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Strategies for Business Capacity Expansion in Jordanian Pharmaceutical Companies

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Walden University

College of Management and Technology

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Tariq Al-Jallad

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Walden University
2017

Abstract

Strategies for Business Capacity Expansion in Jordanian Pharmaceutical Companies

by

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MBA, Newport University, 1994

MSc, Poona University, 1993

BSc, Poona University, 1991

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2017

Abstract

Shareholder investments declined in Jordanian pharmaceutical business expansion between 2007 and 2014, which included a reduction in the supply of essential medicines in the Middle East and North Africa (MENA). The purpose of this qualitative multiple case study was to explore effective applications of expansion strategies to satisfy demand in the MENA markets among Jordanian generic pharmaceutical companies' managers. The conceptual framework for this study was based on the transformational leadership theory and stakeholders' theory. The purposive sample consisted of 4 chief executive officers and 8 managers from Jordanian pharmaceutical companies who practiced the expansion strategy in the MENA for more than 10 years. The data were triangulated from semistructured interviews and cash flow financial statements. Interpretation summaries of the participants' answers were applied for the member-checking process to bolster the trustworthiness of interpretations. Four themes emerged from the analysis process: leaders' adaptability to change, financial capacity and stability, stakeholders' business awareness, and managers' engagements and knowledge. The findings may provide the generic pharmaceutical business leaders and managers with increased growth capabilities for catalyzing beneficial positive capacity expansion strategies. The subsequent expansion could provide adequate, affordable, and accessible medications for effecting social changes by fighting disease in remote and low-income MENA communities.

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Dedication

I would like to dedicate the work of this doctoral study to my father, my mother, and my wife, Nisreen, who encouraged me in every step in my life and shared with me the challenges during the DBA program. I would like to extend my dedication to my daughters Amal, Sarah, Lujayin, and Hebatullah, and to my son, Ahmad, hoping that they will follow their passion in their study and life. I dedicate this work to all my family members in Jordan and Palestine who accepted my absence in critical occasions during this program. I dedicate the study findings to all Jordanian business leaders and managers who participated in this work and I hope they will benefit from my study to improve the life of our people.

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Section 1: Foundation of the Study

Demand for pharmaceuticals is increasing in populated regions of the world, especially in low-income parts of the Middle East and North Africa (MENA) (World Health Organization, 2014). Generic pharmaceutical industries in the middle-income regions of the MENA region provided solutions for the pharmaceutical availability, in which effective strategies implementation for the pharmaceutical business expansion contributed to profits generation in the targeted MENA regions (Cameron, Mantel-Teeuwisse, Leufkens, & Laing, 2012). Generic pharmaceutical industry leaders in Jordan are developing business systems according to international standard requirements and they are expanding in developed and developing regions of the world (Sharabati, Naji Jawad, & Bontis, 2010; Sharabati, 2013). Expansions strategies among successful leaders rely on the capabilities to gain value and respond to customers in competitive business models that will satisfy demands of low-income people in MENA and attain profitability for pharmaceutical industry shareholders (Dylst, Vulto, Godman, & Simoens, 2013).

Background of the Problem

Professionals and practitioners have focused attention on the competitive advantages of pharmaceutical markets with regard to leveraging profitability and discovering business opportunities (Ahmad, Khoso, Zubair, & Ahmed, 2014; Dixit & Yadav, 2015; Srivastava & Prakash, 2014). Professionals and practitioners from developed countries applied expansion strategies based on gained and practiced marketing knowledge, organization systems, and production expertise to form competitive advantages for expanding the pharmaceutical business in different regions in

the world, including MENA (Esper, Ellinger, Stank, Flint, & Moon, 2010). Generic pharmaceutical industry leaders developed industrial systems that matured through adopting developed processes from product originators to comply with marketing requirements in the developed regions of the globe (Pollock, 2014). Emerging economies are opportunities for generic pharmaceutical industries to explore because of (a) increasing demands for pharmaceuticals, (b) emerging chronic diseases, (c) transformation to western fast food consumer style of eating, and (d) international regulation enforcement (African Development Bank and UN Development Program, 2014). Commercialization of generic pharmaceutical products, know-how expertise, and systems in emerging economies are expanding business models that leaders are using to satisfy the demands and generate business opportunities for the developing industrial systems (Daems, Maes, Mehra, Carroll, & Thomas, 2014; Mastorakis & Siskos, 2016; Vecchiato, 2012).

Researchers have addressed the scientific background requirements for managers and their technical talents, educational levels, technical pharmaceutical skills, and experiences requirements to implement pharmaceutical expansion business strategies (Candi, Ende, & Gemser, 2013; Landry, Amara, Cloutier, & Halilem, 2013). Authors in the current literature suggested further studies and research to fill the gap in knowledge regarding the managerial and administrative competencies and perceptions of pharmaceutical managers to implement expansion strategies in the pharmaceutical business (Martín-Rojas, García-Morales, & Bolívar-Ramos, 2013; Teirlinck & Spithoven, 2013). Authors of pharmaceutical expansion business models have discussed

intertechnology transfer, licensing, and franchising and have focused on aspects related to internal developed business model applicability to legalization, human resources, cultures, and infrastructures requirements (Casado & Peláez, 2014; Mehralian, Rasekh, Akhavan, & Ghatari, 2013; Sharabati et al., 2010). In addition, the regulatory codes for the management qualification for “safe, pure, and effective” pharmaceutical product manufacturing enforced the scientific, technical, and engineering skills (Food and Drug Administration [FDA], 2001). Exploring the combination effectiveness of FDA requirement and managers perceptions in pharmaceutical business strategy implementation is critical for advancing business knowledge. In this study, I explored implementation of successful business expansion strategies related to manager perceptions in the Jordanian pharmaceutical industry.

Problem Statement

Shareholder investments in Jordanian generic pharmaceutical business expansion strategies declined during the last decade (Qader, Nour, & Hussein, 2013; Rafols et al., 2014), which affected availability of medicine in the MENA region (UN Millennium Development Goals, 2014). In 2013, generic pharmaceutical business leaders failed to develop a business expansion strategy to satisfy demands for \$26.2 billion of supplies of essential medicines for developing countries in the MENA region (UN Millennium Development Goals, 2014). The general business problem was that some leaders in generic pharmaceutical organizations in Jordan lack management strategies for developing business expansion to meet demands for generic pharmaceuticals for the MENA markets. The specific business problem was that some Jordanian

pharmaceutical managers lack effective applications of expansion strategy to satisfy demand in the MENA markets.

Purpose Statement

The purpose of this qualitative descriptive multiple case study was to explore effective application of expansion strategy among Jordanian pharmaceutical managers to satisfy the demand in the MENA markets. I interviewed four chief executive officers (CEOs) and eight managers from generic pharmaceutical companies in Jordan who practiced and succeeded in applying expansion strategies in the MENA region. I selected participants purposely from Jordanian pharmaceutical managers who were experienced in the professional application of expansion strategies in the MENA markets. My findings may improve knowledge and efficacy of strategies and practices for expanding business in the MENA region to satisfy potential market demands. The remote MENA communities lack adequate pharmaceutical supplies and suffer from different diseases that the generic essential medicines supplies could help resolve in communities (UN Millennium Development Goals, 2014). These communities are potential stakeholders who could benefit by increasing generic medical supplies, thereby meeting both physician and patient needs for increasing availability and decreasing costs of generic pharmaceuticals to fight diseases.

Nature of the Study

I proposed the qualitative research method for addressing the purpose of this study. Yin (2014) posited that the application of qualitative studies is appropriate for the collection of in-depth context from participants' perceptions within their natural

environment by direct contacts and observations. Quantitative and mixed-methods formats were not appropriate for my study because the collection of quantifiable data of different variables within hypothetical guided approaches is not applicable for exploring perceptions of individuals (Zivkovic, 2012). Therefore, I used the qualitative method and explored effective expansion strategies that Jordanian pharmaceutical managers applied to satisfy demands in the MENA markets.

Qualitative research designs include ethnography, narrative, and phenomenological formats for focusing on culture, ethnic, and lived experiences of participants (Denzin & Lincoln, 2011). The application of phenomenological design includes similarities between participants within the affected phenomenon (Yadav, 2013). I explored, analyzed, interpreted, and addressed different companies' strategies, visions, and practices to address my study's purpose. I did not use a phenomenological study design because of the variation involving strategy implementation among companies, CEOs, and managers.

Industrial entities comprise multicultural employees, and the purpose of this study was to explore successful strategies for business expansion including different communities in the MENA region and not cultural implications, which eliminates using an ethnographic study. Individual experiences of storytelling were not appropriate for conducting this study because of the study's multiple exploration nature among many CEOs and managers, which excludes the narrative study. Case study researchers can employ open-ended interview questions to explore subjects experiences and to identify the ideas of participants (Yin, 2014). The researcher's role is to translate the meanings of

the participants' responses and to code and theme meanings (Collins & Cooper, 2014). Similarly, the case study approach allows further understandings through additional exploratory questions to identify and characterize the core concept that the participants experienced (Yin, 2014). The qualitative multiple case study design was, therefore, an appropriate design for my study.

Research Question

The central research question was: What strategies do Jordanian pharmaceutical managers apply for effective business expansion to satisfy the demand in MENA markets?

Interview Questions

The interview questions I used were as follows:

1. What strategies do you use for expanding generic pharmaceutical capacity for the MENA customers?
2. What challenges did or do you face in implementing the business expansion strategies for this organization?
3. What are core business processes that improve expansion strategy in this organization?
4. What are the principal barriers you faced or are facing in implementing the expansion strategy?
5. How do you communicate and address the barriers with subordinates working in expansion strategy?

6. How did or do you address the principal barriers solutions or overcome in your expansion strategy?
7. How do you evaluate expansion strategies implementations?
8. What are managers' contributions to expansion strategies?
9. How are managers' capabilities supporting expansion strategies in MENA region?
10. What are supports you needed or need from shareholders to address the expansion strategy?
11. How do you align the expansion strategy with the production capacity design?
12. What other information, not addressed in the interview questions, are pertinent to your development and implementation of expansion strategies for generic pharmaceuticals in MENA region?

Conceptual Framework

I applied the transformational leadership theory as a conceptual framework for this study. In addition to transformational leadership theory, stakeholder theory was an appropriate element of my conceptual framework because of the affected groups inclusion in the business expansion strategy. The following sections include my conceptual framework for addressing the expansion strategy mechanisms for this study.

Transformational Leadership Theory

In 1978, Burns introduced a definition of *transformational leadership* to address the process for leveraging mutual benefits for leaders and followers through morality and

motivations (Northouse, 2013). Values are tools for transformational leaders that address motives for identifying and achieving mutual objectives (Antonakis & House, 2014). Leaders must equip followers with knowledge and skills to understand and achieve the strategies objectives. In this study, I identified the expansion strategies for production capacities stemming from transformational leadership's effectiveness in pharmaceutical industries in Jordan. I explored the values of leaders' contributions to enhancing commercialization processes through the lens of the transformational leadership.

Stakeholders' Theory

Freeman's (2010) definition of *stakeholders* depended on organizations' interactions in business environments, which include parties from internal and external surroundings of the organization. Freeman extended the affected parties to include governments, competitors, suppliers, employees, and regulatory parties. The organization activities involve changes, benefits, and developments, in which social interactions consequences affect the organization's strategic performance (Miles, 2012). Freeman focused on identifying the benefiting and affected parties or individuals. In this study, I applied stakeholders' theory to the Jordanian pharmaceutical companies' expanding strategies in the MENA region, which Kazadi, Lievens, and Mahr (2015) posited as an effective focus strategy for pharmaceutical companies' potential stakeholders. Valverde (2013) suggested increasing stakeholder's benefits by using corporate transparency, complying with regulations, and raising stakeholders' awareness of the internal capacities development requirements including external capacities for market access that involved expansion strategies. In addition, the primary stakeholders in the expansion strategies are

the investment sectors and the shareholders, for which return on investment and increasing revenues are important expansion strategies objectives among pharmaceutical organizations (Tripathy & Prajapati, 2014).

Operational Definitions

I used the following terms and definitions in this study:

Competitive advantage: Competitive advantage is the reasons for customers' preferences over other competitors and results in increasing sales, benefits, and retention of customers (Bartlett & Ghoshal, 2013; Teixeira & Werther, 2013).

Expansion strategy: Expansion strategy is the application of procedures and operations to achieve calculated growth that differs from the previous organization's performance (Scott & Bruce, 1987).

Generic pharmaceutical: This term refers to a copied pharmaceutical product from an originator after expired patent protection, which follows and possesses the regulatory requirements at a lower price than the originator (Danzon, Mulcahy, & Towse, 2015).

Good manufacturing practice (GMP): Good manufacturing practice (GMP) is a set of rules and regulations for pharmaceutical industries to follow during pharmaceutical product formulation, processing, production, and packing according to the U.S. Federal Food, Drug, and Cosmetic Act (Food and Drug Administration [FDA], 2001).

Managerial competency: This term refers to a group of skills, experiences, and talents that managers possessed to achieve targets effectively and efficiently (Bhardwaj & Punia, 2013).

Organization's performance: This refers to a multidimensional set of values, targets, economic factors, social implications, and business objectives that researchers apply to determine the effectiveness of the intentions of organizations' activities (Camisón & Villar-López, 2014; Dess & Robinson, 1984).

Return on investment (ROI): Return on investment (ROI) is the outcome of benefits or cost from the implementation of the specific process, strategy, product, or service that stockholders, leaderships, managers, or employees view as primary factor for evaluating organization's performance (McNulty, De Cieri, & Hutchings, 2013).

Talent management: This term refers to a set of procedures, factors, and methods that the human resource manager uses to attracting, recruiting, and retaining talented employees to achieve the objectives (Festing & Schäfer, 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are the researcher's anticipated issues in the research that the researchers cannot control (Podsakoff, MacKenzie, & Podsakoff, 2012). I assumed that participants in this study reflected reality and were honest in responding to the interview questions. Participants agreed to participate in this study voluntarily until the data collection method reached the saturation point. My selected analysis method of the data and sample size were adequate to define themes. I assumed that my literature review supported the participants' responses for the research demography. I assumed that my findings might add to professional knowledge for leveraging the institutional competence of management strategies to expand pharmaceutical businesses.

Limitations

Limitations are weaknesses of the research (Podsakoff et al., 2012). Participants in this study were from a scientific background with professional management positions in the pharmaceutical industry; therefore, there is a possibility of misinterpretation of the questions with administrative or business nature. The conceptual research framework includes the research parameters and might not include all reflections of participants' responses to the interview questions. The small sample size may make it difficult to generalize the findings (Yin, 2014).

Qualitative research methods include limitations by the nature of the study that includes researcher explorations of the meanings but not exact experimental designs of participants' practices and performances (Ercikan & Roth, 2014). In this qualitative research study, the exploratory nature implied the limitation of the number of participants from implementation perceptions of expansion strategy. Further limitations included the participants' understandings of the processes and procedures that they perform to achieve the strategies for expansion within the routine day-to-day tasks. Therefore, I defined in the analysis part the different processes and procedures for contributions to the expansion strategies and daily performance tasks, which was limited for each company practices according to the perceptions and understandings of the participants and my interpretations of the meanings. I used the keywords in context (KWIC) method to minimize possible inaccurate interpretations (Leech & Onwuegbuzie, 2008). In addition, I applied the member-checking process to confirm my interpretation of the meanings from the participants' answers.

Delimitations

The scope of this study included Jordanian pharmaceutical companies.

Delimitations are areas that are not included in the research objectives (Rusly, Corner, & Sun, 2012). My research targeted participants from Jordan only. I requested participants with managerial experiences of 5 years and more. Therefore, I did not include managers with less than 5 years in positions. The scope of this study focused on the accumulated knowledge, experiences, training, and directives among leaders and managers in the Jordanian pharmaceutical industry.

Significance of the Study

Strategic business expansion for industrial organizations is one of the growth factors that stakeholders must address to increase interests in supporting organizational changes and increasing financial benefits (Hofmann, Busse, Bode, & Henke, 2014). Ai and Brockett (2012) recommended further research to explore strategic business models that would develop organizational management awareness to advance business expansion. In addition, shareholders and leaders are interested in promoting the social changes that the company expansion strategies include through integrated sustainability initiatives (Alakent & Ozer, 2014). I included the contribution of my study to business practices and the implications for social change.

Contribution to Business Practice

Generic pharmaceutical leaders, managers, employees, and other stakeholders could benefit from my study's findings regarding successful capacity expansion strategies. By applying effective expansion strategies for pharmaceutical products in the

MENA region, leaders might increase the efficiencies and effectiveness of the business models in terms of collaborations, investments, franchising, venturing, or mergers (Ai & Brockett, 2012). Such business models for expansion strategies are long-term profit generating practices, which include strengthening branding strategies, targeting new markets, and increasing sales.

Implications for Social Change

Social changes are ideas, structures, and practices that involve institutional developments for individuals or groups in an intersocial environment (Ney & Beckmann, 2014). In the MENA region, the demands for medication availability are increasing with the rise of population, poverty, and prevalent diseases. In 2013, generic pharmaceutical producers could not satisfy the demands of \$26.2 billion worth of essential medicines (UN Millennium Development Goals, 2014). Franks et al. (2014) recognized expansion strategies with indication of corporate-cultural social change initiatives as an advancement of corporate sustainability. I expect that my findings will provide generic pharmaceutical leaders and managers with increased capabilities for catalyzing beneficial social changes via capacity expansion strategies. The subsequent expansion could provide adequate, affordable, and accessible medications for effecting social change by fighting diseases in the remote MENA societies.

A Review of the Professional and Academic Literature

The exploration of the expansion strategy in this study includes the leadership value creation to motivate followers and enhance performances. Therefore, the transformational leadership theory of Burns (1978) was a foundation for this literature

review, which I included in the conceptual framework in this study. In this review, I included studies in which authors addressed relationships, explorations, and revisions for the transformational leadership theory in the expansion strategies implementation. In addition, I reviewed published works in pharmaceutical business fields that included transformational leadership theory.

Stakeholder's theory was the second foundation of this literature review with relation to the conceptual framework of this study. The application of Freeman's (2010) concept of stakeholders included beneficiaries from expansion strategy. I related studies in this literature review for the expansion strategy that authors addressed to explore, quantify, and revise about stakeholders in the business expansion strategies. I reviewed the literature for the expansion strategies in the concepts of transformational leadership theory and the stakeholder's theory from pharmaceutical published business works.

Pharmaceutical leader awareness of expansion strategy benefits and requirements include development and direction of managements' efforts to implement commercialization processes including marketing and sales (Moors, Cohen, & Schellekens, 2014; Sarkees, Hulland, & Chatterjee, 2014). Stakeholders, including the shareholders, must benefit from the pharmaceutical organizations' business expansion performance, which enhances leadership direction and improves managerial understanding of the stakeholders' influence (Kazadi et al., 2015). The purpose of this qualitative descriptive multiple case study was to explore the effective implementation of expansion strategies that managers in pharmaceutical industries in Jordan applied and the effective leadership strategy delivery

for a profitable business. These research findings may add or assist leadership’s perceptions to improve expansion strategy accomplishments. In addition, the findings might identify the business value of the commercialization of the organization systems, product sales, and effective business models between Jordan and other emerging economies. This section includes a review of the professional and academic literature and previously completed works related to the research topic. The discussion covers the works that contributed to the conceptual framework: (a) leadership and business competitiveness, (b) managers’ tools to achieve expansion strategies, (c) stakeholders and organization performances, (d) active and potential stakeholders, (e) organizational systems relations in pharmaceutical industries, and (f) business expansion models in pharmaceutical industries. Figure 1 illustrates the flow of the literature review for this study.



Figure 1. Flow of the literature review.

For this literature review, I collected studies from Walden University's library database, related articles for expansion strategy, books, and web-based articles from the Mendeley Desktop database with Zotero synchronization. In addition, I collected web pages and websites from world organizations, pharmaceutical associations, and national health organizations. I considered the contents for the topic and organized the materials. I searched the articles within the databases to find alignment between the conceptual framework and the problem statement and used the most relevant articles for citations. I cited 278 articles, of which 257 (i.e., 92%) were from peer-reviewed sources published between 2012 and 2016. I developed the literature review using 168 articles. In this literature review, I used 156 citations from peer-reviewed articles published within 5 years from 2016, which is 93% of the total cited articles in the literature review.

Leadership and Business Competitiveness

Leaders leveraged the competitive business advantages by maximizing the conversion value, lowering the costs, being the first to serve the markets, and increasing the customer care efficiencies (Bartlett & Ghoshal, 2013). These processes improved information flows and application to create the focus on the stakeholders' values leveraging. Such values secure the sustainability of the organization and provide the strategic competitive advantage, which include human resources of managers' competence as a fundamental factor for advancement (Bartlett & Ghoshal, 2013). Leaders of the strategic intent thinking values, visualize the stakeholders' values and create the satisfaction with innovative strategic plans to improve, maintain, and gain the benefit in a long-term sustainable manner, particularly in the competitive markets

(Bianchi, Chiaroni, Chiesa, & Frattini, 2011; García-Morales, Matías-Reche, & Verdú-Jover, 2011; Sharabati et al., 2010).

The leaders of the organization deliver the long-term requirements that fulfill the vision, mission, and values to the lower managerial levels of the organization for implementation. The transfer for implementation is the short-term planning, implementations, and control, which are the management's responsibility that manifests the understanding of the enterprise level strategy (Elving, Westhoff, Meeusen, & Schoonderbeek, 2012). The complexity of information and the level of the uncertainty determine the efficient strategy streamline performances, in which complex information and high uncertainty require effective enterprise-level strategy implementation (Montalban & Sakinç, 2013). The transformation of complexity and uncertainty is the managers' responsibility to create workable strategy levels for corporate, business, and functional levels that deal with more confirmed information and certain processes and procedures (Andries, Debackere, & van Looy, 2013).

Enterprise-level strategy procedures are the expandable view of the organization that identifies the purpose of the foundation to generates public policies, and guides the corporate level to lead strategy implementation in multiple organizational activities with social and nonsocial preselected stakeholders values (Ditlev-Simonsen & Wenstøp, 2013). Enterprise level strategy formulators combine the intent thinking and purpose of the formation to deliver the vision, mission, and value statements (Khanagha, Volberda, & Oshri, 2014). Strategy statements include joining and mixing initiatives to convey social, ethical, and legal codes of conduct that reflect the level of social responsibility

application (Hahn & Lülfs, 2013). Stakeholders enforce sublevels of the strategy implementation for actions and benefits of the organization long-term existence for continuous markets' competitive advantages (Teixeira & Werther, 2013). The sublevel strategies include the conversion of the enterprise-level strategy into procedural objectives, targets, actions, initiatives, and processes (Beamish & Lupton, 2016). These levels are conveyors for the employees' values in organizations that combine the intellectualities, creativity, and innovations for the advancement of the daily performances that reflect the stakeholders' values (Xu, Zhang, & Ma, 2013).

Leadership style is a critical factor in delivering objectives, creating awareness, motivating management, and controlling strategies implementations (Matzler, Strobl, & Bailom, 2016). Simoes and Esposito (2014) found improvement in resistance to change between management and leadership because of effective communication that leaders practiced during the change process. Effective communication between leaders and strategy implementers is critical to enhance competitive advantage and maintain a healthy business climate. Therefore, the introduction of change management that leaders aim to achieve during expansions and business development include managements' motivations and awareness of the organizations' values recognition among strategy implementers (Fugate, 2012).

Transformational leadership style is dealing with change management that leaders apply to leverage mutual benefits between leaders and followers through morality and motivations (Northouse, 2013). The introduction of change management includes transformational communication styles for information sharing among enterprise levels,

in which employees are the primary factors in introducing effective changes (Ahmad et al., 2014). Ahmad et al. found that through effective knowledge and sharing systems, companies can obtain better communication between management and employees to help achieve strategy tasks, which requires improvements in organizational culture, motivation method, organizational structure, and employee perception to increase the knowledge sharing positively. Therefore, transformational leadership is an effective leadership style that supports change management with mutual acceptance between employees and management.

Management and employee acceptance during change management introductions is important for effective performance. Aalbers, Dolfsma, and Koppius (2013) studied the connectedness and interunit ties during change management processes, and they found a significant relationship between transformational leadership style and employees' connectedness. The trustworthiness of the transformational leadership included information and knowledge flow for the appropriate benefits that stakeholders need to implement and support changes (Akhavan & Pezeshkan, 2014). On the other hand, Kottke, Pelletier, and Agars (2013) found employees with no confidence in leadership would not accept leadership's ideas, which resulted in low scores on employees' performance and employees tended to sabotage leadership strategy; in addition, conflict of interest was a cause for employees' lack of confidence in leadership. Therefore, acceptance of change is a generation of leadership style and follower perceptions that include mutual understanding and benefits.

Motivation is a transformational leadership tool to leverage followers' perceptions that differentiated leaders and employees performances across organizations (Li, Sheldon, & Liu, 2015). Leaders need to practice the best intrinsic and extrinsic motivation to develop perceptions and leverage performances, which include leaders' understandings of the employees' motives (Benedetti, Diefendorff, Gabriel, & Chandler, 2015). Employees work because of personal benefits and interests, are employees with intrinsic motivation. Similarly, employees working for external affecting incentives or rewards are with extrinsic motivation behavior (Yoon, Sung, & Choi, 2015). Cerasoli, Nicklin, and Ford (2014) examined the relationship between intrinsic and extrinsic employees' motivations; and employees' performances, which indicated positive quality performance due to intrinsic motivation and positive quantity performance due to extrinsic motivation. Knowing the motivation drivers for employees is primitive for transformational leadership.

Successful implementation of tasks is another motivating factor for employees that leaders need to evaluate and reward (Butt, Shafi, & Malik, 2015). Employees' motives and behavioral factors affecting performances are critical information for leaders for assigning tasks, introducing changes, or promoting initiatives (Lamm, Tosti-Kharas, & King, 2015). Expansion strategy is a challenging strategy for leaders introducing changes in organizations, in which employees will need adequate orientations, involvements, and task clarifications to evaluate results and maintain motivations (Dobni & Klassen, 2015). Therefore, transformational leadership style includes talent management and identification for alignment with core business advancements and

functional activities' performances during change management processes (Joyce & Slocum, 2012).

Leaders in expansion strategy require the motivational talent for followers to implement strategy initiatives. Hirsch (2014) reported the transformational leadership effectiveness because of the cultural understandings, following performances, updating for achievements, and communicating effective practices that motivated workers. Rewards, recognition, and job satisfactions are additional characteristics for leaders to apply for change management, in which monetary reward is essential for different levels of organization (Malik, Butt, & Choi, 2015). Leadership encouragements and motivations include employees' engagements in sharing change management benefits and valuing performances (Güntert, 2015). Therefore, transformational leadership is engaging employees for practicing changes and benefiting in a motivational environment that enhances development and competitive advantages.

Expansion strategy in organizations is a requirement development process that includes innovation and creativity. Transformational leadership style is a practice for initiations and support of innovation and creativity, which is a critical change for competitive advantage (Schriber & Löwstedt, 2015). Burgess (2013) found critical communication style relationship between management and leader's decision maker, which formed advancements due to sharing and engaging of strategy implementers in decision making processes for the organization. Transformational leaders apply engagement practices that the communication, trust, motivation, and awareness are

functional processes for developing mutual understandings for the sustainable organization in competitive business markets (Men, 2014).

The competitive edge of organizations in a market environment is critical for developing the image and enhances performances, which leadership style determined by change introduction (Gotsis & Grimani, 2015). Knowing the subordinates' capacities and competencies are essential for leaders' assignments for employees and managers that include evaluation for development requirement and expectations' measurements (Wallo, Ellström, & Kock, 2013). In addition, leadership critical thinking is a further competence for leaders to evaluate, expect, and control performances that attainable target's capability of subordinates for the desired level of performances generates the competitive edge in the markets (Howard, Tang, & Jill Austin, 2015). Therefore, leadership business capacity and management performance are characteristics of organizations with a competitive edge in business environments.

In addition to leadership business competency, leaders need acceptable behavioral characters that subordinates appreciate including ethical behavior affecting employees' perceptions and performances (Xu, Loi, & Ngo, 2014). Demirtas and Akdogan (2015) found leaders to influence managements' and employees' behaviors because of the leaders' characters that followers accepted from ethical believe in leadership. Wallo et al. (2013) found leaders with more administrative involvements less effective in development orientation of the organization and found leaders with higher development orientation are influencers for learning orientations in the organization. The leadership

characters and influences are critical factors that determine transformational leaders' effectiveness in development and learning.

Transformational leadership style includes work enhancement, learning orientation, and encouragement for development at all organizational levels (Dubey, Gunasekaran, & Samar Ali, 2015). Dubey et al. examined leadership relationship management between managers internally and external entities, which is critical for organization's advancement. Such relationships are the result of leadership learning orientation and performances' preferences that the leaders apply in companies (Dubey et al., 2015). Rewarding employees for completed achievements is the transactional leadership style that employees require, but satisfied employees appreciated more transformational leadership style for learning and development (Deichmann & Stam, 2015). Deichmann and Stam found committed and motivated employees to realize acceptance of new ideas by leaders as an effective factor for transformational leadership style. Transactional and transformational leaderships are dealing with motivating followers using different approaches depending on followers' perceptions, values, cultures, competencies, and needs (Eisenbeiß & Brodbeck, 2014).

Leaders' understandings of followers are significant in decision making practices that leaders need to introduce changes and leverage performance (Kottke et al., 2013). Leaders must acquire the business as well as behavioral influences to develop followers' knowledge that target the learning processes in the organizations to the advancement and competitiveness (Epitropaki, Sy, Martin, Tram-Quon, & Topakas, 2013). Competent leaders can forward influences in the organizational structure that the business

environment is changing because of external factors affecting organization performances (Parnell, Lester, Long, & Köseoglu, 2012). Leaders in such conditions are the finders of the required effective performances that maintain organizations' existence, particularly during a crisis or changing regulations (Petrou, Demerouti, & Häfner, 2015).

Pharmaceutical companies are examples of leadership resilience in the changing business and regulations environment because of new discoveries, financial crises, generic introductions, intellectual property rights restrictions, good manufacturing practices (GMPs) development, and increased the cost of innovation and development (Fisher, Cottingham, & Kalbaugh, 2015). Leadership style, orientation, knowledge, encouragement, and motivation are fundamentals for pharmaceutical companies to maintain competitiveness and existences, which contribute to innovative business models (Aslam, 2015). Such business models are introductory to mergers, acquisitions, licensing, technology transfer, franchise, innovation outsourcing, and products development (Michelino, Lamberti, Cammarano, & Caputo, 2015; Nishimura & Okada, 2014; Srivastava & Prakash, 2014; Wang & Li-Ying, 2014). Therefore, transformational leadership for pharmaceutical industries is an appropriate style to maintain a competitive business edge.

Managers and Expansion Strategy

Transferring organization vision to strategy actions is the leaders' responsibility, while business strategy implementation is the responsibility of managers and leaders' subordinates (Saini & Sengupta, 2016). Strategy implementation includes competent managers with effective performances that activate procedures and methods for leaders

desired visionary achievement (Joyce & Slocum, 2012). Therefore, effective strategy implementation is determinant of the management capacities and leadership style effectiveness.

Management qualifications in business development are fundamental to achieve the expansion strategies for organizations (Davies, 2013). Davies discussed the inter firms deals and the third business party involvement in the international pharmaceutical transactions. Davies found the process dependent on the business development and licensing teams' negotiation, management, knowledge, and professional qualifications that accounted for mutual benefits for the parties involved. Osabutey and Debrah (2012) found gaps in managements' qualifications for implementing professional expansion processes between the expertise owners and the transferee party and recommended for inclusions of requirements for effective policies in organizations to develop the technology for the acquiring party. Therefore, certain business processes in the strategy implementation are susceptible to decline or disrupt because of managers' competencies.

Leaders in strategy implementation must account for realistic activation of procedures and methods for execution by subordinates' evaluations for a capacity requirement or sufficiency (Beck & Wiersema, 2013; Sharda, 2012). Such evaluation includes indications for management evaluation of strategy implementation and levels of understandings of organizations' missions and values (Cantamessa & Montagna, 2016). The strategy implementers are the primary working factors for achieving targets and activate procedures. Managers' perceptions of expansion strategy are important for effective implementation of the requirements that integrate the organization's resources

and procedural change's introduction (Cantamessa & Montagna, 2016). Bowen, Baker, and Powell (2015) studied the managerial perception due to the effect of globalization on the strategic decision that managers applied for expansion strategy. Bowen et al. found a significant positive relationship between managers' perceptions and completed expansion strategy requirements. Therefore, leaders' awareness about the manager's strategy implementation capacity is critical for effective expansion changes' requirements.

Expansion strategy implementation is a process for including updates and introduction of developments to the organization's system. The business models that the organizations select for the expansion strategy vary depending on the strategy, internal productivity capacities, human resources, external business environment, cultural values, and regulatory enforcements (Bowen et al., 2015; Pak, Ra, & Lee, 2015; Patel, 2014; Srivastava & Prakash, 2014; Tantash, 2012). Managers during the strategy implementation stages must define the objectives of the strategy and prioritize the activities with an alignment that include multiple internal systems in the organization (Hirsch, 2014; Mastorakis & Siskos, 2016; Parnell et al., 2012). Integration and alignment are critical for new systems inclusion in the organizations, which leaders must visualize, follow, communicate, and evaluate (Simoes & Esposito, 2014). Leaders measure the effectiveness of the expansion strategy implementation by the model business workability and returns on investment (Dubey et al., 2015), which is the result of aligning capacities and integrating efforts.

The leaders focus must include appointing capable managers for the expansion strategy in the right strategy task, in which managers align the effect of the

implementation of the strategy and organization objectives actively (Akhavan & Pezeshkan, 2014). Managers as strategy implementers need to understand the actions and initiatives that link organization values, cultures, and objectives for better performance in the strategy execution (Green, Albanese, Cafri, & Aarons, 2014). Friedrich von den Eichen, Freiling, and Matzler (2015) discussed the reasons for failing business models, which include management rejection due to (a) lack of managers' awareness, (b) lack of defining proper research about the business model, (c) logic application, and (d) cultural differences. Leaders' knowledge about the managers' styles and thinking practices is a requirement for the application of appointing managers for strategy implementation.

Managers' design thinking and practical applications are important foundation for expansion strategy implementation. Endenich, Hoffjan, Schlichting, and Trapp (2016) studied factors affecting harmonization between expanded business units for multinational companies with global presence. Endenich et al. (2016) found the challenges for harmonization dependent on qualities of national market employees, GMP regulations in the local market, and more important the management personalities in the local market that communicate with other markets. McMillan and Overall (2016) argued that managers' flexibility and awareness are critical for solving strategic problems during strategy implementation, which the changing market environment is creating. McMillan and Overall pointed that the senior managers' mindset, designing problem solving structures, and the performance system application are critical characteristics for the managers in strategy implementation. Therefore, appointing managers for strategy

implementation is a process that requires awareness of the managers' capacity and competency.

Transformational leadership is the leadership style that leaders apply to introduce changes through motivations. Managers and subordinates personalities, awareness, and culture alignment with organizational values is the leaders' responsibility that introduces the appropriate change for strategy implementation (Donate & Sánchez de Pablo, 2015). Knowledge management practices that leaders apply in the organization motivate the acceptance to adapt changes for strategy implementation (Ahmad et al., 2014). Abraham, Morin, Renaud, Saulquin, and Soparnot (2013) found a significant relationship between knowledge experts' expectations from applying changes and effective motivations that leaders applied. Therefore, the motivational application that transformational leaders use must address knowledge gaining about the changes and alignment requirement within the cultural organization approach.

Transformational leaders' knowledge about the culture of managers and subordinates is important for the motivational application. Huhtala, Feldt, Hyvönen, and Mauno (2012) studied the cultural effect on organizational goals implementation and found a significant relationship between ethical organizational culture and organizational goals oriented subordinates' desires, which supported leadership ethical and cultural application for better managers' goals implementation. Aalbers et al. (2013) found intrinsic and extrinsic motivation for managers to defer with the organizational cultural during important processes implementation for organization advancement. Understanding the culture, knowledge awareness, and motivational needs are the transformational

leadership applications for change introduction that provide the organization with competent managers for strategy implementation (Chan, Uy, Chernyshenko, Ho, & Sam, 2015; Guay, 2016). The competent managers are capable of solving problems, communicating effectively, and tolerating cultural differences in the expansion strategy implementation.

Internationalization is an expansion strategy objective that leaders deliver for implementation to managers and subordinates (Hadjikhani, Hadjikhani, & Thilenius, 2014). Filiou and Golesorkhi (2014) discussed the importance of matching influential abilities of the partnering organization executives in the expansion process and described the levels of the advancements of the knowledge gain that contributed to successful implementation of the expansion activities. Filiou and Golesorkhi suggested that the global institutional framework influence the development of institutions at any level of development. Similarly, Bellamy, Ghosh, and Hora (2014) related the internal organizational changes requirement for development with the gaining from expansion strategy that the partnering, outsourcing, regulatory attainment or knowledge sharing imply during the process implementation. Therefore, awareness for adaptability is critical for leaderships and management during the implementation of expansion strategy.

Pharmaceutical expansion strategy manager must adapt the regulatory requirement for products' marketing authorizations in the targeted countries (Civaner, 2012). The adaptation includes changes introduction that must align with the regulatory requirement, which managers influence, adjust, implement, and control to satisfy the regulatory requirements (Wrona & Trapczyński, 2012). Yadav (2013) studied the

processes that involved changing mechanisms to comply with standards for different regulatory requirements based on the targeted markets. Yadav found multiple managerial levels' involvements that need business, technical, and investment understanding to accelerate the expansion strategy effectively, which depend on communication and management styles in the organization. The manager's technical capacity and managerial intelligence are critical in advancing the expansion strategy, which leaders must support by leveraging the managerial understanding including technical competency (Wrona & Trapczyński, 2012).

Successful strategy implementation is a process that requires the utilization of business, technical, and managerial competencies. Liang, Howard, Koh, and Leggat, (2013) studied the critical managers' competencies that managers must acquire to deliver organization's objectives. Liang et al. (2013) accounted for interpersonal communication qualities, operations' resources management, leading change management, and decision making management as primary competencies for managers to achieve the strategy objectives in organizations. Trong Tuan (2012) found a significant relationship between managers' transformational behavior and business targets effectiveness, which improve business outcomes and advance organization image. Managers in advancing business effectiveness in organizations must combine technical and business qualification that leverage the stakeholder's interest and attain business profitability (Miles, 2012). In addition, the organization's business performance is a stakeholder's interest, which managers maintain for effective business expansion and sustainability.

Stakeholders and Organization's Performance

Commercial application of the business expansion models that the advanced systems included formed intangible assets for the industry, which needs continuous maintenance and funding by the shareholders as primary stakeholders of the organizations (Esper et al., 2010; Guthrie, Ricceri, & Dumay, 2012). The strategy formulators' objectives include the prediction of the future positioning of the organization's strategies by visualizing the internal organization's system capacities and the external market environment elements (Chatterjee, Randour, & Raskin, 2014). The practical implementation of the sustainable strategy includes defining the primary success factors for the analysis of the prevailing environmental factors (Lindgren, 2012). Lindgren included the capabilities of the organization that satisfied the customers' long term loyalty as a sustainable strategy for implementation, in which the value chain of the organization reflected sustainability. Focus approach is a successful way of identifying the primary success factors for pharmaceutical companies, in which the strategy formulators balance the internal resources and external demands to sustain the value objectives of the enterprise's long term existences (Tatham & Spens, 2011; Teirlinck & Spithoven, 2013). Therefore, involving stakeholders in the expansion strategy is critical for organization's sustainability.

Leaders in organizations are responsible for stakeholders' adaptation to organization's competitive advantages. Verbeke and Tung (2013) proposed a framework for visualizing stakeholders' adaptability from the time of formation to the time of development strategy that required expansion for heterogeneity sources of incomes.

Verbeke and Tung's framework included a transformational application that practices trust and effective communication with stakeholders for strategies formulations and benefits awareness. The key element of the stakeholder theory is to establish a beneficial relationship between business parties, which aims to generate an increase in wealth and benefits (Talbot & Boiral, 2015). The beneficial relationship includes supportive approach from stakeholders for the initiated changes in the organization that extended the effective performances (Hernantes, Rich, Laugé, Labaka, & Sarriegi, 2013). The extended performances are the results of the changing environment in the business, in which the expansion strategy implementation involves for the benefit of the stakeholders.

Stakeholders are the directors of the organization activities and performances. Freeman's (2010) definition of stakeholders depended on organizations' interactions within the business environments, which include parties from internal and external surroundings of the organization. Freeman extended the affected parties to include governments, competitors, suppliers, employees and regulatory parties. The organizations' activities involve changes, benefits, and developments, in which social interactions consequences affected the organization's strategic performance (Miles, 2012). Freeman focused on the identification of the benefiting and affected parties or individuals that contributed to effectiveness or declination of organizations' performances.

Stakeholders affect the organization performances because of the decision basis that the stakeholders make for or against the organization. Decision making theory included the views, opinions, ethics, and skills that the individuals gained, as the basis for

formatting the individuals' decisions (Smith, 2014). Stakeholder's decision making process is affecting the organizations' performances by supporting, advancing, or declining the leaders' decisions for changes or modifications that the current market environment involves for competitive advantage (Hernantes et al., 2013). Paul (2014) described the relationship between stakeholders as a critical influence on the decision making process, which effective communication and transparency with trust mitigate the effectiveness of the organization in the competitive business environment. The transformational effectiveness of the organization includes effective communication and transparency that leaders, managers, employees, customers, and regulatory authorities practice during the change management processes (Cui, Li, Meyer, & Li, 2015). Therefore, transformational leaderships' actions and stakeholders' understandings, with alignment, are critical for expanding business and gain competitive advantage.

Stakeholders' decisions may affect the resources allocation that organizational leaders require for effective strategy implementation. Scheibehenne, Rieskamp, and Wagenmakers (2013) provided theoretical framework using Bayesian inference technique that uses beliefs and behaviors of individuals to determine the actions that individuals make. Scheibehenne et al. (2013) indicated for the application of the model for the expansion strategy, which could apply to the stakeholders as the primary influencers for the organization resources facilitation to understand the forces driving the decision making processes. Such forces might not include monetary benefits only but extend to social, environmental, and pride values that the supply chain management, investment, and purchasing behaviors of stakeholders control the organization activities and

expansion decisions for sustainable performances (Wolf, 2014). Therefore, knowing the stakeholders influencing needs is critical for organizations' leaders to implement the expansion strategy effectively.

Wolf (2014) examined the external stakeholders' effects on the sustainable supply chain management's practices and found a significant impact on ethical organizational performance on organizations' strategies on markets' expansions. The external factors include forces that impact the organizational performances depending on the understandings of the stakeholder and the affected benefits of the stakeholders (Balmer, 2013). Effective communication includes the right information delivery, at the right time, and for the right people, in which employees, shareholders, investors, customers, suppliers, and regulatory authorities need transparent information about the organizations' activities and performances (Martin, Miranda Lakshmi, & Prasanna Venkatesan, 2014). Martin et al. (2014) found multiple levels of communication between the organization and stakeholders that require effective analysis, which the decision makers used for the organization competitive advantage. Therefore, transformational stakeholder's effectiveness depends on the accurate data analysis and information communication that the organization strategy requires for the continuous support of stakeholders to the expansion strategy implementation.

Expansion strategy implementers are the managers in the organization. These managers convert the strategy initiative into monetary values that the stakeholders evaluate as returns on investment (ROI), which is the primary key performance indicator (KPI) for the leaders and managers in the organization (Vallejo & Wehn, 2016). The

expansion strategy implementation includes ethical performances for ROI, in which the unethical conduct cause adversely affected stakeholders (Hahn & Lülfs, 2013). Analytical application of the stakeholders' values is critical for the expansion strategy to indicate for the benefiting parties with supporting efforts for investments and controlling or avoiding negatively affected parties within the organization activities (Öberseder, Schlegelmilch, & Murphy, 2013). Therefore, managers in expansion strategy implementation must acquire the stakeholders' values for effective strategy implementation.

Expansion strategy analysis includes identification of stakeholders for effective strategy implementation. Baker (2013) posited that social organization's effect on ROI generation as critical transformational value for communication with customers for effective corporate social responsibility (CSR) practices, which customers needed because of the evolved technological advancement. Prasad and Holzinger (2013) applied extensive literature analysis research on marketing CSR practices and recommended ethical distinction between monetary and social values for different stakeholders' benefits including unknown stakeholders, which globalization included because of the technological advancement, wide availability, and easiness of accessibility. Expansion strategy implementation includes CSR practices for effective ROI that include active and potential stakeholders for managers' considerations.

Active and Potential Stakeholders

The dynamic business environment is a generation process of new involvements of multiple parties. The parties' effects on the organization performances include the positive and negative influence of the organization activities depending on the benefits or

risk that the organization's performances exert on the stakeholders (Arena & Arnaboldi, 2014). Customers, shareholders, employees, regulatory authorities, and society members are the affected parties of the organizations' performances, which similar unanticipated stakeholders from a potential for the organization if communicated effectively for expansions activities interests (Mitchell, Van Buren, Greenwood, & Freeman, 2015). Technological advancement and accessibility are one of the millennium globalization tools for searching and defining interests that potential stakeholders apply to gain knowledge about organizations' performances (Tsai & Bagozzi, 2014). Mitchell et al. (2015) found accounting stakeholders in the expansion strategy as critical communication factor for the implementation that includes the expectations of the affected parties due to the expansion activities. Therefore, defining stakeholders for the expansion strategy is primitive for effective strategy implementation.

Pharmaceutical industries' applications of expansion strategy include multiple stakeholders accounting for effective implementation. Wrona and Trapczyński (2012) explored the factors affecting marketing expansion strategy for pharmaceutical companies and found the interdependencies between the stakeholders' to be critical for strategy implementations. Wrona and Trapczyński posited that knowledge about customers, marketing employees, regulatory authorities, and society members in the targeted markets was a critical construct for developing appropriate entry and expansion implementation, which depended on the managers' communication, confidence, and previous experiences. Alkhaled et al. (2014) examined studies for influencing physicians' prescriptions by medical representatives, which included knowledge sharing among

parties and preference selection. Alkhaled et al. recommended collaboration between regulatory authority, industrial entities, patients, physicians, and communities to benefit from the marketing processes and mitigate adverse effects that the influencing process included. Therefore, accounting for stakeholders is critical for expansion strategy that leaders and managers in pharmaceutical companies must practice for effective expansion strategy implementation.

The advanced pharmaceuticals system's commercialization enforced the competitive advantages by identifying business expansion models for collaborating, supplying, and servicing industries in different regions that integrate to accomplish tasks (Mehralian, A. Nazari, Akhavan, & Reza Rasekh, 2014). Mahsud, Yukl, and Prussia (2011) discussed the influence of the effective linkage between the human capitals that industries required for innovation, strategy implementation, and competitive advantages creation of the organizations including other available capital resources. Mahsud et al. (2011) concluded that the human capital advantages were a valuable resource for the organizations, which stakeholders viewed as leveraged value for the competitive advantages to account for new opportunities. Therefore, accounting for internal human capital capacity is significant for expansion strategy that stakeholders value as advantageous for the organization performances.

Qualification and experience of human capital in expanding organization is an important factor for stakeholders' trust and appreciation. The expansion strategy systems' integrations and synchronizations must reflect the cybernetic advancements of the use of the expansion strategies (Singh & Jayanti, 2013). The feedback processes and the

communication integration support the synergy requirements in the organization to harmonize the different efforts toward the objectives of leveraging the stakeholder's values. Hinterhuber and Liozu (2012) suggested that marketers must educate customers as potential stakeholders about the value added cost and motivate the willingness of the customers to pay for that value. Hinterhuber and Liozu encouraged leaders in organizations to keep evaluating strategies and the negotiation techniques for better understanding of the customer value because customers are important stakeholders.

The strategic expanding of organizational relationships and interdependencies of the business environment are enforcing organizations' responsibilities in global markets, in which human capital intelligence is an advancing factor for effective strategy implementation (Sohrabi, Asari, & Hozoori, 2014). The extended relationships for the expansion strategy are factors for creating the stakeholders of the organizations within the internal and the external interdependencies (Mason & Simmons, 2014). The satisfaction of the stakeholders of the organizations becomes an important factor for the sustainability and competitiveness of the markets (Mehralian et al., 2014). Finding effective relationship between the internal and external stakeholders is a determinant for expansion strategy application and longevity effectiveness (Napolitano, Marino, & Ojala, 2015), in which increasing the number of potential benefiting parties supports the expansion strategy effectively (Ocasio & Radoynovska, 2016). Therefore, leaders and managers in pharmaceutical industries must satisfy the demands of existing and expected stakeholders for the expansion strategy.

Organizational Management Relations in Pharmaceutical Industries

Pharmaceutical industries constitute of divers, integrate objective, and interactive systems in complex changing business and scientific climate (Nagurney, Li, & Nagurney, 2013). The scientific nature of the pharmaceutical industries and knowledge base formation including the high impact on the lives of the intended consumers guided the international healthcare organizations to regulate the pharmaceutical companies' activities through enforcing GMP (Frau, Font Pous, Luppino, & Conforti, 2010). These regulations are for controlling and inspecting the systems' operations as an integral part of the market authorization requirements (Yadav, 2013).

The complexity of the pharmaceutical industries included the involvements of the systems that contributed to the predictions of the expected expansions of marketing competitiveness (Malerba & Orsenigo, 2015). These factors include the research and development (R&D), engineering, quality systems, production, marketing, and human resources (HR) integration for processes implementation (Gilsing, Nootboom, & Gilsing, 2004), which must comply with GMP regulations (Nguyen, Seoane-Vazquez, Rodriguez-Monguio, & Montagne, 2013). Mehralian et al. (2013) studied the contribution of the intangible and intellectual capitals of the pharmaceutical systems to the advancement of strategies and discussed the importance of the collaborations' requirements as a business expansion model of the internal systems. Mehralian et al. included employees, managements, and CEOs qualifications and awareness as critical factors for the developed systems and expansion requirements. Creating the alert for rational applications of resources, connecting organization's objectives with physical

enforcement requirements, and managing the future implications of operational activities are critical factors for organizations to implement and to attain the sustainable organizations' goals (Enkel & Heil, 2014; Oerlemans, Knobens, & Pretorius, 2013). These key factors are measures of advancements, control, and effectiveness of the business expansion models that the leaders select to apply for the expansion strategy.

Adding value by applying expansion strategy is the aim for business growth and advancement. Stakeholders' views and approvals for the expansion strategy added values are critical for benefits acquisitions and wealth generation, which determine the effectiveness of corporate systems' integrations (Hallbäck & Gabrielsson, 2013). The selection between the different business expansion models is leaders' responsibilities, which include the evaluation of internal deliver capacity and market absorption capacity (Yang, Chen, & Wang, 2015). Rahman and Lambkin (2015) examined 45 business mergers and acquisitions, as an expansion model, to investigate the relationship between expansions intended model and added value resulted from the process. Rahman and Lambkin found a significant relationship between cost reduction and increased ROI, but the process included a reduction in marketing efficiency, which the authors indicated as failure to increase sales that affected other business processes. Adding value processes through expansion strategy is critical for business and requires a collaborative understanding between managers and leaders to mitigate affected processes.

Pharmaceutical business management for expansion strategy's implementation is a collaborative process between internal company's component and external market's requirements. Campbell et al. (2015) suggested a comprehensive quality indicator for

marketing authorization that includes business efficiencies for cost effective products, factors for introducing products to market, patient and professional involvement, and technology application. Campbell et al. aimed to validate the quality, transparency, and regulation for effective application. The components included in Campbell et al. model is results for internal collaboration among management parties in the company and the intended expansion strategy for the regulation environment in the regulating country. Nagurney et al. (2013) examined the outsourcing effect on pharmaceutical's quality and cost, which included the collaboration among internal management of business and quality department for the decision making process of the expansion strategy. Therefore, pharmaceutical manufacturing systems and business expansion strategy must integrate to add value and improve sales achievements.

Pharmaceutical's GMP regulation compliance and business achievement are managers' responsibilities. Pagani and Otto (2013) studied the complex system of marketing medicines to propose a quantitative follow-up framework that can help systems' managers to achieve targets. Decision making and adjustability to variations depended on the managers' competency and understanding of the organizational system involved in pharmaceutical product and market development (Pagani & Otto, 2013). Collective decision making process between competent managers facing marketing turbulence achieved practical policy adaptation to leverage competitive business advantages (Pagani & Otto, 2013). Sharda (2012) explained the detailed processes that involve mapping managers' competencies and talent management in a pharmaceutical company. The processes included the combination of knowledge, experience, and

competence for business and technical qualification that the company leaders develop in managers to achieve strategy targets (Sharda, 2012). Therefore, pharmaceutical organizational systems and management responsibility must align with the managers' competencies to develop competitive advantages for expansion strategy implementation.

Information flow between organizational components is critical in the corporate pharmaceutical system. Pharmaceutical industries are scientific knowledge base industries that include scientific discoveries, market preferences, regions' demands, and epidemics fighting within the business construct to achieve social and economic targets (Belderbos, Gilsing, & Suzuki, 2015). Tierney, Hermina, and Walsh (2013) selected the pharmaceutical landscape technology for their study as a technique that accommodates dynamic changes within the technology set of radical changes in the industry. Tierney et al. (2013) studied the road mapping efforts for the innovations that are increasingly failing to meet the primary goals of technologies into the strategic process of firms, regions, or industries. Tierney et al. concluded that techniques include a promise to provide superior value to the strategic process of firms, industries, and regions seeking to profit from innovations born of more than one technology. Therefore, organization's information flow system is critical in linking and delivering the knowledge between the different components of collaboration and combination of talents, experience, and effective implementation.

Combining information from different organization components is the leadership and management responsibility that include information's system design and organization to achieve the competitive advantages (Qader et al., 2013). Qader et al. examined

relationships between knowledge management and competitive advantages in pharmaceutical firms. Qader et al. found managers practicing a combination of knowledge management achieved higher levels of competitive advantage, which included acquisition, dissemination, and responsiveness to knowledge. These practices must include market orientation that engages customer and competitor. Wilson, Perepelkin, Zhang, and Vachon (2014) investigated relationships between market orientation, alliance orientation, and business performance in a biotechnology industry. Wilson et al. (2014) found a significant relationship between market orientation and business performance, which supported the existence of a mediation relationship. Wilson et al. concluded that behavioral orientations toward customers, competitors, and business units were important to increase business performance including managers' understandings of the sequential relationship between the market-oriented behavioral commitments, alliance oriented activities, and business performance outcomes. Therefore, managers must pay particular attention to alliance scanning, coordinating, and learning because these activities improve business performance.

Practitioners' and scholars' studies in pharmaceutical industries included innovation competencies that managers' apply to leverage edge for competitive advantages (Epitropaki et al., 2013; Hu, McNamara, & McLoughlin, 2014; Kim, 2014; Montalban & Sakinç, 2013; Pollock, 2014). The innovation practices in pharmaceutical industries included introductions of business models for expansion strategy to enhance business effectiveness (Erden, Klang, Sydler, & von Krogh, 2014). Montalban and Sakinç (2013) examined the effects of financialization and competition on productive

models in pharmaceutical companies. Montalban and Sakinç found pharmaceutical companies' adaptations of blockbuster model maximized shareholder value, which included financialization, technical change, product market regulations, and market competition. Montalban and Sakinç concluded that institutional investors are accelerators for transformational business models that must align with managers' controls and practices during expansion strategy implementation as an effective business model for competitive advantage. Therefore, selecting business expansion model for pharmaceutical industries must align with managers' organizational competencies, external markets' competitions, and stakeholders' demands.

Strategic Business Expansion Models in Pharmaceutical Industries

Scholars and practitioners provided different studies in business expansion models from the time of the introduction of the "strategic intent" that Hamel and Prahalad posited in 1989. Business expansion models are part of the corporation strategy for growth and profit generation that leaders formulate by depending on the corporation's components and managers' motives, competences, understandings, and qualifications to achieve the strategy targets (Martin, 2014). Enterprise managerial levels are important formulators of the appropriate expansion strategy and method of implementation, which decision making process involved (Chen, Liu, Ni, & Wu, 2015). Chen et al. (2015) examined the relationship between strategic intent and external business factors affecting expansion strategy. Chen et al. found a significant relationship between the variables and posited that expansion strategy and decision making processes must align with intentional and organizational capacities to achieve successful expansion strategy implementation.

Therefore, expansion strategy includes multiple factors of the decision making process that leaders and managers must acquire to select the appropriate expansion strategy within or outside the business constructs of the organization.

Business expansion strategies are of different types and nature in the literature. Scholars and practitioners collected evidences of expansion strategy that include (a) products and markets concentration, (b) integration of existing processes or products to add value, (c) diversification of products or services to gain opportunities, (d) cooperation with competitors or new entities, and (e) internationalization that include new regional markets in global view (Hoppner & Griffith, 2015). The following subsections include a description of these expansion strategies types with emphasis on pharmaceutical industries.

Concentration. Concentration is the process of increasing products' availability in existing markets for current and potential customers (Mehta, Hasan Farooqui, & Selvaraj, 2016). Pharmaceutical marketing managers' are the implementers of the concentration strategy by coordinating operations productivity and markets' demands, in which concentration strategy would increase productivity with alignment between the factory and markets (Salih & Doll, 2013). The requirements' for managers' collaboration and effective communication is critical in implementing the concentration strategy. Markets' demands, internal manufacturing capacities, and supply chain processes are critical factors for the concentration strategy, in which managers' application of agile and effective supply of products must match the products' demands in the markets (Töytäri & Rajala, 2015).

The advantages of concentration strategy include strengthening business, cost reduction, customer loyalty, and effective assets utilization (Mintz & Currim, 2013). In pharmaceutical industries, concentration process is beneficial because products exist in the market, known to customers, and no further registration costs needed. The expansion strategy with concentration includes identification of potential customers, leveraging competition, increasing marketing efforts, and aligning productivity to satisfy demands (Mintz & Currim, 2013). These factors are applicable for expansion in markets with an effective branding strategy that marketing managers apply to influence products' competitive advantages by developing trust and transparency in marketing mix formulation (Helm & Gritsch, 2014). Therefore, the application of concentration strategy, as an expansion strategy, is beneficial for organizations with known brands and capable of responding to marketing efforts.

Integration. Integration is the strategy that includes combining application of existing processes to serve existing customers through cross-functional teams focusing on serving customers (Turkulainen & Ketokive, 2012). The integration strategy processes include a high level of communication and information flow that leaders observe and evaluate to convey appropriate performances to the expansion strategy. Expansion by integration involves multiple organizational functions starting with the supply chain management to business-to-business formulation (Kozlenkova, Hult, Lund, Mena, & Kecec, 2015). Gligor, Esmark, and Holcomb (2015) found a significant relationship between integration strategy and supply chain management for agile manufacturing that managers required for cost reduction strategy during uncertain environmental

turbulences. Similarly, Zhang, S. Pawar, Shah, and Mehta (2013) investigated the relationship between evaluating outsourcers and managing outsourcing relationships in the pharmaceutical industry based on the theory of dynamic capability. Zhang et al. (2013) found pharmaceutical companies outsource to include integrated relationships with high dynamic capabilities, which manufacturing industries must efficiently and effectively evaluate and manage to deal with the challenges and risks associated with strategic expansions. Integration for expansion strategy includes benefits for organizations and stakeholders.

Expansion strategy by integration is beneficial for controlling distribution channels and serving targeted customers. Patel (2014) studied the retail channel expansions through the integration of marketing and technical assets in relation to customers' perception and acceptance. Patel found failures on levels of integration created an imbalance on meeting customer preferences and adapting new market acceptance. The integration between downstream and upstream supplies in pharmaceutical industries is critical because of the regulated processes involved that requires effective communication, trustworthiness, scientific presentations, and fast respond (Valverde, 2013). Therefore, effective expansion strategy by integration must include appropriate communication, transparent partnerships, and qualified strategy implementers.

Diversification. Diversification in expansion strategy is the application of new products, markets, or methods of the business that change or modify the business intention purpose (Benito-Osorio, Guerras-Martín, & Zuñiga-Vicente, 2012). Scholars

and practitioners studied the diversification process that leaders introduced in different industries and services to evaluate the value added by the process (Benito-Osorio et al., 2012). Boz, Yiğit, and Anil (2013) studied the difference between types of diversification and performance values. Boz et al. (2013) found performance indicators increased in single and dominant businesses with diversification. The authors concluded that increased performance level resulted as diversification focused on the internal resources more than environmental opportunities. The applicants of diversification must account for the manufacturing development and capacities to leverage the values for the expansion strategy that would satisfy the stakeholders' intentions.

Diversification processes for expansion strategy are of different types in literature. The introduction of a new product line within the organizations' activities is a directive for diversification concentration, which includes the acquirement of new technologies, research and development, or investments (Sisodya & Johnson, 2014). For example, pharmaceutical industries are developing new products for treatments and new formulations for convenient uses, which the end users would value as a new change for better convenience application (Barei, 2013). Similarly, mergers and acquisitions (M&A) of different core businesses between organizations are diversifications that leaders aim to gain markets share, competitive advantages, or cost reduction by developing new business line or transform the existing lines (Rahman & Lambkin, 2015). Diversification types or processes' selections must align with the leadership transformational intentions and managers' acceptance to implement the expansion strategy.

Srivastava and Prakash (2014) studied the determinant factors for the evidence of value creation through international M&A activity. Srivastava and Prakash indicated that the diversification through M&A strategy was a solution for problems of tacit knowledge transferring, which lead to competitive advantages in the pharmaceutical industry and the rise of R&D activity. The development of these factors was the result of expansion strategy through diversification that served products' developments and new products' entries to the markets. Tripathy and Prajapati (2014) accounted for the benefits of diversification through M&A, which includes the development of competitive advantages; improve the value chain, new market entries, products' availabilities, and local market services' developments. Therefore, the expansion strategy is an advantage for the company because of developing the know-how of the organization to compete internationally and better serve current customers.

Cooperation with competitors. Scholars and practitioners studied the expansion strategies between competitors that lead for cooperation to gain added value and prevent new entrants into the market (Liu, Kauffman, & Ma, 2015). The cooperation processes between competitors included similarities with M&A but with defined formats that maintained the structures of cooperating organizations (Hallbäck & Gabrielsson, 2013). Joint ventures formation between competitors is an example of expansion strategy through cooperation. Park, Vertinsky, and Becerra (2015) studied the effect of tacit and explicit knowledge transfer from foreign parents on the performance of young and mature international joint ventures (IJVs). Park et al. (2015) conducted a study to define the relationship between IJV, knowledge transfer, and performance. The authors found that

IJV age influenced the transfer of tacit knowledge positively while the transfer of explicit knowledge declined. The authors found knowledge transferred to influence the performance of both young and mature IJVs and the transfer of explicit knowledge significantly affected mature IJVs performance. Therefore, the cooperation between competitors is an expansion strategy that leaders apply to change and develop business in competitive advantage.

Licensing-in, licensing-out, franchising, technology transfer, and know-how sales are forms of expansion strategy through cooperation between competitors, which include diversification and internationalization (Bosch-Sijtsema & Henriksson, 2014; Dant & Grünhagen, 2014; Yildiz, 2013). Oh and Contractor (2014) posited that companies' leaders with practiced local cooperation between competitors implemented effective cooperation with regional and international partners. Strategy implementation is a dependent process on the understanding of the decision making managers in the cooperation progression and leaders updating, which is a critical setup for the strategy choices that leaders must acquire and develop (Hennart & Slangen, 2015; Shaver, 2013). Cost and benefit including managers' cognitive approaches to implementing expansion strategy or the decision making progression are important factors for the choices that leaders need for selecting the appropriate expansion strategy for cooperation with competitors (Hansen & Grunow, 2015; Lengnick-Hall, Lengnick-Hall, & Rigsbee, 2013).

Cooperation between competitors includes strategic alliance that leaders design to increase benefits and gain competitive advantages within the same organization construct or through the new formations (Leischnig, Geigenmueller, & Lohmann, 2014). Boden

and Yassia Paul (2014) explored reasons for firms' failures to achieve the competitive advantages through alliances. Boden and Yassia Paul posited that alliance management is a relational activity more than technical function. The authors defined managers' skills of awareness, communication, and structural position affecting activity in the firm as critical factors for alliance strategy implementation. Bérard and Perez (2014) studied the alliance dynamics between competing pharmaceutical companies through the real options model. Bérard and Perez's study included the R&D alliances that the companies were applying to decrease uncertainty, increasing flexibility, gaining experiences, and knowledge dynamics. Bérard and Perez developed a complex qualitative model for the system dynamics and real options approach to understand the complexity and the dynamics surrounding the opportunities and threats of strategic alliances between competitors around an R&D project in pharmaceutical industries. The authors described the critical role of the human factor behavior and understanding for the dynamics of the alliances implementation. Bérard and Perez found that managers must align with the alliances value-added and appreciate the value of the real option evolved from the alliances to leverage the corporate benefits. Therefore, leaders must define the role of managers in expansion strategy and the competency requirement to implement the process.

Internationalization. Internationalization is the expansion strategy that the organizations' leaders design for expanding activities outside the national market's border to increase benefits and add value for stakeholders (Knight & Liesch, 2015). Compliance with international markets' requirements is critical to achieve the expansion strategy, which includes competitive pricing method, quality proves, and on-time

delivery (Homburg, Vollmayr, & Hahn, 2014; Yadav, 2013). The internal capability of the organization is a determinant of the internationalization implementation and the choices for procedures to follow. The choices for internationalization include (a) deliver products or services to new markets due to unavailability, (b) customizing products and services, (c) selective global customer or product, or (c) a combination of all procedures to gain the competitive advantage of internationalization (Hadjikhani et al., 2014).

Expansion strategies through internationalization are in various forms of the literature. The commercial applications and transferring gained knowledge, know-how, and R&D results are forms of intangible assets internationalization for pharmaceutical industries (Esper et al., 2010; Guthrie et al., 2012). The advanced pharmaceutical intangible systems' commercializations are forms of competitive advantages for expansion of inter-technology transfer for developing industries in different regions (Mehralian et al., 2014). Yadav (2013) studied the challenges faced for internationalization of pharmaceuticals regarding managing regulatory requirements in different international markets. Yadav performed the study to account for the requirements of regulation in different markets. The author found the knowledge in plant approval requirement in regulating country and product registration procedures are critical to manage regulatory requirements. Therefore, internationalization is a dependent strategy on receiving parties' requirements and expanding organization's tangible and intangible capabilities.

Leaders and managers' engagement in the internationalization strategy is important for effective implementation. Dixit and Yadav (2015) explored the

motivations, obstacles facings, and benefits perceptions of managers practicing internationalization in early and advanced stages. Dixit and Yadav performed the study to understand and analyze the Indian pharmaceutical firms that have knowledge on the early phase of internationalization and to compare with early entrants. The authors found that motives for internationalization were different including before and after internationalization. The authors concluded that empowerment is important for managers to fill the competency gaps in early internationalization. In addition, expansions in stringently regulated markets were beneficial for organizations to prove trustworthiness for local market reputations and facilitation of further expansions with internationalization strategy.

Transition

In Section 1, I included the foundation for the study. Section 1, I described the background of the problem; purpose and nature of the study, the research question, the conceptual framework for the study, key terms definitions. I included a description of the assumptions, limitations, and delimitations, and I mentioned the significance of the study. In addition, Section 1 included a review of the related literature for the study in relation to the conceptual framework and research topic. Section 2 includes the research project design for the expansion strategy implementation in Jordanian pharmaceutical companies; data collection technique and analysis; and reliability and validity of the study. Section 3 includes the presentation of findings, application to professional practice, the implication for social change, recommendation for action, and future study. I ended Section 3 with the summary and conclusion.

Section 2: The Project

In Section 1, I explained the problem statement. Implementing expansion strategies in pharmaceutical companies includes leadership and stakeholder implications, which I discussed in the literature review. Exploring the implementation of the expansion strategies used in some Jordanian pharmaceutical companies may provide knowledge about the factors and requirements for successful developments of expansion strategies. The development requirement may provide organizations with the competitive advantages of expanding activities for better performance. Aligning the internal developments of the production capacities and management performances must include the external markets' absorptive capacity in the target markets, which I explored in this study.

I applied the project parameters for a qualitative method to suit the purpose of this study. In Section 2, I address the study's project, which includes subsections. The subsections for this study are (a) the purpose statement, (b) role of the researchers, (c) participants, (d) research method, (e) research design, and (f) population and sampling. The subsections include the reliability and validity of this study and the data collection instruments and techniques. Section 2 also includes the ethical research subsection for the ethical presentation of the study.

Purpose Statement

The purpose of this qualitative descriptive multiple case study was to explore effective application of expansion strategy among Jordanian pharmaceutical managers to satisfy the demand in MENA markets. I interviewed four CEOs and eight managers from

generic pharmaceutical companies in Jordan who practiced and succeeded in applying expansion strategies in the MENA region. I selected participants purposely from Jordanian pharmaceutical managers who were experienced in the professional application of expansion strategies in MENA markets. In addition, I applied member checking and document review to achieve the triangulation for the validity and reliability of the study (Yin, 2014). My findings may improve knowledge and efficacy of strategies and practices for expanding business in the MENA region to satisfy potential market demands. The remote MENA communities lack adequate pharmaceutical supplies and suffer from different diseases that the generic essential medicines supplies could help resolve in communities (UN Millennium Development Goals, 2014). These communities are potential stakeholders who could benefit by increasing generic medical supplies, thereby meeting both physician and patient needs for increasing availability and decreasing costs of generic pharmaceuticals to fight diseases.

Role of the Researcher

Qualitative researchers are the primary instruments for the research study and must not reflect biases during the research, direct the research to the perceived understandings, or control the participants' willingness to participate (Ercikan & Roth, 2014). Yin (2014) provided evidence of research skills that eliminated the researchers' biases for the study by (a) relating the questions to the research topic, (b) focusing interpretation, (c) predicting flexibility for unplanned happenings, and (d) addressing the problem statement throughout the research study. I kept the focus on the problem

statement by aligning the research question and the interview questions. I focused on the answers of the questions to interpret and analyze data according to the research problem.

My professional experiences include working in managerial levels of pharmaceutical firms in Jordan and some MENA region companies. During this service, I participated in interviewing, communicating, and reporting events for CEOs and boards. Participants in this research are CEOs and managers from pharmaceutical companies in Jordan, which match with my career path. Qualitative researchers must depend on the data collection more than researchers' interpretation or experiences (Yin, 2014). My role in data collection concentrated on the answers of the participants to the interview questions. I included the CEOs interviews to validate the managers' answers and mitigate bias. Member checking is the method that confirms participants' understandings from the researchers' interpretations (Harper & Cole, 2012). I used member checking to avoid bias and confirm meanings. The research constructs for the case study design include triangulation to validate the data collections and minimize bias (Yin, 2014).

Researchers must observe respect and include explanation of the study purpose, protection, confidentiality, and risks included for participation in the study (U.S. Department of Health, education & Welfare, 1979). Researchers following of the Belmont protocol provided trustworthiness to the participants to maximize benefits for participating research studies and minimize potential harms of participants' perceptions (U.S. Department of Health, education & Welfare, 1979). For each participant in this study, I observed and provided respect by including and explaining the informed consent form contents of voluntary participation. For each participant I treated the information

provided ethically, in which I protected the identities to avoid any harm for them. I was the only person to keep the records, data, and information for the participants in this study and I coded the names and organizations to protect identity in a separate protected sheet in my secured computer. I followed Belmont protocol and provided trustworthiness to the participants to maximize benefits for participating in this study and minimize potential harms of participants' perceptions.

Participants

Case study design is a qualitative design including the alignment of the research purpose with the study participants (Patton, 2015). The selection of the study participants to gain an insightful understanding of the event, setting, or plans requires a purposeful sample, which was appropriate to collect maximum contextual data (Yin, 2014). Nag and Gioia (2012) applied purposeful sampling for their inductive study to scan the top management strategy alignment with the execution of changes that implied competitive advantages. Bergman et al. (2016) selected 25 participants from seven healthcare setups for their interviews purposefully to characterize the clinical pharmacists' inter professional collaboration. Yin (2014) listed six possible methods for data sourcing in case study design that included interviews, observations, participant-observation, artifacts, documentations, and archival records. I applied semistructured interviews for CEOs, conduct similar interviews with managers, and review documents to achieve triangulation. I applied the member-checking process to validate the data collection in Jordanian pharmaceutical companies. Similarly, I selected participants from the lenses of

the study's conceptual framework of transformational leadership and stakeholders theories, which is a triangulation that adds to the study validity (Yin, 2014)

Jordanian pharmaceutical companies that applied the expansion strategy in MENA region are present in Jordan with headquarters in Amman, Naor, Sahab, Al-Qastal, and Al-Baqaa. To explore the implementation of the expansion strategy in the MENA, I selected CEOs from four Jordanian companies and eight managers from the same companies of the CEOs. The CEOs are the designers and the decision makers for the implementation of the expansion strategy, and managers are the executives of the strategy. I selected managers participants according to their (a) involvements in expansion strategy in the MENA region, (b) role in implementing expansion strategy, and (c) agreement to participate in this study (Irvine, Drew, & Sainsbury, 2012; Vogl, 2013).

There are 16 working pharmaceutical companies in Jordan, in which 10 companies' products are available in external markets ("JAPM - Pharmaceutical Industry," 2016). I selected four companies, which are implementing the expansion strategy in the MENA region. I pooled participants from business developments, strategy, sales, marketing, manufacturing, quality systems, finance, and supply chain departments' managers for the managers' interviews. I sent participants written details about the study before conducting the interviews and discussed the study objectives to build working relationship. In addition, all participants received a copy of the Informed Consent Form. I informed participants that their involvement in this study is voluntary and confidential. I notified the participants that they might withdraw from the study for any reason or not

answer any question they might feel uncomfortable to respond according to the Informed Consent Form.

I conducted the interviews after receiving Walden University Institutional Review Board (IRB) approval for collecting data. I assured participants' protections as human research subjects. I provided participants my certification to conduct research with human subjects, which I received from the National Institute of Health "Protecting Human Research Participant" (see Appendix A).

I provided codes for the company's name, participants' name, and participants' position to assure human subject protection, anonymity, and confidentiality. I protected the data in softcopies with passwords and data in hard copies in a locked cabinet. I prevented third party access to the raw data or analysis without the participants' knowledge and information.

Research Method and Design

This section includes the justification for the use of the research method and research design. The justification included the research instruments, population, and sampling protocol that I used in this study.

Research Method

Qualitative research methods are useful for researchers seeking an in-depth understanding of events, skills, or plans; in which numerical data or variables construction's relationships are absent or unclear (Patton, 2015). Practitioner researchers and scholars apply the qualitative research methods to identify meanings and understandings where quantifiable data measurements or examinations that align with

hypotheses are not appropriate (Bevan, 2014). Therefore, insightful exploration for collecting data to leverage understanding in contextual formats is not suitable for research that deals with data measurements to examine relationships between hypotheses.

Yin (2014) noted the importance of researcher's interaction with the direct environment of the participants to gain adequate understandings of the research problem. Expansion strategies implementation is a complex process for pharmaceutical industries that required the involvement of multiple managerial, scientific, regulatory, financial, and marketing entities in the organization to achieve the strategies' objectives (Bowen et al., 2015; Mastorakis & Siskos, 2016; Srivastava & Prakash, 2014). The research question is the aligning research factor for developing interview questions to ask in-depth, open-ended questions within the research method and the purpose of the study (Marshall & Rossman, 2016).

Pharmaceutical business expansion strategy in companies involve different complex approaches and mechanisms for research and development (R&D), products' formulations, marketing positioning, human resources, supply chain management, and regulation variation between targeted countries (Bergman et al., 2016; Cantner & Rake, 2014; Wu, 2013). Lack of standardized expansion strategy between companies is an industry differentiation for competitive advantage and positioning (Sarkees et al., 2014; Tsokanas & Fragouli, 2012). Measuring the values for the expansion strategy in lacking standardized nature of the industry is a challenge for researchers seeking understandings of the processes implementation. Therefore, the quantitative method included restrictions for the application of the exploration nature of this study. I excluded the quantitative

method application for this study, and I applied the qualitative method approach, which was appropriate for the purpose of this study.

Research Design

Research design selection between qualitative method designs involves evaluation of different designs applicability for the purpose of this study. Qualitative research designs include ethnography, narrative, and phenomenological for focusing on culture, ethnic, and lived experiences of participants (Denzin & Lincoln, 2011). I evaluated the qualitative designs for ethnography, narrative, and phenomenological application in the complex, dynamic, and variable environment of expansion strategy in pharmaceutical industries, which are not appropriate for this study.

Ethnography is the design that required a study in ethnicities or cultures (Williams, 2007) while the purpose of this study is to explore the successful implementation of expansion strategy in pharmaceutical industries; therefore, ethnography is not appropriate to construct for this study. Similarly, the narrative is the design that involves one participant describing lived experiences or event (Denzin & Lincoln, 2011). Narrative design is not appropriate for this study purpose because of the need to explore more than one participant in different levels of involvement in the expansion strategy implementation. Phenomenology is the qualitative design that researchers apply to explore an event or phenomenon that affected participants uniformly (Bevan, 2014). Although, phenomenology design might seem appropriate construct for this study, the lack of a standardized method for expansion strategy in pharmaceutical industry include variations in participants' implementation, understanding, organization

culture, production capacity, markets orientations, and product positioning. With these variations, the expansion strategy might not be a phenomenon of experience among all participants. In addition, because of intentional leadership application of the optional expansion strategy selection (Mastorakis & Siskos, 2016), the process cannot be a phenomenon. Therefore, phenomenology is not an appropriate design for this study.

Case study design is the qualitative design that includes open-ended interview questions to explore participants' experienced situations in their working environment and to identify the ideas of participants that answer the research question (Yin, 2014). Case study design includes the researchers' observations, semistructured interviews, informal explanatory questions, and focus group selection tools for validating the findings (Kaczynski, Salmona, & Smith, 2014; Parker, 2014). The researcher's role is to translate the meanings or understandings of the participants' responses to codes and themes (Collins & Cooper, 2014). The case study includes approaches for the researchers, which extend the understandings through further informal exploratory questions and further member checking to identify, assure, and characterize the core concept that the participants experienced (Yin, 2014).

Expansion strategy implementation for pharmaceutical companies is not identical and depends on multiple factors in the business environment (Horner, 2013). Case study researchers apply single or multiple cases including the selection between explanatory, descriptive, comparative, or holistic approaches, which is appropriate for the answering the inductive research question and purpose (Cronin, 2014; De Massis & Kotlar, 2014;

Miller & Tsang, 2011). In this study, the appropriate design for answering the research question is the multiple descriptive case study design.

Population and Sampling

The population for this study included the leaders within Jordanian pharmaceutical companies and the executive managers with successful expansion strategy implementation. Yin (2014) posited the descriptive multiple case study design as an appropriate setup for researchers with participants' presences in the same setting. Researchers can select the best fitting sample for the case study design to collect data that can reach saturation to validate the research design (Covell, Sidani, & Ritchie, 2012). Sampling application is the researcher's decision that will assure data saturation, in which purposeful, snowball, or focus groups are applicable for census sampling method (Robinson, 2014). I applied the purposeful sampling in this study because the purpose of this study is to explore the effective application of the expansion strategy. The application involved senior management leaders' implementations of the strategy in the Jordanian pharmaceutical companies within the MENA region. Therefore, purposeful sampling is an appropriate selection for this study.

The sample size for the exploration in qualitative studies is smaller than sample size in quantitative studies (Marshall, Cardon, Poddar, & Fontenot, 2013). The purpose of exploration is to understand the participants' experiences from the data collected that the researcher used from documents, interviews, direct observations, and participant observations (Yin, 2014). Therefore, the small sample in case study design is appropriate to answer the research question.

I selected a sample size of four CEOs of senior management leaders from Jordanian pharmaceutical companies because of their effective design and decision making process of the expansion strategy in the MENA region. I included a sample size of eight senior managers from organizational development department, business and strategy departments, operations and supply chain departments, licensing departments, and marketing departments. The senior managers were from the same company of the CEO that I interviewed for each selected company. The CEOs and the senior managers were from the Jordanian pharmaceutical companies, which was the population of this study who are currently implementing the expansion strategy from Jordan through the MENA region.

Participants must be in a current CEO and managerial position with more than 5 years practicing of strategy implementation. In addition, managers must have more than two subordinates and a strategy for expansion in MENA region. I ensured that the participants are eligible for this study requirement through signing the Informed Consent Form.

I based the selection of participants on purposeful sampling. Walker (2012) described purposeful sampling as an allowance for the researcher to sample a group of people intentionally for the best information they can share to answer the research question. Case study researcher needs to explore the participants' perceptions; which make purposeful sampling appropriate as no probability sampling technique (Richardson, 2009). I applied the sampling from the lenses of the study's conceptual framework of transformational leadership theory and stakeholder's theory.

Data saturation for the qualitative researcher is the point that the researcher will not get new information from purposefully sampled participants; therefore, data saturation is the determinant of the purposeful sample size (Walker, 2012). The justification of the purposeful sample is important for the qualitative study to ensure study validity and reliability (Yin, 2014). The appropriate sample size for case studies can range from 5 to 50 participants that would allow the researcher to reach a saturation point where no new information, no new theme emerged from participants and the replication of the study would give the same results (Dworkin, 2012). I interviewed 4 CEOs and 8 senior managers from same Jordanian pharmaceutical companies of the CEOs that experienced expansion strategy in the MENA region. I defined the data saturation point after conducting the seventh participant's interview.

Interviews must include appropriate climate for participants to answer the interview questions comfortably or propping questions without interruptions or disturbance (Doody & Noonan, 2013). Researchers must provide participants the honest and trust feeling including consent to answer questions confidently at the participants' conveniences (Frels & Onwuegbuzie, 2013). I conducted the interviews at the participants' conveniences and include the Informed Consent Form before asking questions. Conducting interviews at the participants' headquarters offices would reduce traveling expenses and workplace leavings, which suits face-to-face interview and participants' connivances (Wolgemuth et al., 2015). I requested participants to conduct the interviews at their headquarter offices at their convenient time of the working day for

about one hour to ensure no interruptions. Similarly, I requested another time for conducting the member checking process with each participant.

Ethical Research

Human protection in scientific research is critical for the study credibility (Nah, Bennett, Ingleton, & Savage, 2013). The protection of human subjects must include protection from physiological, psychological, and any harm that might arise because of participating in the study, which the international laws enforced for conducting research with human subjects (Largent, 2016; Rivers & Lewis, 2014). Walden University Institution Review Board (IRB) is the permitting board for conducting research. I requested permission from IRB to conduct this study and to collect data from human subjects as per Walden University requirements. For each site I selected to conduct this study, I received permission from the CEO to allow conducting interviews. After granting permission and receiving the Walden University approval number 09-13-16-0426476 in the Informed Consent Form, I contacted IRB to approve conducting interviews with participants. I applied the following steps:

1. I requested the CEO to participate in this study. I described the purpose of this study and obtained permission to select managers from the same company to participate in the study.
2. I requested the CEO to provide participants according to this study criterion for managers' participation.
3. I contacted each manager to describe the study purpose, ensure voluntary participation, inform participants about ceasing interview at any time, and

notify participants of the possibility to cancel an interview after commencement.

4. I advised participants not to answer any question that they may feel uncomfortable to answer.
5. I explained to each participant the identity protection and confidentiality method I used in this study before conducting the interview.
6. I requested participants to sign the Informed Consent Form to ensure participants' understandings of this study purpose and my role in this study.
7. I did not conduct any interview before the IRB approval and participants' signings of the Informed Consent Form.

I conducted the interviews in the participants' workplaces for obtaining convenience and ensure low interruptions during the interviews. I requested approvals from each participant to record the interview electronically using my laptop. I coded each participant's company, position, and date of the interview before saving the records electronically. I used numbers and letters to code the recording and provided an explanation for the coding in a secured file with password protection. I used multiple letters, numbers, and letter case for the recordings' passwords in this study.

I protected all recordings using a password saved in my laptop with no access to any party without my permission. I treated the raw data of the recording, transcripts, identity of participants, and data analysis as confidential records, after completing the data analysis, in a separate hard drive protected with password for 5 years from the date completion of study. I will destruct the data by deleting files following the IRB

requirements. I saved all hard copies in a locked cabinet. No party would be eligible to access the raw data, analysis, identity, or hard copies without the participants' approval. I provided no incentives for participating in this study.

Data Collection Instruments

Qualitative researchers apply open-ended question, interviews, or questioners to collect in-depth data about the participants' understandings (Yin, 2014). This study is a qualitative case study, in which I served as the instrument for data collection. Qualitative researchers are the primary instruments for data collection because the researcher prepares the study protocol, asks the interview questions, and records the answers for analysis (Cleary, Horsfall, & Hayter, 2014). Semistructured interviews are appropriate to collect qualitative data from participants that include an in-depth exploration of the applied experiences of the research topic (Boblin, Ireland, Kirkpatrick, & Robertson, 2013).

The application of semistructured interviews is useful in case studies to provide the researcher with projections to ask correlated researchers question (Yin, 2014). Condie (2012) described the researcher's role in retelling participant's information during the interview and asking clarification as an appropriate tool for more details about participant's experiences during data collection process. Salih and Doll (2013) used semistructured interviews to ask in-depth questions about strategy implementation that middle management practiced. Bergman et al. (2016) applied qualitative research to study the role of pharmaceuticals in expansion and development of pharmacist-physician communication using semistructured interviews. Yin (2014) presented for researchers the

requirements for semistructured interviews, which included neutral conversation guidance, preparing protocol, adherence to protocol, and prepare to follow up questions.

I used semistructured interviews in this study to explore the expansion strategy implementation in Jordanian pharmaceutical companies. I asked participants to answer open-ended questions and record interviews electronically. The questions list is in Appendix B. My role as a researcher and data collection instrument was to ask questions and further explanatory questions to collect data of the word-of-mouth that participants related to the expansion strategy's understanding. I interviewed 4 CEOs and 8 managers who practiced expansion strategy implementation asking the interview questions for all 12 participants. For more clarification of the participants' responses, I asked further questions if I might find needs to explore more understanding from the participant. After receiving the IRB approval number 09-13-16-0426476, I kept conducting interviews until I reach to the data saturation point. I defined the data saturation point after conducting the seventh participant's interview.

Qualitative researchers interview participants seeking data saturation for the study's validity. Data saturation is the point where no more themes arise from the interviews, participants repeat answers with no new information, or by repeating the interviews using the same construct same results would appear (Fusch & Ness, 2015). Walker (2012) posited that data saturation is important to ensure research data quality and maintain credibility. Byrne, Brugh, Clarke, Lavelle, and McGarvey (2015) argued that experienced, trained, and familiar researchers are capable of collecting quality data

from peer interviews, in which researchers' understandings and challenging supported data adequacy.

I interviewed CEOs and managers from pharmaceutical industry who implemented expansion strategy in MENA region. My profession in the pharmaceutical industry was a tool that facilitated interpretations of participants' answers to the interview questions and allowed further clarification on the topic. The data saturation point of the data collection in this study was after no new themes indicated from participants' responses. I defined the data saturation point after conducting the seventh participant's interview. I used member-checking technique to ensure that my interpretations match with the participants' understandings of the expansion strategy implementation.

Data Collection Technique

I requested all participants to sign the Informed Consent Form before conducting the interviews. For the CEOs, I phoned each CEO and ask for an appointment to conduct the interview. Before the CEOs interview, I handed a printed copy of the interview questions for each participant to review and decide voluntarily to conduct the interview. The interview time ranged between 35 to 50 minutes. I requested the CEO to appoint 2 to 4 managers from the company to participate in this study and to provide their emails. Accordingly, I sent emails of the question to the managers to review and prepare for the interviews. I conducted the interviews in the company's offices for more convenience of the participants, and I requested no interruptions during the interview. I indicated for all participants the privacy and confidentiality of the interviews.

Conducting interviews in the participants' conveniences is appropriate for giving a comfortable environment to explore research question, save participants' times, gather observations, and enhance understanding (Allwood, 2012; Marshall & Rossman, 2016). De Massis and Kotlar (2014) stressed for case study researchers to conduct interviews with an emphasis on the conceptual framework for rigorous study findings, which must guide the open-ended questions, observations, note taking, data collection, data analysis, and interpretations. Recording interviews is a technique that qualitative researchers used to take notes, view participants, and keep the interview track with the protocol (Jacob & Furgerson, 2012).

Methodological triangulation is used in qualitative research to correlate multiple data sources for rich data collection technique, which validated themes findings (O'Reilly & Parker, 2013). Member checking is an assurance of researcher interpretation of the data collected, which adds to the study's validity (Yin, 2014). I applied the methodological triangulation by conducting interviews with CEOs, interviewing managers for the expansion strategy implemented in the company, and reviewing documents. I asked CEOs from each company to provide the document for the company's financial statement that includes profit and loss, cash flow, and expansions achievements, which was the documentation data instrument for this study. I applied member-checking methodology before data analysis process to confirm my analysis of participants' responses. Case study researchers applied methodology triangulation through collecting qualitative data from multiple interviews, observations, and documents' reviews, or websites contents including member checking to collect rich data

for rigorous design (Bekhet & Zauszniewski, 2012; Culpin & Scott, 2012; González-Ferrer & Peleg, 2015; Stephansen & Couldry, 2014).

Coding the recording for the interviews of each participant is an appropriate method for maintaining confidentiality and anonymity (Gibson, Benson, & Brand, 2012). I coded the recordings with alphabetic and numeric characters and verbatim each interview manually from the recordings. The manual verbatim process is advantageous because the researcher might gain more understanding of participants' replies during the verbatim but the process would take time for all participants (Page & McDonnell, 2015). I applied the keywords in context (KWIC) to code the transcripts of the participants' answers for this study. KWIC is an appropriate method for analyzing qualitative data and form the coding of transcripts, which researchers need to understand meanings and assign studies' themes (Onwuegbuzie, Leech, & Collins, 2012).

Data Organization Technique

Keeping raw data and data analysis organized is the responsibility of researcher, which would support data retrieval and enhance credibility (Schermann et al., 2014). Data organization includes assigning file names for stored data with noticeable identification for references and content (Sayogo & Pardo, 2013; Wickham, 2014). Qualitative data organization include videos, audios, notes taking, observations, and documents, which imply proper data storage that would satisfy ethical, confidential, and security requirements for human subjects protection (Largent, 2016).

In this study, I assigned alphabetic and numerical file names for the interviews' recordings. The first character indicated for the site that I visited; the second character

was numerical in serial for the participants' interviews, and the third was a character for differentiating CEOs from managers. For example, A05C indicated for company A, participant number five, and a CEO. I recorded interviews using HP laptop PC and store the files in a specific folder for this study named study interviews with password protection. The raw data storage served the data analysis, in which I used the coded names for Mindjet program that I used. I maintained the electronic data storage, data analysis, and electronic documents for the next 5 years from the date of the completion of the study and CAO approval. Similarly, I stored printed materials of the raw data in a locked cabinet for 5 years from the date of CAO approval.

Data Analysis

Data analysis is the method that qualitative researchers apply to obtain results for the research problem using theories, conceptual framework, and appropriate qualitative analysis techniques (Yin, 2014). Onwuegbuzie et al. (2012) provided multiple analytical tools that researchers applied in qualitative research, which researchers aimed for quality, credibility, validity, and reliability of the research. The qualitative data analysis includes step-by-step manual data analysis formulation using conventional methodologies or computer based programming that applied computer-assisted qualitative data analysis software (CAQDAS) (Yin, 2014). Mind mapping is an analytical tool for qualitative data analysis that researchers applied to identify themes within the conceptual framework of the research (Webster et al., 2013).

I asked the interview questions (see Appendix B) and record the answers including manual note taking during each interview. Transcription of the interviews was

by manual re-play of the recording and typing of the answers. I requested participants to speak in English if more comfortable to express understanding than Arabic. If Arabic conversation evolved, I did not stop participants and keep recording. For Arabic answers, conversation, or partial answers, I employed an authorized translator. The authorized translator used my transcripts and coded recordings to approve translations. I collected all English transcripts of each participant in Microsoft Excel spreadsheets. For each question, I had re-written the answer and re-read the contents to be familiar with the text, which qualitative researchers recommended for better understanding of the context within the conceptual framework of the research (Lindberg, von Post, & Eriksson, 2013; Onwuegbuzie et al., 2012; Webster et al., 2013).

Marking the keywords is appropriate for qualitative data analysis, which must align with the conceptual framework of the study (Baškarada, 2014; Guest, Macqueen, & Namey, 2012; Todorova, 2014). I used coloring text method (Dul & Hak, 2012) that relate to transformational leadership and stakeholders in the participants' transcripts answers within the Excel spreadsheets. I organized the coded text in adjacent columns to the answers' texts and code the colored text of each answer based on transformational leadership and stakeholder theories. I collected the codes in another column with summaries from all answers. From the emerged columns of the codes, I identified common themes and initiate a link, relationship, and connection between the themes.

Mind mapping technique is a tool for visualizing links, connections, and relationships between the coded notes from the transcripts that qualitative researchers applied for data analysis (Awad & Hegazy, 2015; Balim, 2013; Guerrero & Ramos, 2015;

Nakrem, Vinsnes, Harkless, Paulsen, & Seim, 2013). I used Mindjet software as a mind mapping tool to group coded texts and themes from the Excel spreadsheets and connect with labeling the relationships between the groups for each question and each participant. I included in Appendix C the Mindjet map of the relationships between the themes from the conceptual framework of this study. Webster et al. (2013) used Mindjet software to connect the study-coded findings and arrange the themes for discussions. Similarly, Nakrem et al. (2013) applied Mindjet software to connect relationships between coded text and initiate themes for the research findings.

Categorizing, connecting, and comparing the codes from participants' answers are part of the qualitative analysis of the study findings, which includes rearrangement, summarizing, filtering, and identifying major themes to confirm results (Bevan, 2014; Onwuegbuzie et al., 2012; Yearworth & White, 2013). The emerging themes from the data analysis are the sources for the study results that the researcher needed to confirm findings by comparing, developing, or disclosing new themes by addressing other studies and literature of the field of the research (Dadfar, Dahlgaard, Brege, & Arzaghi, 2014). I analyzed the emerging themes from this study according to the literature review and the conceptual framework. I compared the results with recent studies in expansion strategy implementation and provided the reader a comparison between this study results and other studies in the literature.

Reliability and Validity

Reliability

Qualitative researchers prove the realistic and trustworthiness of the data collected from real participants by addressing study reliability (Elo et al., 2014). The research quality includes an emphasis on the data bias, which qualitative researchers address to indicate for quality research (Marshall & Rossman, 2016). Yin (2014) determined the setup for quality research for the case study design by triangulation, which included data collection, methodology, or conceptual framework. I applied member checking and documents' reviews methodological triangulation for the reliability of this study.

Member checking, as a construct of reliability, is the process that researchers apply for the assurance about the interpretation of the participants' answers to confirm realistic and accurate interpretation of the raw data collected for the dependability of the study (Marshall & Rossman, 2016). I applied member-checking procedure for this study. After conducting the interview, I scheduled for another member checking time with each participant and inform about each question's interpretation. If my interpretation is not similar to the participant's understanding, I clarified the meanings and re-write the interpretation.

Methodological triangulation is important for study reliability, which includes different data sources to support the triangulation requirement for the dependability of the study findings on the data analysis method employed (Denzin & Lincoln, 2011). I asked the same question in the interviews for organizations' leaders (i.e.: 4 CEOs) and the strategy implementers (i.e.: 8 managers) and reviewed the documents of the financial

statements for each company, which were multiple sources of data collection for this study. The analysis of the data in qualitative research includes and is a requirement for the synthesis of the meanings that participants disseminated to add value to the statements (Marshall & Rossman, 2016). I combined the analyzed codes from the participants' answers and arrange in groups to collect the themes from the process, which is a procedure to gain rich data and attain reliability (Yin, 2014). I followed the procedural data analysis in this study with clear mentioning of the results at each step to provide other interested readers details for re-analyzing to get same results. This procedure included the dependability of the results on the methodology I employed for this study.

Validity

Qualitative research validity is a confirmation of accuracy in conducting the study, collecting data, analyzing data, and confirming findings (Houghton, Casey, Shaw, & Murphy, 2013). Qualitative case study validity includes appropriate sample selection for the study that confirms with the purpose of the study (Cronin, 2014). Validity in case study design is a rigorous indicator for the researcher involvement in the data collection and analysis that the researcher must provide for readers (Unluer, 2012).

I selected purposeful sample for this study from CEOs and managers with expansion strategy implementation in Jordanian pharmaceutical companies, which confirms with the validity of the case study through methodology triangulation for confirmability. The purposeful sample is an appropriate selection to attain case study confirmability requirement (Elo et al., 2014). I aligned the research question and the

interview questions to explore the expansion strategy and remain focused on the study's purpose for better understanding, which confirms with credibility. I applied member-checking procedure for accurate interpretation of the participants' answers. Member checking is a confirmation of the study validity that authenticates the intention of the research and provides rigor construct for analysis (Vaismoradi, Turunen, & Bondas, 2013), which includes study credibility. I applied the member-checking process to achieve the study credibility.

Data saturation is a validity construct of qualitative research, which confirms with sampling application that will assure data saturation (Robinson, 2014). Data saturation for the qualitative researcher is the point that the researcher will not get new information from purposefully sampled participants; therefore, data saturation is the determinant of the purposeful sample size (Walker, 2012). The justification of the purposeful sample is important for the qualitative study to ensure study validity (Yin, 2014). I applied the data saturation in this study. Data saturation point is the point that no new information emerged, no new theme emerged from participants, and the replication of the study will give the same results (Dworkin, 2012). After the seventh interview in this study, next participants did not add new information or themes, which I considered as the data saturation point for this study.

Transferability is a research validity that includes application in the different construct of the site of the research, which indicates for generalization of the findings depending on similarities or differences between sites (Duggleby & Williams, 2016). Transferability in case study design is the application of findings in another context,

which is the reader's responsibility to determine (Marshall, C., & Rossman, 2016). The purpose of this study is applicable for Jordanian pharmaceutical companies with expansion strategy implementation in MENA region. Therefore, I did not generalize the findings to other contexts for this study.

Transition and Summary

The purpose of this qualitative descriptive multiple case study is to understand the implementation of expansion strategy of Jordanian pharmaceutical companies in MENA region by applying Yin (2014) construct and analysis of case study design. I used semistructured and electronic recorded interviews to collect data to explore strategies and participants' perceptions. I triangulated the data collection from multiple sources including member-checking procedure to ensure study validity and reliability. I applied purposeful sampling technique of professional pharmaceutical managers in Jordanian companies, which practiced expansion strategy in MENA region. I requested from Walden University's IRB approval for conducting the research, and I did not collect data before obtaining IRB approval. I conducted face-to-face interviews with all participants, record interviews electronically, and transcript verbatim of the recordings. I applied the data analysis using KWIC method and follow the themes and patterns emergence for this study.

In Section 2, I included and discussed the research methodology, study purpose, role of the researcher, participants and sample size, research method and design, data collection, and data analysis. I ended Section 2 with discussions for the validity and reliability of the study. Section 3 includes the presentation of findings, application to

professional practice, the implication for social change, recommendation for action, and future study. I ended Section 3 with the summary and conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative descriptive multiple case study was to explore effective application of expansion strategy among Jordanian pharmaceutical managers to satisfy the demand in the MENA markets. The specific business problem was that some Jordanian pharmaceutical companies' managers lack the effective application of expansion strategy to satisfy the demand in the MENA markets. I applied a purposeful sampling technique of 12 participants from professional pharmaceutical managers in Jordanian companies, which practiced expansion strategy in MENA region.

The data collection method that I used in this study was face-to-face semistructured interviews and financial statements review of each participant's company. Triangulation included transcript reviews of the recorded interviews and data from the financial statements (Yin, 2014). I reached the data saturation point after receiving no new theme from the participants' answers, which I found with the seventh participant in this study. In Excel spreadsheets, I collected the participants' answers for each question and identified the keywords to code the context. By collecting the codes and the repeated keywords from the answers, I identified the links between the questions numbers and the answers using the Mindjet software as a mind mapping tool to group coded texts. The emerged themes from this study were leader's adaptability to change, financial capacity and stability, stakeholders' business awareness, and managers' engagement and knowledge. I received some recommendations from the participants that were related to

the last question for sharing information about the effective application of the expansion strategy in Jordanian pharmaceutical companies.

Presentation of the Findings

The overarching research question for this study was what strategies do Jordanian pharmaceutical managers apply for effective business expansion to satisfy the demand in MENA markets? The analysis of the data collected from the semistructured interviews and the financial statements reviews included the identification of the findings to answer the research question. I considered the data saturation, after I received repetitive information from participants that could not add new information to the collected data. I defined the data saturation point after conducting the seventh participant's interview. The findings from this study were the emerging four themes, which I related to the conceptual framework for the transformational leadership and the stakeholders theory.

The maximum data collection was from the semistructured interviews with participants. The second source of data was from the financial statements of the participants' companies, which I related to the cash flow and profit and loss statement. After transcription of the interviews, I emailed participants the summary of the answers including my interpretation to confirm with the member checking requirements of the study design. After receiving the confirmation from participants, I applied the KWIC process to define the codes from participants' answers to the interview questions. I formed a mind mapping structure for the codes using the Mindjet program. By connecting the codes from the answers and relating codes from different questions including the financial statements codes, I defined the themes from the transformational

leadership theory and stakeholders' theory. The four themes were leader's adaptability to change, financial capacity and stability, stakeholders' business awareness, and managers' engagement and knowledge.

The first theme emerged in this study was the successful leader's adaptability to change as a response to the turbulence of economics in the MENA region. The second theme was the financial capacity and stability that shareholders and leaders apply to successful implementation of the expansion strategy. The third theme was the different stakeholders' business awareness of the pharmaceutical industry in MENA. The fourth theme was about the importance of managers' engagements and knowledge about the expansion strategy implementation. I aligned the four themes with the transformational leadership theory and the stakeholders' theory. Figure 2 is an illustration for the themes emerged and the conceptual framework for this study.

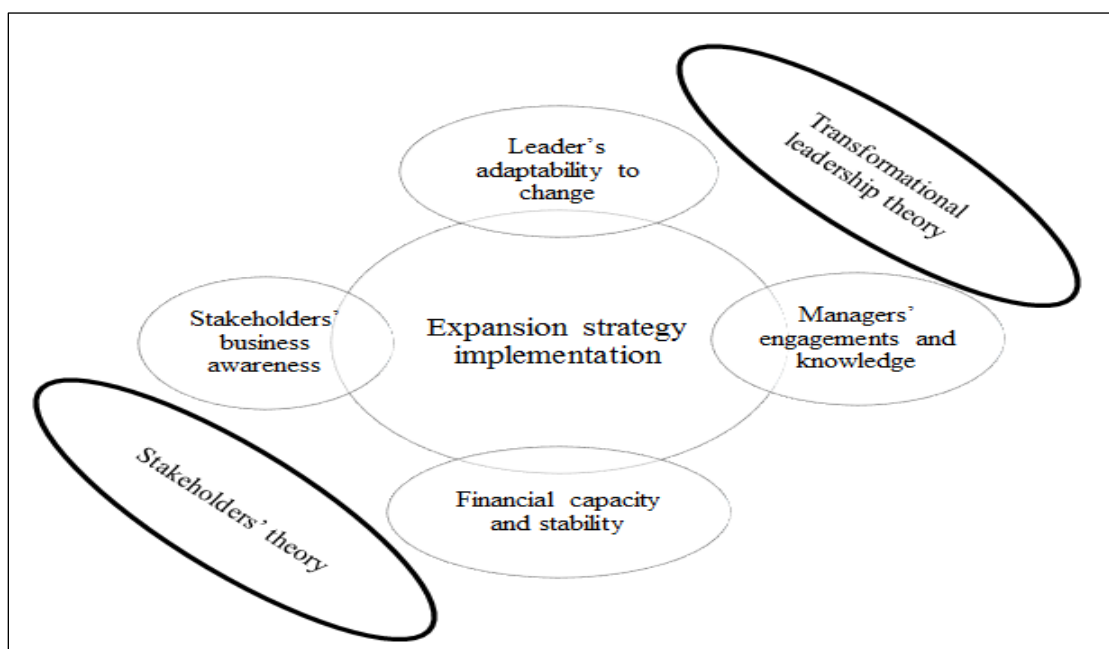


Figure 2. Themes and conceptual framework.

Emergent Theme 1: Leader's Adaptability to Change

The first theme emerged from this study included the adaptability to the changes that leaders are practicing in implementing the expansion strategy in MENA. The changes, according to participants, are important because of the prevailing instability in the region including the economical turbulences, currency devaluations, changes in regulations for registrations, and enforcements of intellectual property rights (IPR) in MENA. These multiple external factors affected the internal adaptability of the organizations that included the requirements from leaders to develop understandings to comply with the markets' demands and changes.

According to participants, leader's effective application of the transformations included effective communications of the changes that will reflect an effective competitive advantage. The responses included developments of organizational values for research and developments, business-to-business collaborations, training for human resources, and strengthening the internal registration departments. Participants mentioned that changes introductions because of the expansion strategy must align with the internal production capacity and customers increasing demands. The effective application of the balancing and alignment included leader's ability to motivate and promote for the expansion benefits. Figure 3 is for the Mindjet file for the codes I collected and the emerged Theme 1.

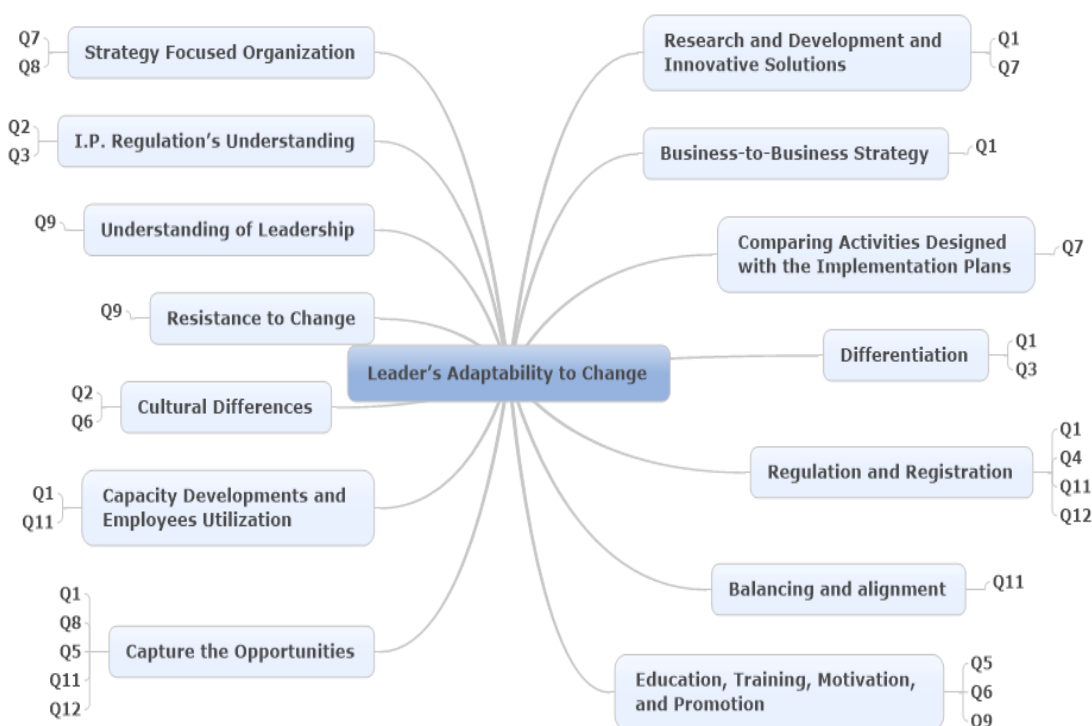


Figure 3. Mindjet illustration of the emerged Theme 1.

The emerged theme of leaders' adaptability to changes is in alignment with the transformational leadership theory. The transfer for implementation is the short-term planning, implementations, and control, which are the management's responsibility that manifests the understanding of the enterprise level strategy (Elving et al., 2012). The complexity of the information and the level of the uncertainty involved the efficient strategy streamline performances with appropriate communication of the enterprise level strategy for implementation (Montalban & Sakinç, 2013). Leaders with transformational style are adaptable to changes through transforming organizational capacities that will respond to the markets changes for competitive advantages (Dixit & Yadav, 2015).

Transformational leadership is the leadership style that leaders apply to introduce changes through motivations (Northouse, 2013). Managers' and subordinates' personalities, awareness, and culture alignment with organizational values is the leaders' responsibility that introduces the appropriate change for strategy implementation (Donate & Sánchez de Pablo, 2015). Knowledge management practices that leaders apply in the organization motivate the acceptance to adapt changes for strategy implementation (Ahmad et al., 2014). Abraham, Morin, Renaud, Saulquin, and Soparnot (2013) found a significant relationship between knowledge experts' expectations from applying changes and effective motivations that leaders applied.

Emergent Theme 2: Financial Capacity and Stability

The second theme emerged in this study was financial capacity and stability for the expanding companies in MENA. Participants in this study mentioned the financial ability of the organization and the financial management as a major factor for the successful implementation of the expansion strategy. The financial records and statements for the expanding companies included cash flow generations from the new markets in MENA that involved profitable achievements. In addition, the investment plans included requests for capital increases to align with the expansion strategy. The investments plans included funds allocations for marketing and sales plans in the areas that the companies are expanding in for the MENA, which is a requirement for effective business competitiveness. Participants explained the financial allocations for the strategies implementation as a major factor for the effective implementation of the expansion and the financial statements confirmed the mentioned points of the

participants. Figure 4 is for the Mindjet file for the codes I collected and the emerged Theme 2.

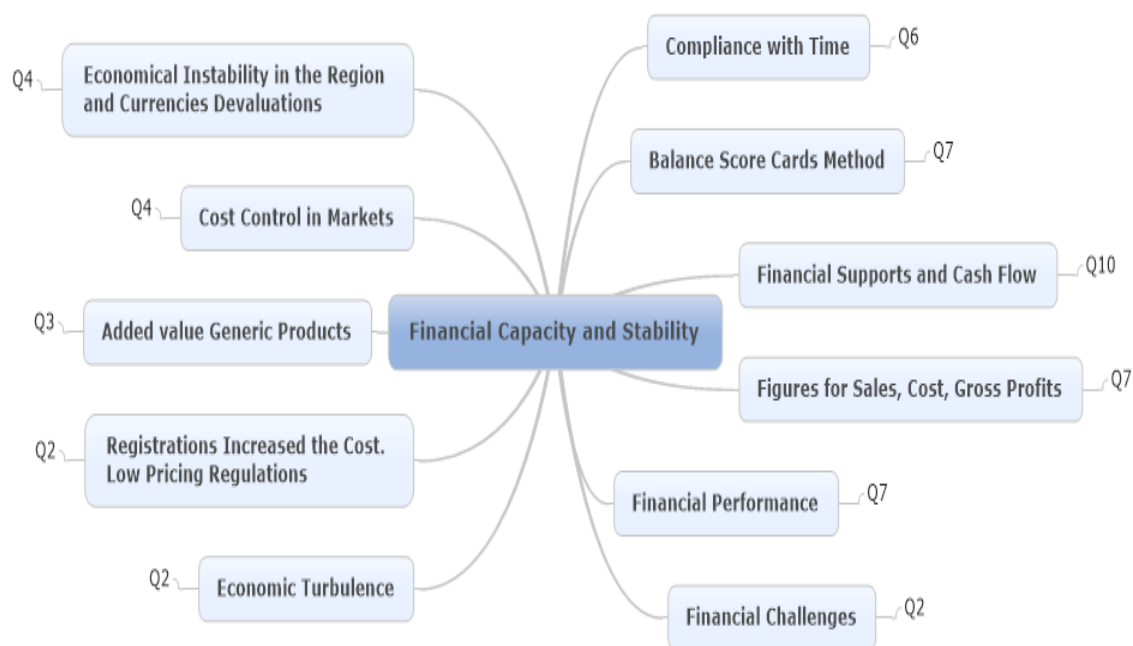


Figure 4. Mindjet illustration of the emerged Theme 2.

The emerged theme of financial capacity and stability is in alignment with the stakeholders' theory of the conceptual framework of this study. The primary stakeholders in the expansion strategies are the investment sectors and the shareholders, for which return on investment and increasing revenues are the key values for increasing the financing of the expansion strategies of the pharmaceutical organizations (Tripathy & Prajapati, 2014). Participants in this study indicated for the important implementation of the financial plans in alignment with the leaders' understandings of the MENA challenges. Major challenges mentioned by participants included the MENA local

authority's protection for the local manufacturers, which implied changes in the investment plans from sales expansions to collaborations expansion with targeted countries' local manufacturers. Such choices for expansion included risks of high competition with multinationals that leaders must formulate a strategy to mitigate the competition's effect.

Pharmaceutical companies are examples of leadership resilience in the challenging business and regulations environment because of new discoveries, financial crises, generic introductions, intellectual property rights, good manufacturing practices (GMP) development, and increased cost of innovation and development (Fisher, Cottingham, & Kalbaugh, 2015). Leader's style, stakeholders including shareholders' orientation, knowledge, encouragement, and motivation were fundamentals for pharmaceutical companies to maintain competitiveness and existences, which contributed to innovative business models (Aslam, 2015). Such business models were introductory to mergers, acquisitions, licensing, technology transfer, franchise, innovation outsourcing, and products development (Michelino, Lamberti, Cammarano, & Caputo, 2015; Nishimura & Okada, 2014; Srivastava & Prakash, 2014; Wang & Li-Ying, 2014).

Emergent Theme 3: Stakeholders' Business Awareness

The third theme emerged in this study was the stakeholders' business awareness for the expanding companies. Pharmaceuticals manufacturing companies involve scientific approaches to develop the business models of the expansion strategy (Nagurney, Li, & Nagurney, 2013). In addition, the pharmaceuticals industry is a regulated industry by the local and targeted countries authorities (FDA, 2001).

Participants in this study stressed for the successful implementation of the expansion strategy through the awareness that the stakeholders gain from the organizations' activities and targets. The participants mentioned the stakeholders of the organizations mainly as the shareholders, employees, regulatory, customers, and agents including the remote communities in MENA.

The awareness of the shareholders included different levels for the expansion strategy activities of (a) guidance to the management, (b) financial support, (c) approvals for investments, and (d) accountability. The employee's awareness included the understanding of the expansion strategy from the gained experiences and the regulations requirements, which maximized the employees' involvements for the decision making processes and successful implementation of the expansion strategy. MENA countries' regulations, according to the participants, included lack of uniformed requirements for registration. Therefore, the product's dossier registration processes is changing from one country to another, which included multiple costs and investments values. Participants stressed that regulation authorities in MENA are not aware of the cost involved in the multiple requirements and the different requirements from one country to another. The participants found expansion in European Union (EU) countries more clear in requirements than MENA. The intellectual property rights regulations enforcements in MENA included restrictions for the generic producers in the region. Therefore, licensing, technology transfer, know how sales, mergers and acquisitions, and collaborations were strategies for expansion within the prevailing regulations in MENA according to participants.

Agents and customers are another stakeholders mentioned by the participants in this study. The awareness for the expansion strategy by the agents and customers included the acceptance, support, and facilitation for registration. The agents and customers' awareness of the expansion strategy included increases in sales and profits. The increase in sales and profits is critical for the financial performances of the organizations' cash flow, according to the financial statements of the participants' documents. Figure 5 is for the Mindjet file for the codes I collected and emerged Theme 3.

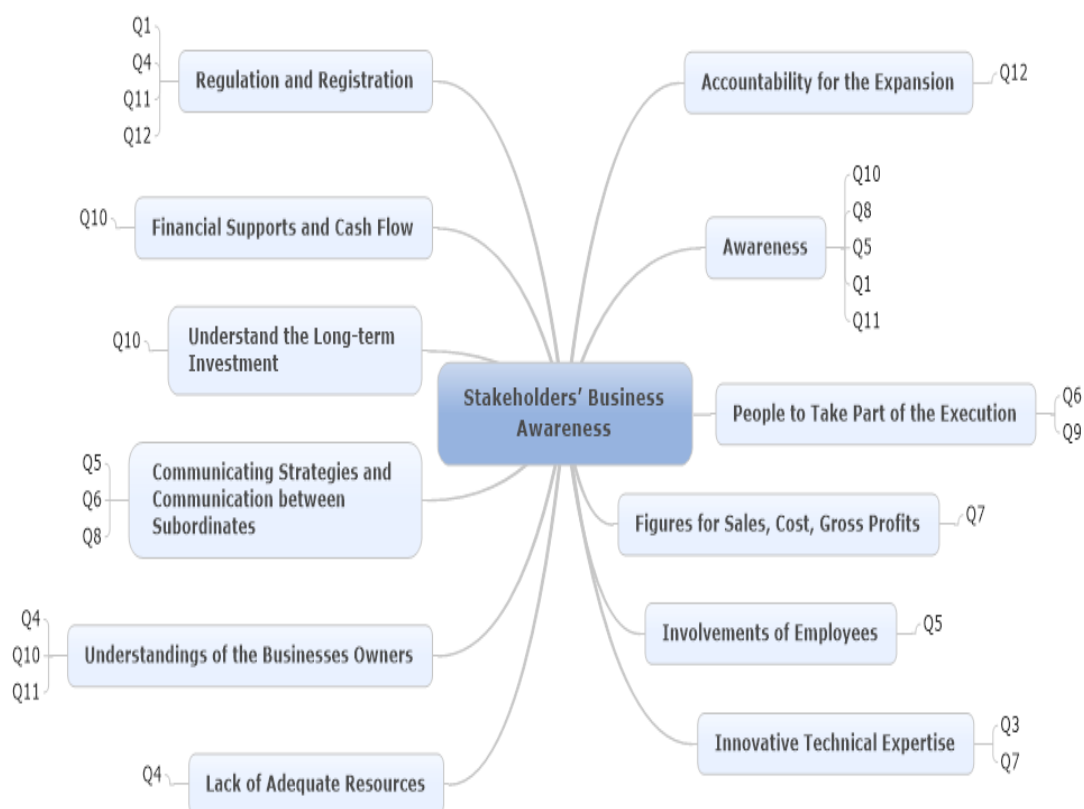


Figure 5. Mindjet illustration of the emerged Theme 3.

The emerged theme of stakeholders' business awareness is in alignment with the stakeholders' theory of the conceptual framework of this study. Customers, shareholders, employees, regulatory authorities, and society members are the affected parties of the organizations' performances in addition to remote MENA communities of unanticipated stakeholders, which are potential for the organization if communicated effectively for expansions activities interests (Mitchell, Van Buren, Greenwood, & Freeman, 2015). Technological advancement and accessibility are one of the millennium globalization tools for searching and defining interests that potential stakeholders apply to gain knowledge about organizations' performances (Tsai & Bagozzi, 2014). Mitchell et al. (2015) found stakeholders in the expansion strategy as critical communication factor for the implementation that includes the expectations of the affected parties due to the expansion activities. Therefore, stakeholders' awareness for the expansion strategy is primitive for effective strategy implementation.

Stakeholders including the shareholders must benefit from the pharmaceutical organization's business expansion performance that enhances the leadership direction to extend the managers' understandings of the stakeholders' impacts (Kazadi et al., 2015). The primary stakeholders in the expansion strategies are the investment sectors and the shareholders, for which return on investment and increasing revenues are the key values for increasing financings of the expansion strategies of the pharmaceutical organizations (Tripathy & Prajapati, 2014). Pharmaceuticals manufacturing leaders leveraged the competitive business advantages by maximizing the conversion value, lowering the costs, first to serve the markets, and increasing the customer care efficiencies (Bartlett &

Ghoshal, 2013). These processes improved information flows and application to create the focus on the stakeholders' values leveraging. Such values secured the sustainability of the organization and provided the strategic competitive advantage that human resources were a fundamental factor for advancement (Bartlett & Ghoshal, 2013).

The practical implementation of the sustainable strategy includes defining the primary success factors for the analysis of the prevailing environmental factors (Lindgren, 2012). In addition, Lindgren included the capabilities of the organization that satisfied the customers' long-term loyalty as a sustainable strategy for implementation, in which the value chain of the organization reflected sustainability. Focus approach is a successful way of identifying the primary success factors for pharmaceutical companies, in which the strategy formulators balance the internal resources and external demands to sustain the value objectives of the enterprise's long-term existences (Tatham & Spens, 2011; Teirlinck & Spithoven, 2013). Therefore, involving stakeholders in the expansion strategy is critical for organization's sustainability.

Stakeholders are the directors of the organization activities and performances. Freeman's (2010) definition of stakeholders depended on organizations' interactions within the business environments, which include parties from internal and external surroundings of the organization. Freeman extended the affected parties to include governments, competitors, suppliers, employees and regulatory parties. The organizations' activities involve changes, benefits, and developments, in which social interactions consequences affected the organization's strategic performance (Miles, 2012).

The leaders of the organization deliver the long-term achievements' requirements that fulfill the vision, mission, and values to the lower levels of the organization for implementation. The transfer for implementation is the short-term planning, implementations, and control, which are the management's responsibility that manifests the understanding of the enterprise level strategy (Elving et al., 2012). The complexity of information and the level of the uncertainty determine the efficient strategy streamline performances, in which complex information and high uncertainty require effective enterprise level strategy implementation (Montalban & Sakinç, 2013). The decrease in complexity and uncertainty will downstream the strategy to corporate, business, and functional level strategies that deal with more confirmed information and certain processes and procedures (Andries et al., 2013). Kottke et al. (2013) found employees with no confidence in leadership would not accept leadership's ideas, which resulted in low score employees' performances, employees tended to sabotage leadership strategy, and conflict of interest was a cause for employees' confidences lack in leadership. Therefore, acceptance of change is a generation of leadership style and followers perceptions that include mutual understanding and benefits.

Stakeholders' decisions may affect the resources allocation that organizational leaders require for effective strategy implementation. Scheibehenne, Rieskamp, and Wagenmakers (2013) provided theoretical framework using Bayesian inference technique that uses beliefs and behaviors of individuals to determine the actions that individuals make. Scheibehenne et al. (2013) indicated for the application of the model for the expansion strategy, which could apply to the stakeholders as the primary influencers for

the organization resources facilitation to understand the forces driving the decision making processes. Such forces might not include monetary benefits only but extend to social, environmental, and pride values that the supply chain management, investment, and purchasing behaviors of stakeholders control the organization activities and expansion decisions for sustainable performances (Wolf, 2014). Therefore, knowing the stakeholders influencing needs is critical for organizations' leaders to implement the expansion strategy effectively.

Expansion strategy implementers are the managers in the organization. These managers convert the strategy initiative into monetary values that the stakeholders evaluate as returns on investment (ROI), which is the primary key performance indicator (KPI) for the leaders and managers in the organization (Vallejo & Wehn, 2016). The expansion strategy implementation includes stakeholders' values fulfillment for ethical performances of the ROI (Hahn & Lülfs, 2013). Analytical application of the expansion strategy effectiveness for stakeholders' values is critical for the expansion strategy, which indicates for the benefiting parties from investments and controls negatively affected parties within the organizations' activities (Öberseder, Schlegelmilch, & Murphy, 2013). Therefore, managers in expansion strategy implementation must acquire the stakeholders' ethical values for effective strategy implementation.

Emergent Theme 4: Managers' Engagement and Knowledge.

The fourth theme emerged in this study was managers' engagement and knowledge. Participants in this study focused on the managers' contributions to the expansion strategy according to the managers' knowledge and levels of engagements in

the organizations' hierarchies. The participants mentioned experienced managers in the expansion strategy as a major implementers and contributors to the strategy designs, which the organization mission and vision statements included. Participants posited that engagement of managers in the expansion strategy designs facilitated the appropriate implementation and raised the awareness for the requirements particularly in MENA turbulent markets. The compliance requirements for the products' dossiers, the marketing effectiveness, the deliveries of products, and production requirements were responsibilities for the departments' managers' for implementing the expansion strategy, according to participants in this study.

Participants' answers for the managers' qualifications and abilities included the importance of acceptance of ideas from others, low resistance to change, organizational culture, team working, collaboration with external parties, and flexibility. Some participants applied the balanced score cards (BSCs) system for the evaluation of the performances and task distribution that involved managers' engagements and implementations. The KPIs are other systems for evaluation of the managers' contributions for the expansion strategy according to some participants. Participants mentioned the importance of training and continuous education as appropriate tools for managers' improvements to increase the expansion strategy effectiveness. Figure 6 is for the Mindjet file for the codes I collected and the emerged Theme 4.

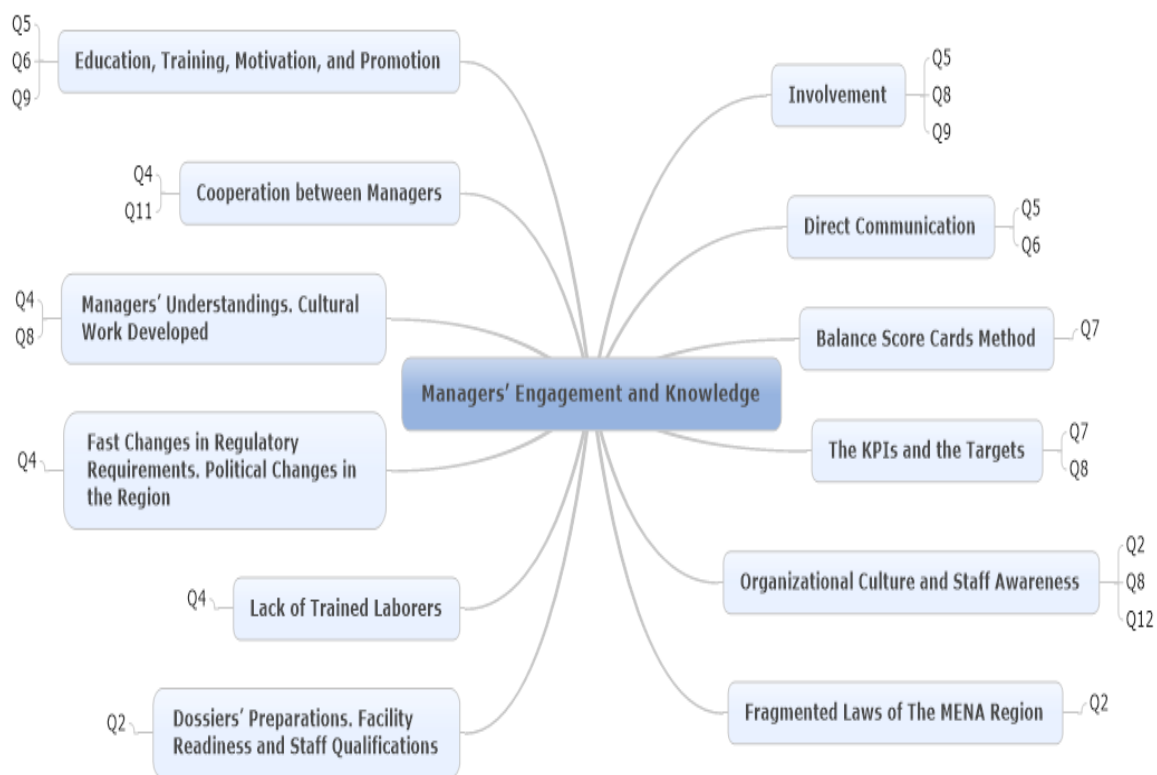


Figure 6. Mindjet illustration of the emerged Theme 4.

The emerged theme of managers' engagement and knowledge is in alignment with transformational leadership theory and stakeholders' theory of the conceptual framework for this study. Expansion strategy in organizations is a development process that includes innovation and creativity. Transformational leader practices initiations and supports innovation and creativity, which is a critical change for competitive advantage (Schriber & Löwstedt, 2015).

Burgess (2013) found critical relationship between communication style management and leader's decision maker, which formed advancements due to sharing and engaging of strategy implementers in decision making processes for the organization.

Transformational leaders apply engagement practices that the communication, trust, motivation, and awareness are functional processes for developing mutual understandings for the sustainable organization in competitive business markets (Men, 2014). Leaders' understandings of followers are significant in decision making practices that leaders needed to introduce changes and leverage performance (Kottke et al., 2013). Leaders must acquire the business as well as behavioral influences to develop followers' knowledge that target the learning processes in the organizations to the advancement and competitiveness (Epitropaki, Sy, Martin, Tram-Quon, & Topakas, 2013). Competent leaders can forward influences in the organizational structure that the business environment is changing because of external factors affecting organization performances (Parnell, Lester, Long, & Köseoglu, 2012). Leaders in such conditions are the finders of the required effective performances that maintain organizations' existence, particularly, during a crisis or changing regulations (Petrou, Demerouti, & Häfner, 2015).

The leaders focus must include appointing capable managers for the expansion strategy in the right strategy task, in which managers align the effect of the implementation of the strategy and organization objectives actively (Akhavan & Pezeshkan, 2014). Managers as strategy implementers need to understand the actions and initiatives that link with organization values, cultures, and objectives for better performance in the strategy execution (Green, Albanese, Cafri, & Aarons, 2014). Friedrich von den Eichen, Freiling, and Matzler (2015) discussed the reasons for failing business models, which included management rejection due to lack of managers'

awareness, defining proper research about the business model, logic application, and cultural differences.

Leaders' knowledge about the managers' styles and thinking practices is a requirement for the application for appointing managers for strategy implementation. Successful strategy implementation is a process that requires the utilization of business, technical, and managerial competencies. Liang, Howard, Koh, and Leggat, (2013) studied the critical managers' competencies that managers must acquire to deliver organization's objectives. Liang et al. (2013) accounted for interpersonal communication qualities, operations' resources management, leading change management, and decision making management as primary competencies for managers to achieve the strategy objectives in organizations. Trong Tuan (2012) found a significant relationship between managers' transformational behavior and business targets effectiveness, which improved business outcomes and advanced organization image. Managers in advancing business effectiveness in organizations must combine technical and business qualification that leverage the stakeholder's interest and attain business profitability (Miles, 2012). In addition, the organization's business performance is a stakeholder's interest, which managers maintain for effective business expansion and sustainability.

Practitioners' and scholars' studies in pharmaceutical industries included innovation competencies that managers' apply to leverage edge for competitive advantages (Epitropaki et al., 2013; Hu, McNamara, & McLoughlin, 2014; Kim, 2014; Montalban & Sakinç, 2013; Pollock, 2014). The innovation practices in pharmaceutical industries included introductions of business models for expansion strategy to enhance

business effectiveness (Erden, Klang, Sydler, & von Krogh, 2014). Montalban and Sakiñç (2013) examined the effects of financialization and competition on productive models in pharmaceutical companies. Montalban and Sakiñç found pharmaceutical companies' adaptations of blockbuster model maximized shareholder value, which included financialization, technical change, product market regulations, and market competition. Montalban and Sakiñç concluded that institutional investors are accelerators for transformational business models that must align with managers' controls and practices during expansion strategy implementation as an effective business model for competitive advantage. Therefore, selecting business expansion model for pharmaceutical industries must align with managers' organizational competencies, external markets' competitions, and stakeholders' demands.

Business expansion models are part of the corporation strategy for growth and profit generation that leaders formulate by depending on the corporation's components and managers' motives, competences, understandings, and qualifications to achieve the strategy targets (Martin, 2014). Enterprise managerial levels are important formulators of the appropriate expansion strategy and method of implementation, which decision making process involved (Chen, Liu, Ni, & Wu, 2015). Chen et al. (2015) examined the relationship between strategic intent and external business factors affecting expansion strategy. Chen et al. found a significant relationship between the variables and posited that expansion strategy and decision making processes must align with intentional and organizational capacities to achieve successful expansion strategy implementation. Therefore, expansion strategy includes multiple factors of the decision making process

that leaders and managers must acquire to select the appropriate expansion strategy within or outside the business constructs of the organization.

Applications to Professional Practice

The application of leader's adaptability to change, financial capacity and stability, stakeholders' business awareness, and managers' engagement and knowledge are relevant to the professional business practices. Pharmaceutical leader's expansion strategies include introductions of changes in the acquired systems to align capacities (Daems et al., 2014). The capacities alignment of the changes, financings, businesses, stakeholders, and managers are critical practices for implementing successful expansion strategy to achieve commercialization targets.

The findings from this study are of value to business because leaders of strategy designers in pharmaceutical organizations need to account for the sustainability, potentials, and capacities to provide valid and reliable expansion strategies. Business expansion models are part of the corporation strategy for growth and profit generation that leaders formulate by depending on the corporation's components and managers' motives, competences, understandings, and qualifications to achieve the strategy targets (Martin, 2014). The findings from this study are developments and combinations of the conceptual framework applied from transformational leadership theory and stakeholders' theory that included explorations of effective application of the expansion strategy for competitive advantages of successful applications. Therefore, pharmaceuticals business advancement in expansion strategy may combine the transformational leader's mindset

and stakeholders benefits from the organization activities to achieve the competitive advantage.

The application of purposeful sample in this study included CEOs and managers from the Jordanian generic pharmaceutical companies. All participants, worked for more than 10 years in the expansion strategy for the organization. The findings from the semistructured interviews, documents reviews, and member checking confirmation included an appropriate foundation for business consideration of expansion strategy that involve adaptability to change, financial capacity and stability, stakeholders' business awareness, and managers' engagement and knowledge.

Leader adaptability to change is institutional in organizational formation and business advancement practices (Filiou & Golesorkhi, 2014). Relationship between the internal organizational changes requirement for development and the gaining from expansion strategy that the partnering, outsourcing, regulatory attainment or knowledge sharing implied during the process implementation is critical for adaptability to change practices (Bellamy, Ghosh, & Hora, 2014). Therefore, awareness for adaptability to change is critical for leaders and managers during the implementation of the expansion strategy.

Financial capacity and stability is a critical application for the expansion strategy practices. Shareholders, investors, and stockholders are business value accouters for the organizations' activities and performances. Expansion strategy includes ROI and sales revenues from markets. The effective application of the capital or cash flow, financing

strategies, and expense control are requirements for business practices for the expansion strategy.

The professional participants in this study indicated for the stakeholders' business awareness importance. The awareness of the organization activities from stakeholders includes the utilization of corporate transparency practices to achieve internal capacities development requirements and external capacities market access that involved expansion strategies (Tripathy & Prajapati, 2014). Pharmaceutical industries constitute of divers, integrate objective, and interactive systems in complex changing business and scientific climate (Nagurney, Li, & Nagurney, 2013).

The scientific nature of the pharmaceutical industries and knowledge base formation including the high impact on the lives of the intended consumers guided the international healthcare organizations to regulate the pharmaceutical companies' activities through enforcing GMP (Frau, Font Pous, Luppino, & Conforti, 2010). These regulations are for controlling and inspecting the systems' operations as an integral part of the market authorization requirements (Yadav, 2013). The registration of dossiers and the time the research and development included are factors for awareness of the long-term investments. Therefore, awareness is functional business processes for developing mutual understandings for the sustainable organization in competitive business markets (Men, 2014).

Participants in this study worked for more than 10 years in expansion strategies. From the conducted interviews the theme of managers' engagement and knowledge emerged as a result from the questions about contributor's ability to implement the

expansion strategy. The practical application of managers' engagements in the organization's strategy formulation and implementation depended on the knowledge that managers acquired from experiences, education, skills, and exposures. Leaders' encouragements and motivations include employees' engagements in sharing change management benefits and valuing performances (Güntert, 2015). Therefore, business application of the managers' engagement and knowledge is important for leaders to develop the structural strategy formulator's knowledge that leaders required from the managers for implementing the expansion strategy.

Implications for Social Change

Pharmaceutical industries are scientific knowledge base industries that include scientific discoveries, market preferences, regions' demands, and epidemics fighting within the business construct to achieve social and economic targets (Belderbos, Gilsing, & Suzuki, 2015). Generic pharmaceutical industries in the middle-income regions of MENA provided solutions for the pharmaceutical's availability, in which effective strategies implementation for the pharmaceutical's business expansion contributed to profits generation in the targeted MENA regions (Cameron et al., 2012). In 2013, generic pharmaceutical business leaders failed to develop a business expansion strategy to satisfy demands of \$26.2 billion supplies of essential medicines for developing countries in the MENA communities (UN Millennium Development Goals, 2014). These communities are potential stakeholders who could gain benefits by increasing generic medical supplies thereby meeting both physicians and patients' needs for increasing availability and decreasing costs of generic pharmaceuticals to fight diseases.

Fighting diseases is a major implication for social change in this study. The generic pharmaceutical manufacturers' leaders in the MENA may apply the findings in this study of leader's adaptability to change, financial capacity and stability, stakeholders' business awareness, and managers' engagement and knowledge. The application of the findings from this study may respond to the UN Millennium Development Goals (2014) for fighting disease with generic essential medication that can save the lives in low-income regions in MENA and respond to the implementation of the expansion strategy. The expectations from the findings application are to provide the generic pharmaceutical leaders and managers with increased capabilities for catalyzing beneficial social changes by capacity expansion strategies. The subsequent expansion could provide adequate, affordable, and accessible medications for effecting social change in the remote MENA communities.

Organizations with expansion strategies for social change are benefiting from the inclusion of social changes in vision and mission statements that guided the leaders, managers, and employees performances. Shareholders and leaders are interested in promoting the social changes that the companies' expansion strategies include through integrated sustainability initiatives (Alakent & Ozer, 2014). Franks et al. (2014) recognized expansion strategies including corporate-cultural social changes' intentions as an advancement of corporate sustainability. The findings from this study are applicable for the alignments of the social change statements in the vision and mission statements of the organizations for the increasing interactions between communities and organizations.

Recommendations for Action

The purpose of this qualitative descriptive multiple case study was to explore effective application of expansion strategy among Jordanian pharmaceutical managers to satisfy the demand in the MENA markets. Generic pharmaceutical manufacturers in MENA region could apply the findings from this study to benefit from the effective application of the expansion strategy implementation. Organizations in MENA with expansion strategy focus may benefit from the findings of this study because implementations of the expansion strategy involve similar requirements for the business models. The steps for useful action of the findings from this study may include the following recommendations.

Recommendation 1 is for development of the business awareness between the stakeholders of the organizations. Leaders' ability to change is the development of the awareness of the business changes and external factors that affect the organization's activities. MENA region according to participants is changing with the economic instability and currencies devaluations. Therefore, leaders adapting changes with introduction of collaborations, business-to-business, or licensing is an option for expansions, which mitigate risks and develop relationships (Bellamy et al., 2014).

Managers in pharmaceutical industries are developing knowledge, skills from scientific backgrounds, and experiences of the fields of the industry because of the regulatory codes for the management qualification for "safe, pure, and effective" pharmaceutical products' manufacturing (FDA, 2001). Recommendation 2 is for pharmaceutical managers who must acquire business knowledge according to participants

in this study. Participants in this study mentioned the benefits of business training, business courses, and business educations including the technical scientific knowledge for implementing successful expansion strategies in the organizations.

Recommendation 3 is for the educational institutions, associations, and trainers for pharmaceutical and scientific courses who may benefit from the findings of this study. The inclusion of practical courses for business education for pharmacy, engineering, chemistry, or biology courses will increase the business awareness of the scientific activities in universities and research departments in the pharmacy fields. Participants in this study were from scientific background and stressed for the importance of business awareness among stakeholders of the pharmaceutical industries.

Recommendation 4 is for leaders to involve shareholders in the requirements for long-term investments with clear feasibility studies and business plans for critical funds approvals, according to the participants in this study. For the expansion strategy implementation, resources are critical factor for the executions (Casado & Peláez, 2014). The resources acquirements are shareholders' responsibility for approvals (Teirlinck & Spithoven, 2013). Therefore, managers must provide and build adequate studies and trust to gain approvals for the investments from the shareholders.

The findings from this study may interest pharmaceutical and industrial leaders including healthcare organizations and healthcare educational systems' leaders. The MENA pharmaceutical manufacturers associations may gain benefits from the findings in this study. In addition, managers in healthcare services and industries may find benefits from the finding in this study. The four themes emerged from this study and the four

recommendations are offering applicable practices for organizations with similar structures of the generic pharmaceutical industries.

My intention is to disseminate the finding from this study in local conferences for the pharmaceutical manufacturers. The Jordanian association of pharmaceutical manufacturers (JAPM) is a professional's local association, which I intend to submit the findings of this study for publishing. I plan to publish an article about the finding of this study in peer-reviewed journals like Journal of Health Economics, Industrial Marketing Management, or International Business Research. I will prepare a presentation for the findings from this study for Jordanian pharmaceutical manufactures who participated in this study for organizational training seminars.

Recommendations for Further Research

This qualitative multiple case study included sample from Jordanian pharmaceutical companies who practiced the expansion strategy in MENA region for more than 10 years. The participants in this study shared some ideas according to question 12 , which included recommendations for further research. The recommendations for further research may include the exploration of the business efforts for compliances in MENA regulations for pharmaceuticals registration and marketing and the cost of the replications encountered because of fragmented requirements.

Quantitative researchers may conduct further research on the relationships between the themes emerged from this study. I recommend the further quantitative research about the relationship between the managers' competence in expansion strategy and the financial performances for the generic pharmaceutical companies in MENA. In

addition, further quantitative researchers may study the relationship between shareholders' awareness of the expansion strategy effectiveness and managers' engagements and knowledge about the expansion strategy.

The limitations of the qualitative case study include the small sample size involved in the study (Ercikan & Roth, 2014). Therefore, further research may include larger sample size. In addition, the geographical boundaries in this case study design included limitations for Jordanian pharmaceutical companies, therefore, I recommend further research that include firms from MENA pharmaceutical companies. One limitation of this study include the exploration of pharmaceutical industries in Jordan, I recommend further research to include other similar industries with expansion strategy practices for the MENA region.

Reflections

In reflection of the DBA study program, I learned many academics values and requirements for conducting research studies, particularly, during this research study. The new information I learned by practicing research methods included changes in my perceptions for the values of the research and researchers. The complexity of the interpretations that researches must view and keep the focus on the research topic was a new learning practice for me in this research study. Patience is a critical factor for the researchers that I learned from this study. Visiting the offices of the participants, calling for interview appointments, and the perceived intention of different participants was additional learning for me about the confidence of the successful implementers of the expansion strategy, who accepted and appreciated participation.

In my role as a researcher, I was able to keep my focus on the research topic and avoid any personal bias or preconceived information. I asked the interview questions and in some cases, I asked further questions to confirm my understanding of the answers or clarify the interpretation. I applied the member checking process to confirm my interpretation of the answers before starting the data analysis process.

My respect to research and researchers increased after conducting this study. I was able to learn from the literature review, which I conducted for this research, but I confirmed the learned topics with practicing. I now have a new approach to confirm and judge facts not opinions. I practiced effective listening to participants with great respect, by avoiding interruption and keeping the focus on the answers. My thinking of the emerged themes from this study changed the way that I used to think about the practices of managers in pharmaceutical industries. The managers participated in this study were from different backgrounds, educational fields, and accountability levels in the organizations' hierarchy. The emerged themes from the answers of the managers' participants included changes in my views to the managers' qualifications and competences for the pharmaceutical field. These requirements ignored or granted managers knowledge about basics of business.

Conclusion

Successful expansion strategy implementation is a characterization for the qualified implementers of the strategy. The qualification of the implementers of the expansion strategy includes the contributions of multiple advancements and

developments of the stakeholders of the organization. The knowledge awareness and distributions is critical for the successful implementations of the expansion strategy.

The purpose of this qualitative descriptive multiple case study was to explore effective application of expansion strategy among Jordanian pharmaceutical managers to satisfy the demand in the MENA markets. I collected data from interviews with CEOs and managers from generic pharmaceutical companies in Jordan who practiced and succeeded in applying expansion strategies in the MENA region and reviewed documents of financial statements for the data triangulation. I selected participants purposely from the Jordanian pharmaceutical managers with the professional application of expansion strategies in MENA markets. I applied member-checking process for the validity of the research. I reached the data saturation after I received no new information and the data were repetitive. I defined the data saturation point after conducting the seventh participant's interview.

The four themes emerged from the data analysis for this study were (a) leader's adaptability to change, (b) financial capacity and stability, (c) stakeholders' business awareness, and (d) managers' engagement and knowledge. I confirmed the themes emerged with the literature I reviewed in this study and the existing body of knowledge. I included the linking between the emerged themes and the conceptual framework of this study that included the transformational leadership theory and stakeholders' theory.

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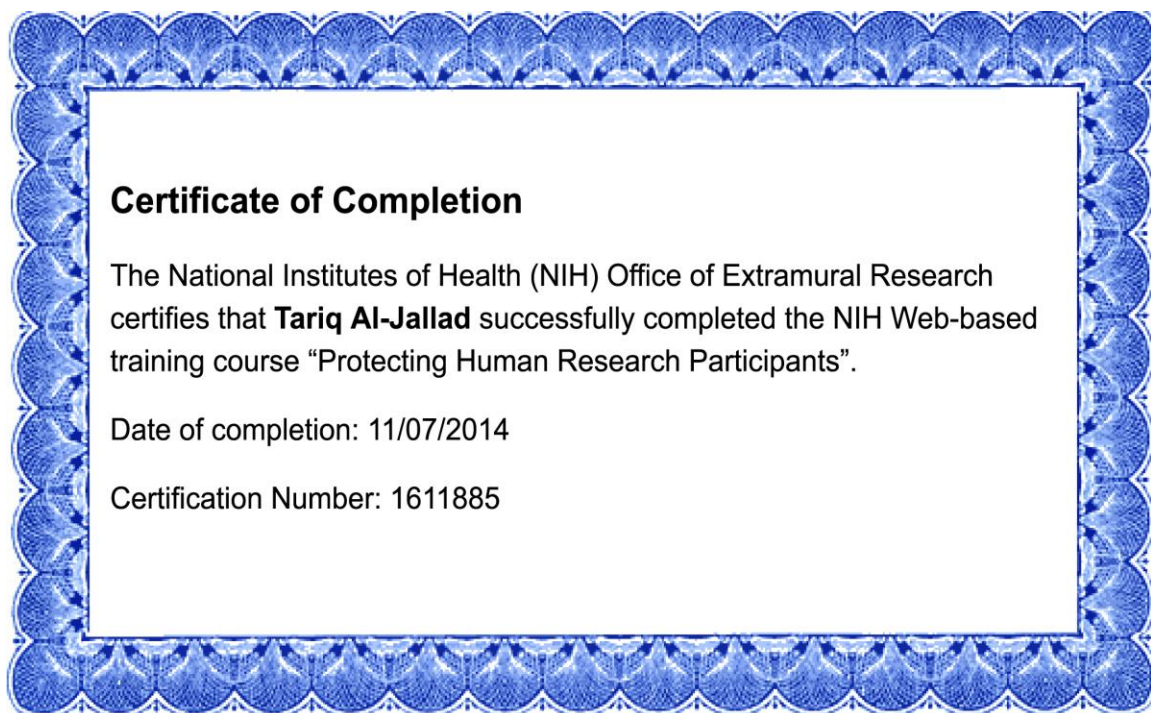
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Appendix A: National Institute of Health Certificate “Protecting Human Research
Participant”



Appendix B: List of Interview Questions

1. What strategies do you use for expanding generic pharmaceutical capacity for the MENA customers?
2. What challenges did or do you face in implementing the business expansion strategies for this organization?
3. What are core business processes that improve expansion strategy in this organization?
4. What are the principal barriers you faced or are facing in implementing the expansion strategy?
5. How do you communicate and address the barriers with subordinates working in expansion strategy?
6. How did or do you address the principal barriers solutions or overcome in your expansion strategy?
7. How do you evaluate expansion strategies implementations?
8. What are managers' contributions to expansion strategies?
9. How are managers' capabilities supporting expansion strategies in MENA region?
10. What are supports you needed or need from shareholders to address the expansion strategy?
11. How do you align the expansion strategy with the production capacity design?
12. What are other information you might share about your development and implementation of expansion strategies for generic pharmaceuticals in MENA region?

Appendix C: Mindjet Map of the Relationships between the Themes

