

للطباعة والتغليف (ش.م.ع.)

الرقم : ٢٥٧ / ٤ / ٢٠١٠

التاريخ : ١ / ٤ / ٢٠١٠

BOARD OF DIRECTORS - EKPC - ١٢١٤

عطوفة / مراقب عام الشركات المحترم

تحية طيبة وبعد ،

إستناداً لأحكام المادة ( ١٣٦ ) من قانون الشركات رقم ( ٢٢ ) لسنة ١٩٩٧ وتعديلاته ، نرفق لكم طياً ما يلي :-

- ١ - كتاب عضو مجلس الادارة السادة شركة ماير ميلنهوف باكنج اوستريا ( Mayr-Melnhof Packaging Austria G.mmbH ) المتعلق بإستبدال ممثلهم في عضوية مجلس ادارة شركة الاقبال للطباعة والتغليف ليكون الدكتور ويلهلم هورمانزيدر Dr.Wilhelm Hoermanseder بدلاً من السيد وائل محمد العزة .
- ٢ - قرار مجلس الادارة في جلسته المنعقدة بتاريخ ٢٧ / ٤ / ٢٠٠٩ يفيد بإنتخاب الدكتور ويلهلم هورمانزيدر Dr.Wilhelm Hoermanseder بدلاً من السيد وائل محمد العزة .

يرجى التقضل بالعلم .

وتفضلوا بقبول فائق الاحترام ،،،

شركة الاقبال للطباعة والتغليف

م. عادل ابوضرغم

نائب رئيس مجلس الادارة/المدير العام

السادة هيئة الادارة والمالية

السيد وائل

١٢ نيسان ٢٠١٠

١٩٠٥

رقم الملف: ٤١١٠

الجهة المختصة: الادارة العامة

نسخة / السادة هيئة الاوراق المالية المحترمين .

✓ / السادة بورصة عمان المحترمين .

/ السادة مركز ايداع الاوراق المالية المحترمين .

هاتف : ٥٧٢٨٨٦١ (+٩٦٢-٦) فاكس : ٥٧٢٨٨٦٥ (+٩٦٢-٦) صندوق بريد ٤٠١ ناعور ١١٧١٠ الأردن

Tel : (+962-6) 5728861 Fax : (+962-6) 5728865 P.O. Box 401 Na'ur 11710 Jordan

e-mail : printing@ekbal.com

www.ekbal.com

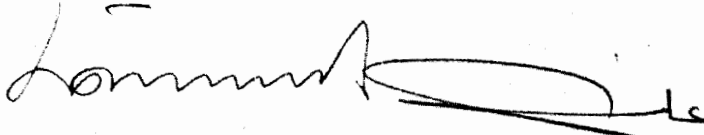
شركة الإقبال للطباعة والتغليف ش.م.ع  
Al-Ekbal Printing and Packaging Co.

محضر اجتماع مجلس الإدارة رقم (٩٤) تاريخ ٢٧/٤/٢٠٠٩  
Minutes of Board of Directors Meeting No. (94) dated 27/04/2009

قرار

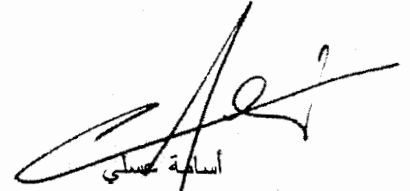
ورد إلى المجلس كتاب بإعادة تمثيل د. ويلهلم هورمنزيدر لشركة Mayr Melnhof Packaging Austria Co.، و عليه قرر مجلس الإدارة بإعادة انتخاب د. ويلهلم هورمنزيدر رئيس مجلس الإدارة بدلا عن السيد وائل العزّه.

The Board of Directors has received a letter that Dr. Wilhelm Hoermanseder is to represent Mayr Melnhof Packaging Austria Co. Accordingly the Board of Directors decided to elect Dr. Wilhelm Hoermanseder as chairman of the Board of Directors instead of Mr. Wael Azzam.

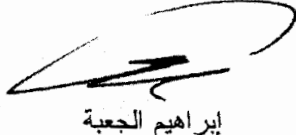


د. ويلهلم هورمنزيدر  
Dr. Wilhelm Hoermanseder  
رئيس مجلس الإدارة  
Chairman

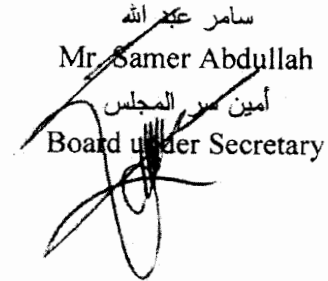
م. عادل أبو ضرغام  
Mr. Adel Abou Dargham  
نائب رئيس مجلس الإدارة  
Deputy Chairman



أسامة أسالي  
Mr. Osama Asali  
عضو مجلس الإدارة  
Board Member



إبراهيم الجعبة  
Mr. Ibrahim Al Jube  
عضو مجلس الإدارة  
Board Member



سامر عبد الله  
Mr. Samer Abdullah  
أمين سر المجلس  
Board Under Secretary

## Strategy Implementation

استراتيجية التنفيذ  
Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan.

العملية  
it is the process by which objectives, strategies, policies and programs are put into effect through the development of programs, budget procedure.

لبدء عملية التنفيذ  
To begin the implementation process, strategy makers must consider these questions:

1. who will carry out the strategic plan?
2. What must be done to align the company's operations in the new intended direction?
3. How is everyone going to work together to do what is needed?

لديهم 10 مشاكل

problems when they attempted to implement a strategic change. These problems are listed in order of frequency.

1. Implementation took more time than originally planned.
2. Unanticipated major problems arose.
3. Activities were ineffectively coordinated.
4. Competing activities and crises took attention away from implementation.
5. The involved employees had insufficient capabilities to perform their jobs.
6. Lower-level employees were inadequately trained.
7. uncontrollable external environmental factors created problems.
8. Departmental managers provided inadequate leadership and direction.

9. Key implementation tasks and activities were poorly defined.

10. The information system inadequately monitored activities.

### **What Must Be Done**

The managers of divisions and functional areas work with their fellow managers to develop programs, budgets, and procedures for the implementation of strategy.

**Programs** a statement of activities or steps needed to accomplish a single use plan  
The purpose of a program is to make the strategy in strategic action-oriented. For example, PepsiCo recently made a strategic decision to grow in areas where the company could dominate. *Implementation*

*chart that compares Target products (New programs) with*  
**matrix of change** to help managers decide how quickly change should proceed, in what order changes should take place, whether to start at a new site, and whether the proposed systems are stable and coherent.

The matrix of change can be used to address the following types of questions:

- ❖ **Feasibility:** Do the proposed programs and activities constitute a coherent, stable system? Are the current activities coherent and stable? Is the transition likely to be difficult?
- ❖ **Sequence of Execution:** Where should the change begin? How does the sequence affect success? Are there reasonable stopping points?
- ❖ **Location:** Are we better off instituting the new programs at a new site or can we reorganize the existing facilities at a reasonable cost?
- ❖ **Pace and Nature of Change:** Should the change be slow or fast, incremental or radical? Which blocks

of current activities must be changed at the same time?

- ❖ **a Stakeholder Evaluations:** Have we overlooked any important activities or interactions? Should we get further input from interested stakeholders? Which new programs and current activities offer the greatest sources of value?

### **Budgets**

After programs have been developed, the budget process begins. Planning a budget is the last real check a corporation has on the feasibility of its selected strategy. An ideal strategy might be found to be completely impractical only after specific implementation programs are costed in detail.

### **Procedures**

After the program, divisional, and corporate budgets are approved, **procedures** must be developed. Its called

**Standard Operating Procedures (SOPs)**, they typically detail the various activities that must be carried out to complete a corporation's programs.

### **ACHIEVING SYNERGY**

**Synergy** exist for a divisional corporation if the return on investment (ROI) of each division is greater than what the return would be if each division were an independent business.

1. **Shared Know-How:** Combined units often benefit from sharing knowledge or skills. This is a leveraging of core competencies.

2. **Coordinated Strategies:** Aligning the business strategies of 2 or more business units may provide a corporation significant advantage by reducing interunit competition and developing a coordinated response to common competitors (horizontal strategy).
3. **Shared Tangible Resources:** Combined units can sometimes save money by sharing resources, such as a common manufacturing facility or R&D lab.
4. **Economies of Scale or Scope:** the flow of products or services of one unit with that of another unit can reduce inventory, increase capacity utilization, and improve market access.
5. **Pooled Negotiating Power:** Combined units can combine their purchasing to gain bargaining power over common suppliers to reduce costs and improve quality.
6. **New Business Creation:** Exchanging knowledge and skills can facilitate new products or services by extracting discrete activities from various units and combining them in a new unit or by establishing joint ventures among internal business units.

### **structure**

According to Chandler, these structural changes occur because the old structure, having been pushed too far, has caused inefficiencies that have become too obviously detrimental to bear. Chandler, therefore, proposed the following as the sequence of what occurs:

1. New strategy is created.

2. New administrative problems emerge.
3. Economic performance declines.
4. New appropriate structure is invented.
5. Profit returns to its previous level.

## **STAGES OF CORPORATE DEVELOPMENT**

**1. Simple Structure is typified by the entrepreneur**, who founds the company to promote an idea (product or service). The entrepreneur tends to make all the important decisions personally and is involved in every detail and phase of the organization.

**2. Functional Structure:**  
**is the point when the entrepreneur is replaced by a team of managers who have functional specializations.** The transition to this stage requires a substantial managerial style change for the chief officer of the company,

**3. Beyond SBUs**  
with its evolution into strategic business units during the 1970s and 1980s, the divisional form is not the last word in organization structure. The use of SBUs may result in a red tape crisis in which the corporation has grown too large and complex to be managed through formal programs and rigid systems and procedures take precedence over

**problem-solving. Under conditions of**

- (1) increasing environmental uncertainty,
- (2) greater use of sophisticated technological production methods and information systems,

(3) the increasing size and scope of worldwide business corporations

(4) a greater emphasis on multi-industry competitive strategy,

(5) a more educated cadre of managers and employees, new advanced forms of organizational structure have emerged and are continuing to emerge.

### **Blocks to Changing Stages**

- 1.loyalty to comrades
- 2.task oriented
- 3.single mindedness
- 4.working in isolation

## **ADVANCED TYPES OF ORGANIZATIONAL STRUCTURES**

### **1.Matrix Structure**

Most organizations find that organizing around either functions (in the functional structure) or around products and geography (in the divisional structure) provides an appropriate organizational structure. The matrix structure, in contrast, may be very appropriate when organizations conclude that neither functional nor divisional forms, even when combined with horizontal linking mechanisms like strategic business units, are right for their situations market

**Davis and Lawrence, authorities on the matrix form of organization, propose that 3 distinct phases exist in the development of the matrix structure.'-**

- ❖ **Temporary Cross-Functional Task Forces:** These are initially used when a new product line is being introduced. A project manager is in charge as the key horizontal link. Chrysler has extensively used this approach in product development.



- ❖ **Product/Brand Management:** If the cross-functional task forces become more permanent, the project manager becomes a product or brand manager and a second phase begins.
- ❖ **Mature Matrix:** The third and final phase of matrix development involves a true dual authority structure. Both the functional and product structures are permanent. All employees are connected to both a vertical functional superior and a horizontal product manager.

## **2. Network Structure—The Virtual Organization**

A newer and somewhat more radical organizational design, the network structure is an example of what could be termed a "nonstructure" by its virtual elimination of in-house business functions. Many activities are outsourced.

## **3. Cellular Organization: A New Type of Structure?**

Miles and Snow et al. propose that the evolution of organizational forms is leading from the matrix and the network to the cellular. According to them, "a **cellular organization is composed of cells (self-managing teams, autonomous business units, etc.) that can operate alone but that can interact with other cells to produce a more potent and competent business mechanism.**

## **Six sigma:**

Define : where result are poorer

Measure : current performance

Analyze: information

Improve: eliminate error

Establish: control

## **REENGINEERING AND STRATEGY IMPLEMENTATION**

Reengineering is the radical redesign of business processes to achieve major gains in cost, service, or time. It is not in itself a type of structure, but it is an effective way to implement a turnaround strategy.

**Michael Hammer, who popularized the concept, suggests the following principles for reengineering:**

- ❖ Organize around outcomes, not tasks. Design a person's or a department's job around an objective or outcome instead of a single task or series of tasks.
- ❖ Have those who use the output of the process perform the process. With computer-based information systems, processes can now be reengineered so that the people who need the result of the process can do it themselves.
- ❖ Subsume information-processing work into the real work that produces the information.
- ❖ Treat geographically dispersed resources as though they were centralized.
- ❖ Link parallel activities instead of integrating their results.

**DESIGNING JOBS TO IMPLEMENT STRATEGY:**

1. **Job design** refers to the study of individual tasks in an attempt to make them more relevant to the company and to the employee(s).
2. **job enlargement** (combining tasks to give a worker more of the same type of duties to perform)
3. **job enrichment** (altering the jobs by giving the worker more autonomy and control over activities)
4. **job characteristics** model is a good example of job enrichment.

## **International Issues In Strategy Implementation**

### **The multinational corporation**

**MNC.** in contrast, is a highly developed international company with a deep involvement throughout the world, plus a worldwide perspective in its management and decision making.

### **Strategic alliances**

such as joint ventures and licensing agreements, between a multinational company (MNC) and a local partner in a host country are becoming increasingly popular as a means by which a corporation can gain entry into other countries, especially less developed countries. parties.

## **STAGES OF INTERNATIONAL DEVELOPMENT**

1. **Domestic Company** The primarily domestic company exports some of its products through local dealers and distributors in the foreign countries.
2. **Domestic Company with Export Division** Success in Stage 1 leads the company to establish its own sales company with offices in other countries to eliminate the middlemen and to better control marketing.
3. **Primarily Domestic Company with International Division)** Success in earlier stages leads the company to establish manufacturing facilities in addition to sales and service offices in key countries.
4. **(Multinational Corporation with Multidomestic Emphasis** Now a full-fledged multinational corporation, the company increases its investments in other countries. The company establishes a local operating division or company in the host country, such as Ford of Britain, to better serve the market.
4. **(Multinational Corporation with Global Emphasis** The most successful multinational corporations move into a fifth stage in which they have worldwide personnel, R&D, and financing strategies.

#### CENTRALIZATION VERSUS DECENTRALIZATION

**product-group structure** of American Cyanamid enables the company to introduce and manage a similar line of products around the world. This enables the corporation to centralize decision making along product lines and to reduce costs.

**The geographic-area structure**

in contrast, allows the company to tailor products to regional differences and to achieve regional coordination. This decentralizes decision making to the local subsidiaries