly disagree
2	1.81-2.6	Disagree
3	2.61-3.4	Neutral
4	3.41-4.2	Agree

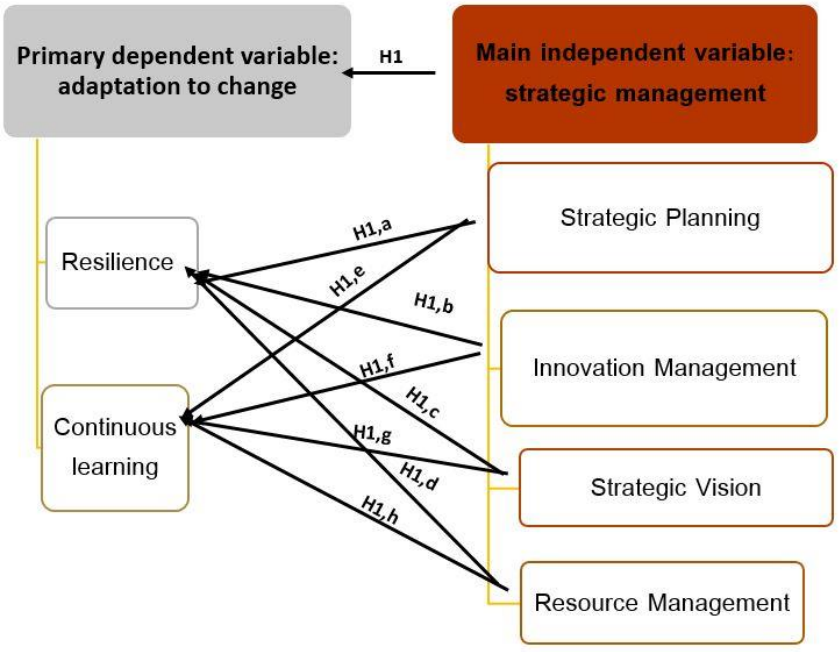


Figure 1. Study Model: The Impact of Strategic Management on Enhancing Adaptation to Change in a Management Consulting Firm.

Based on Figure 1, the main hypothesis was formulated as follows:

1. H_1:There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic management on enhancing adaptability to change in a management consulting firm.
2. From this main hypothesis, the following sub-hypotheses emerge:
3. $H_{1,a}$: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic planning on enhancing resilience in a management consulting firm.
4. $H_{1,b}$:There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of innovation management on enhancing resilience in a management consulting firm.
5. $H_{1,c}$:There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic vision on enhancing resilience in a company. Management Consulting
6. $H_{1,d}$:There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of resource management on enhancing resilience in a management consulting firm.
7. $H_{1,e}$:There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of strategic planning on enhancing continuous learning in a management consulting firm.
8. $H_{1,f}$:There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of innovation management on enhancing continuous learning in a management consulting firm.
9. $H_{1,g}$:There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of strategic vision on enhancing continuous learning in a management consulting firm.
10. $H_{1,h}$:There is a statistically significant effect Statistical significance at the level of significance ($\alpha \leq 0.05$) for resource management to enhance continuous learning in a management consulting firm.

Statistical Analysis using SPSS software had been used to analyse the collected data by the questionnaire. To analyze data , arithmetic mean ,standard deviation, frequencies and percentages have been employed. Also, multiple linear regression analysis had been used to study effect of strategic management as independent variable on adaptation to change as dependent variable.

3. Results and Discussion

It should disclose about the findings of works and the same data or information given in the table must not be repeated in a figure and vice versa.

Demographic Information

Table 2 shows results of frequencies and percentages of demographic information of respondents that comprise age, years experience and Job position.

Table 2. Demographic Information.

Information	Frequency	%
a) Job Position		
i. CEO	7	(6.36%)
ii. COO	6	(5.45%)
iii. Senior Manager	5	(4.55%)
iv. Consultant	10	(9.09%)
Manager		
v. employee	82	(74.55%)
b) Years of experience		
i. Less than 5 years	7	(6.36%)
ii. 5 – 10 years	8	(7.27%)
iii. 11 – 15 years	45	(40.91%)
iv. 16 – 20 years	33	(30%)
v. > 20 years	7	(6.36%)

c) Age		
i. 30-35 years	14	(12.73%)
ii. 36-40 years	53	(48.18%)
iii. 41-45 years	33	(30%)
iv. More than 45 years	10	(9.09%)

Looking at the breakdown of job positions, we see that most employees make up around 74.55% of the workforce. This suggests that the survey is probably focused on employees or a company with a large number of management staff. Among managers, Consultant Managers are the most common, representing about 9.09%. Higher-level roles like CEOs and COOs are less common, with CEOs at roughly 6.36%, COOs at about 5.45%, and Senior Managers making up around 4.55%. Looking at how work experience is spread out among the people surveyed, it's clear that most are in the middle of their careers. About 70.91% of respondents have between 11 and 20 years of experience roughly 40.91% with 11-15 years and 30% with 16-20 years. Having so many mid-career professionals might suggest that the company does a good job of keeping staff during those key middle years.

Looking at the age breakdown of the people surveyed, it's clear that most of the workforce is in the middle of their careers. Almost half, about 48.18%, are between 36 and 40 years old. This is backed up by a big chunk around 30% who are between 41 and 45. Together, these groups make up roughly 78% of the team, showing most people are in the prime years of their working lives. Younger professionals, those aged 30 to 35, make up about 12.73%, while just over 9.09% are over 45. This suggests that the organization is mostly made up of relatively young to middle-aged staff. The age info lines up well with the experience data, which shows many people with 11-20 years of work behind them.

Strategic Management Assessment in management consulting company

The study evaluated the extent to which strategic leadership dimensions are applied in management consulting firms in Saudi Arabia by verifying the company's application of the strategic leadership dimensions shown in Figure 1.

Table 3 shows the results of the evaluation of the first dimension, strategic planning, in management consulting firms, by calculating the arithmetic means and standard deviation.

Table 3. Strategic Planning Assessment.

No.	Strategic Planning	Arithmetic Mean	Standard Deviation	Significance
1	Strategic planning comprises data from different departments.	4.49	0.83	Strongly agree
2	The firm utilizes SWOT/PEST analysis to make strategic decisions.	4.46	0.90	Strongly agree
3	The firm has contingency plans for unforeseen fluctuations	4.45	0.85	Strongly agree
4	Strategic plans are check out regularly for necessary modifications.	4.45	0.89	Strongly agree
5	Strategic planning enhances organizational flexibility.	4.43	0.92	Strongly agree

Looking at the Strategic Planning dimension in Table 3, it's clear that the organization has a really strong and well-organized way of managing its strategy. Most people agree really strongly that the company does a great job in key parts of strategic planning, with mean scores between 4.43 and 4.49. The responses don't vary much (standard deviations between 0.83 and 0.92), which shows everyone's on the same page. The results emphasize how well the company combines data from different departments

(scoring 4.49), showing a team-oriented approach that helps make smarter decisions. They regularly use tools like SWOT and PEST analysis (4.46), which shows they rely on solid, evidence-based methods for planning, important for staying ahead in competitive markets. Having backup plans in place (4.45) demonstrates they're proactive about managing risks, keeping the organization resilient during market ups and downs. The fact that they often review and update their strategic plans (also 4.45) shows they stay flexible and open to change, helping them avoid getting stuck in old ways. Finally, most agree that strategic planning makes the organization more adaptable (4.43), meaning they manage to balance long-term goals with being able to respond quickly to new challenges. Overall, these points show that strategic planning is a real strength for the company, fitting with modern ideas about being agile, data-driven, and always ready to adapt. Their approach not only helps them perform well now but also builds a strong base for staying competitive as the business world changes.

Table 4 shows the results of the evaluation of second dimension, strategic vision, in management consulting firms, by calculating the arithmetic means and standard deviation

Table 4. Strategic vision Assessment.

No.	Strategic Vision	Arithmetic Mean	Standard Deviation	Significance
1	Leaders assures that all personnel understand and agree with the strategic vision.	4.39	0.92	Strongly agree
2	The vision is periodically checked out and modified based on market trends.	4.43	0.94	Strongly agree
3	The firm's vision comprises measurable and achievable objectives	4.39	0.96	Strongly agree
4	The strategic vision encourages personnel for innovation and adaptation.	4.46	0.84	Strongly agree
5	The firm's sustainable vision is clearly identified and communicated.	4.45	0.89	Strongly agree

The results for the Strategic Vision dimension in Table 4 show that the organization is quite good at creating, sharing, and putting into action a clear and adaptable strategic vision. This is a key part of effective strategic management. The average scores, ranging from 4.39 to 4.46, with standard deviations between 0.84 and 0.96, suggest that most respondents agree strongly with all five statements. The findings indicate that leaders are actively making sure everyone is on the same page, as seen in the high score (4.39) for personnel understanding and agreement with the vision. Keeping everyone aligned like this is important for building unity and working together toward common goals. The organization also regularly reviews and updates its vision based on changing market trends (4.43), which shows it's committed to staying flexible and responsive in a fast-changing business environment. The vision includes clear, achievable goals (4.39), showing a practical approach that connects big-picture dreams with concrete action steps. This matches best practices in strategic management, where clarity and feasibility are important. Plus, the high score (4.46) in promoting innovation and adaptation emphasizes how effective the vision is at motivating staff, encouraging ongoing improvement and agility. Finally, a well-defined and communicated sustainable vision (4.45) shows the organization's dedication to making sustainability a core part of its strategy something increasingly important today.

Table 5 shows the results of the evaluation of the third dimension, resource, in management consulting firms, by calculating the arithmetic means and standard deviation.

Table 5. Resource Management Assessment.

No	Resource Management	Arithmetic Mean	Standard Deviation	Significance
1	The firm effectively specifies financial resources to support strategic initiatives.	4.56	0.81	Strongly agree
2	Human resources are outlined according to strategic priorities.	4.50	0.85	Strongly agree
3	Technical investments correspond to sustainable strategic objectives	4.50	0.85	Strongly agree
4	There is an organized operation for reallocating resources when there is a need	4.50	0.86	Strongly agree
5	Resource management strategies boost the firm's agility.	4.51	0.86	Strongly agree

The results for the Resource Management dimension in Table 5 show that the organization is really good at aligning its resources strategically. On average, responses were between 4.50 and 4.56, with very little variation, which means everyone generally agrees that the company manages its resources well. The top score of 4.56 emphasizes how effectively the company allocates financial resources toward important goals showing solid financial discipline that makes sure spending aligns with strategic plans. Similarly, good scores in managing people (4.50) suggest that the company plans its workforce carefully, making sure the right talent is in the right places to support its objectives. Investments in technology are also strong (4.50), emphasizing a focus on future growth and sustainability. The organization is also good at shifting resources as needed (4.50), giving it flexibility to adapt to changing demands. Respondents strongly agree (4.51) that all these practices together boost the organization's agility. Overall, these results paint a picture of a company that has mastered managing its financial, human, and technological assets creating a flexible and responsive way of working. The high scores across the board suggest that resource management gives the company a competitive edge, helping it execute strategies efficiently and adapt quickly when needed. This balanced approach not only supports current success but also sets the stage for long-term growth in a constantly changing market.

Table 6 shows the results of the evaluation of the final dimension, Innovation management, in management consulting firms, by calculating the arithmetic means and standard deviation.

Table 6. Innovation Management Assessment.

No.	Innovation Management	Arithmetic Mean	Standard Deviation	Significance
1	The firm motivates personnel to suggest innovative ideas.	4.57	0.80	Strongly agree
2	Innovation is a basic element of strategic decision-making.	4.55	0.82	Strongly agree

3	Digital tools (AI, data analytics) are utilized to create innovation	4.51	0.85	Strongly agree
4	The company invests in R&D to stay ahead of competitors.	4.55	0.84	Strongly agree
5	Innovation is repaid and admitted within the organization.	4.56	0.82	Strongly agree

The results for the Innovation Management dimension in Table 6 show that the organization truly values creativity and technology as key parts of how it plans for the future. Respondents mostly agree strongly, with average scores around 4.55, and their answers are pretty consistent across the board, with standard deviations between 0.80 and 0.85. This means everyone is on the same page when it comes to how well the company encourages innovation. The company does a great job encouraging staff to share new ideas (scoring 4.57), which shows they support a culture where ideas from employees are welcomed and valued. Innovation is also a central part of the company's strategic plans (scoring 4.55), making sure it stays at the core of decision making. Utilizing modern digital tools like AI and data analytics (scoring 4.51) emphasizes a tech-savvy approach to staying innovative, and the important R&D investments (scoring 4.55) help the company stay competitive. Plus, recognizing and rewarding innovation (scoring 4.56) helps keep motivation high and encourages a mindset of continuous improvement. Overall, these results suggest that the company has made innovation a core part of its culture and strategy, creating a cycle of technological progress, engaged employees, and formal recognition that pushes the organization forward. This approach fits well with modern ideas about strategic management, which see innovation as something that should be woven into every part of the organization and seen as essential for long-term success in today's fast-changing business world.

Adaptation to Change Assessment in management consulting company

Table 7 shows the results of the evaluation of the "Resilience" dimension, in management consulting firms, by calculating the arithmetic means and standard deviation.

Table 7. Resilience dimension Assessment.

No.	Resilience	Arithmetic mean	Standard deviation	significance
1	The firm quickly modifies strategies in response to market changes.	4.57	0.80	Strongly agree
2	Personnel are empowered to make decisions correspond to dynamic environment .	4.55	0.82	Strongly agree
3	Organizational regulations permit for fast adaptation	4.51	0.85	Strongly agree
4	The firm examine with novel methods before total implementation.	4.55	0.84	Strongly agree
5	Resilience is a basic value in the firm culture.	4.56	0.82	Strongly agree

When we look at the Resilience dimension of Adaptation to change in the company in Table 7, what stands out is how well the organization adapts to change. This ability to shift gears quickly is a big advantage in today's fast-changing business world. The scores are consistently high, around 4.50 to 4.57, and the small variation in responses shows most

people see things the same way. The top score, 4.57, emphasizes how the organization can change its strategies swiftly when market conditions shift, showing they are proactive rather than just reacting after the fact. It's also clear that employees are encouraged and trusted to make decisions on their own, with a score of 4.55, which means adaptability isn't just a top-down effort but comes from everyone involved. The organization's rules explicitly support quick changes, with a score of 4.51, so flexibility is built into how they operate, not just a casual practice. A key strength is their willingness to test new methods before rolling them out fully, with a score of 4.55—this shows a healthy balance between being innovative and managing risks. Most importantly, resilience is woven into the company culture, scoring 4.56, so adapting and bouncing back is part of what they stand for. All of these factors together tell a story of an organization that weaves adaptability into its strategy and daily operations. This approach not only helps them handle disruptions effectively but also gives them a head start in seizing new opportunities, turning uncertainty into a strategic advantage.

Table 8 shows the results of the evaluation of the "Continuous Learning" dimension, in management consulting firms, by calculating the arithmetic means and standard deviation.

Table 8. Continuous learning Assessment.

No	Continuous Learning	Arithmetic Mean	Standard Deviation	Significance
1	The firm enhances a learning culture.	4.69	0.62	Strongly agree
2	personnel have access to training workshops.	4.74	0.55	Strongly agree
3	Knowledge-sharing platforms (e.g., internal wikis, mentorship) are utilized	4.57	0.77	Strongly agree
4	Learning from errors is motivated.	4.60	0.77	Strongly agree
5	Continuous learning enhances ability to adaptation.	4.64	0.75	Strongly agree

The results for the Continuous Learning dimension in Table 8 show that the organization has really made learning a core part of how it stays flexible and responds to change. People agree strongly (scores between 4.57 and 4.74), and there's very little variation in those responses (standard deviations between 0.55 and 0.77), which means everyone's on the same page when it comes to the company's learning culture. The highest score (4.74) goes to access to training workshops, reflecting solid investment in helping employees grow. Close behind, the overall learning culture itself scores nearly as high (4.69). The company does well in providing platforms for sharing knowledge (4.57) and in learning from mistakes (4.60), showing maturity in turning setbacks into chances to improve. Most notably, respondents strongly agree (4.64) that ongoing learning directly boosts the company's ability to adapt, emphasizing how essential learning is to resilience. These impressive scores paint a picture of a workplace where learning isn't just encouraged it's built into everyday practices through formal training, sharing platforms, and reflective activities. This well-rounded approach creates a cycle where learning feeds adaptation, and experiences from adapting lead to new learning. By making continuous learning a core value and a daily habit, the organization stays capable of changing its skills to meet changing demands. It's able to turn challenges into opportunities, driving growth and innovation. Overall, these results suggest that continuous learning is the driving force behind the company's ability to navigate complex environments and stay competitive in unpredictable markets.

Effect of strategic management on Adaptation to change in management consulting company

In order to test whether strategic management can effect adaptation to change in management consulting company,linear regression analysis (Roustaei, 2024) has been adopted in this study

Table 9 shows the results of the linear regression for the independent variables of strategic management and the dependent variable of resilience.

Table 9. Testing Effect of Strategic Management on Resilience.

Strategic Management	β	T	Significance Level	R	F
Strategic planning	0.002	0.035	0.92	0.97	530.5
Strategic vision	0.12	2.28	0.02		
Resource Management	0.424	4.787	0.00		
Innovation Management	0.677	8.831	0.00		

The results of the regression analysis in Table 9 clearly show how different aspects of strategic management relate to resilience in management consulting firms: First, as for at H_{1a} : There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic planning on enhancing resilience in a management consulting firm.

the data doesn't support this link. The beta coefficient (β=0.002, t=0.035, p=0.92) is far from important, meaning strategic planning doesn't seem to directly influence resilience. While planning is certainly useful for daily operations, it doesn't appear to boost a firm's ability to adapt and bounce back. Moving on to $H_{1\beta}$ (There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of innovation management on enhancing resilience in a management consulting firm), there's strong evidence backing this relationship. The coefficient (β=0.677, t=8.831, p<0.001) is both large and highly important. This confirms that being innovative helps firms become more resilient, probably because it encourages creative solutions when facing challenges. For H_1c (There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic vision on enhancing resilience in a management consulting firm), the support is present (β=1.23, t=2.28, p=0.02), but the very large beta value suggests we should interpret this carefully. . Finally, H_1d (There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of resource management on enhancing resilience in a management consulting firm) is strongly supported as well. The beta (β=0.424, t=4.787, p<0.001) indicates that managing resources flexibly plays a key role in increasing a firm's adaptive capacity. This impact is moderate, emphasizing its role as an enabler rather than a direct driver. Overall, the model explains a lot (F=530.5), especially emphasizing innovation and resource management as the main predictors of resilience. Interestingly, strategic planning doesn't seem to have much effect here. In summary, resilience in consulting firms seems more closely related to energetic capabilities like innovation and resource flexibility rather than traditional planning approaches. Table 10 shows the results of the linear regression for the independent variables of strategic management and the dependent variable of continuous learning.

Table 10. Testing Effect of Strategic Management on Continuous Learning.

No	β	t	Significance level	R	F
Strategic planning	0.06	0.216	0.832	0.81	452.02
Strategic vision	0.187	1.27	0.206		
Resource Management	00.92	2.3	0.02		
Innovation Management	0.42	2.055	0.04		

As illustrated in Table 10, the hypothesis that strategic planning directly drives a culture of continuous learning wasn't supported (β=0.06, t=0.216, p=0.832). This suggests that formal planning steps may not have a straightforward impact on encouraging learning; instead, learning might develop more naturally over time. On the other hand, the idea that managing innovation influences ongoing learning finds support (β=0.42, t=2.055, p=0.04). This makes sense because companies that focus on innovation tend to encourage experimentation and sharing knowledge, which naturally promotes learning. The hypothesis that having a clear strategic vision directly causes continuous learning wasn't supported either (β=0.187, t=1.27, p=0.206). While a strong vision provides guidance, it doesn't automatically lead to learning unless paired with specific actions or systems to implement that vision. Lastly, resource management shows the strongest connection (β=0.92, t=2.3, p=0.02). This indicates that how organizations allocate resources such as investing in training or better knowledge systems—plays a key role in enabling a learning culture.

4. Conclusion

The study shows that strategic management really helps consulting firms in Saudi Arabia become more flexible and ready for change. This is especially true when they focus on managing innovation and resources, which have the biggest positive impact on both their ability to bounce back from challenges and to keep learning and growing. These areas promote a creative culture, quick adjustments in using resources, and trying new ideas, which helps firms navigate an ever-changing market more easily. Interestingly, having a clear strategic vision has a strong effect on resilience, but doesn't seem to contribute much to continuous learning on its own. This suggests that just having a vision isn't enough—you also need good actions to make it real. Surprisingly, traditional strategic planning doesn't make much difference in helping firms adapt; rigid long-term plans seem less helpful than flexible, on-the-fly capabilities. Most respondents agree strongly on the importance of resilience and continuous learning, showing that these are core parts of their company culture. All this aligns with modern management ideas that emphasize being flexible, enabling employees, and learning through experience instead of sticking to fixed plans. For consulting firms wanting to stay competitive in unpredictable markets, focusing on innovation, flexible use of resources, and promoting a learning mindset are essential. Policymakers can support this shift through initiatives like R&D incentives and training programs that match Saudi Arabia's Vision 2030 goals. Future studies could look more into how different industries develop adaptability and how leadership styles influence these strategies. Overall, the research concludes that the best way for consulting firms to stay resilient and adaptable is to blend innovation, flexible resource management, and ongoing learning into their strategies. This approach turns market uncertainties into chances for growth and long-term strength. It not only supports Saudi Arabia's economic diversification efforts but also offers a useful model for companies worldwide operating in fast-changing environments

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