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A stylized world map composed of white dots on a blue grid background, with light rays emanating from the continents. The map is centered on the Atlantic Ocean, showing the Americas on the left and Europe, Africa, and Asia on the right. The dots are arranged to form the outlines of the continents, and the background is a solid blue color with a faint grid pattern. Light rays emanate from the continents, creating a sense of global connectivity and technology.

An imprint of the CYRUS Institute of Knowledge (CIK)



**CYRUS CHRONICLE JOURNAL (CCJ):**  
**Contemporary Economic and Management Studies in Asia and Africa**

*The flagship journal of the CYRUS Institute of Knowledge*

**THE CYRUS CHRONICLE JOURNAL (CCJ)**

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The CYRUS Institute of Knowledge (CIK) Journal is a refereed interdisciplinary journal. The editorial objective is to create opportunities for scholars and practitioners to share theoretical and applied knowledge. The subject fields are management sciences, economic development, sustainable growth, and related disciplines applicable to the emerging economies in Asia, Africa, and other emerging economies. Being in transitional stages, these regions can greatly benefit from applied research relevant to their development. **CCJ** provides a platform for dissemination of high quality research about these regions. We welcome contributions from researchers in academia and practitioners in broadly defined areas of management sciences, economic development, and sustainable growth. The Journal's scope includes, but is not limited to, the following:

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We invite authors to submit their papers and case studies to [Editor@Cyrusik.org](mailto:Editor@Cyrusik.org). We will have a quick turn-around review process of less than two months. We intend to begin with two issues per year consisting of about 5-8 papers and case studies per issue. The first issue is being planned for the fall of 2015. A selected number of papers submitted to the CIK conference will be double-blind reviewed for inclusion in **THE CCJ**. We intend to have special issues on themes that are within the scope of Journal. Also, we will have invited guest issues.

#### **THE CCJ: An imprint of the CYRUS Institute of Knowledge (CIK)**

##### **Background:**

This is a historical time for the mentioned regions, and The Cyrus Chronicle intends to offer what is most urgently needed. There is no question that organizations and businesses that are capable of analyzing and applying advanced knowledge in management sciences and development are in high demand, and especially during transitional periods. It is an unusual time in the target regions and the world, a time which requires active intellectual participation and contributions. It is the era of revolution in terms of communication, technology and minds for billions of people. It is a time for intellectuals, entrepreneurs, and philanthropists to help enlighten minds and therefore enrich the quality of life for millions. It is a time to focus intensely on the regions' historical characteristics, achievements, human and natural resources, and its significant deficit in development, management sciences, and democracy. CIK's vision, "to cultivate the discourse on human capital potentials for better living," is the appropriate response to current challenges, and the journal is a platform for sharing the perspectives of scholars and practitioner with a wider audience.

CYRUS associates tend to have a foot in two worlds. First, most of the associates possess a wealth of intellectual and experiential knowledge which is enhanced by their active involvement in business, consulting and scholarly research and collegiate teaching. Second, some associates are sons and daughters of the affirmation regions and possess an ethnic identity, language skills, and the insights only embraced by insiders. Third, most of the CIK board of directors' members and associates are well-known scholars, members of editorial boards of journals, and even editors. CYRUS possesses depth, breadth, and a competitive edge to successfully manage chronicle.

CYRUS is committed to developing knowledge that positively contributes to the life of the world citizens, especially, the target regions. CIK is a charitable, educational, and scientific organization that has been in operation since 2011. It is a secular and nonpartisan organization that has many scholars and practitioner as member.

## Editor's Introduction

Since inception in 2012, the Cyrus Institute of Knowledge has held five annual meetings. Last year we published the first volume of *Cyrus Chronicle Journal (CCJ): Contemporary Economic and Management Studies in Asia and Africa* in conjunction with the 2016 annual conference.

CYRUS Institute of Knowledge (CIK) had two successful international conferences. Between the CIK March 2016 conference at the American University of Cairo and the April 2017 at MIT, we have received more than 120 abstracts and 30 full papers. Papers, abstracts, and presentations have come from all continents and more than 40 countries and more than 50 institutions of higher education and organizations. Please see CIK website for detail information in this regard.

The acceptance rate for this issue is less than 20% considering many papers that were submitted for review and full papers for the conference. Two papers in this issue are invited. These articles, one by Professor Ghadar and another by Professor Contractor, two eminent international scholars, whose insight will enhance the quality of CCJ and give it the prominence it seeks. Our aim is to publish the highest quality papers that pass through multiple review process. CIK colleagues and conference participants have proposed and suggested special issues of the journal which is based on core topics (i.e., entrepreneurship, innovation, ethics, and sustainable development) and/or country specific. Therefore, we welcome your articles which meet these characteristics. We already have several papers about Iran.

Now we welcome you to the second issue (CCJ.V2). The journal intends to cover scholarship pertaining to emerging economies in Asia, Africa, and other emerging economies. Scholarship dealing with these regions tend to be either ignored or misunderstood, and there are limited outlets for scholars who work in these countries to share their scholarly outputs. Focusing on these two continents will help researchers from both developed countries as well as these two continents - which together account for the largest portion of the world population and growth. The CCJ intends to fill these gaps. An examination of our mission may shed some light on this question. The primary purpose of the journal is four-fold:

1. To share and promote knowledge of economic, management, and development issues facing countries of Asia and Africa and other emerging markets. Focusing on assessment, evaluation, and possible solutions help advance countries in this which has the largest world habitats. Development challenges are global; virtually every country faces problems concerning economic development, sustainability, food and water, population and environmental degradation. Yet no country gains by shunning opportunities that globalization can provide, with the possible exception of a few countries whose leaders lack a full understanding of the opportunities that globalization can offer. To take advantage of such opportunities, knowledge is the primary requisite. And this journal aspires to make a contribution to this body of knowledge.
2. To encourage the generation and dissemination of knowledge by local scholars whose access to mainstream academic outlets may be limited? We know many scholars from academic, public and private sector organizations whose first-

hand knowledge of problems and solutions isn't being shared for lack of an appropriate outlet for dissemination. The CCJ may provide an opportunity for spreading such knowledge.

3. To focus on countries that span the northern band of Asia – from China to Turkey – to the northern tier of Africa, areas that have not previously been the subject of much attention. In the past, these countries have tended to gain the attention of scholars and the media only in times of man-made or natural crises. But in fact, these nations have many challenges similar to those of others. They wrestle with shortages of food and water and the growth of population and pollution. Although they have educated their own citizens, especially in countries that had been under the shackles of dictatorship for decades, now they have become freer to express ideas in journals such as this.
4. Academic scholarship emanating from the region under the journal's coverage tend to get lost in the academic jungle where the pressure of "publish or perish" leaves behind the younger and less experienced members. This journal will give an opportunity to the scholars with first-hand knowledge of these areas to publish their research and thereby make important contributions to the management and development body of scholarship on which the journal will concentrate. We need to know more about these topics in countries such as Afghanistan, Kazakhstan, Morocco and Tunisia as well as other countries covered by this journal. The CCJ will provide a platform for established as well as younger scholars who might collaborate with them in their research.

In this second issue of the *Cyrus Chronic Journal*, we include six articles and four book reviews. Scholarly articles, from established scholars and policymakers, cover the gamut from US-China relations and anomie and dysfunction in the Middle East to direct investment in the MENA countries, inclusive business in supply chain and, finally, barriers that Western educational entrepreneurs face in pursuit of educational initiatives. In addition, we included reviews of four books each of which is timely in coverage and penetrating in their analysis. We will continue to bring you book reviews as part of our mission to advance knowledge.

On the journal's operational side, we want to make the publication more accessible to a wide audience across the world, and so, consistent with the 21<sup>st</sup>-century trend toward electronic media, we will publish this journal online. To maintain rigor and originality, articles submitted to the journal will undergo the standard blind review process. Reviewers' anonymous comments are shared with authors, as appropriate. Submission guidelines and procedures are delineated on the journal's website: <http://www.cyrusik.org/research/the-cyrus-chronicle/>.

As the first editor of the journal, I am pleased and proud to accept this challenge. I bring some experience; my first editorial assignment was as an undergraduate at the then Pahlavi University in Shiraz, Iran, a top-ranking institution in the region. A few students and I founded and published *Danesh-Pajouh* (knowledge seeker). In those days when freedom of expression was severely limited, we managed to publish one issue in March 1965 before the censors put a stop to the enterprise.

# The Potential Impact of Inclusive Business on the Supply Chain of Problematic Organizational Culture

**Aly Mohamed Elnashar**

American University Cairo, Egypt

## ABSTRACT

Tracing negative influences for business environments, shows globally a number of encounters, for instance, some organizations have low performance, problematic organizational culture, and in the meantime, several societies encounter poverty, high level of ignorance, corruption, educational problems, lack of career opportunities, and gendered problems. As a result, approaches of sustainability growth is threatened to become less capable for contributing to improving livelihood of most of the communities. Nowadays, appear the approach of inclusive business by the for-profit organizations and not-for-profit organizations, as to contribute to reducing poverty and ignorance, through the inclusion of low income communities in the value chain of such organizations. This paper uses a probability approach that relies on purposive sampling to predict a concurrent contribution of inclusive business to both problematic organizational culture and low income communities, and to expect the benefits to be exchanged between the two parties, and for the purpose to help improve the supply chain of organizations and raise the quality of organizational culture as well. Results show that 0.87 is the probability for the success of inclusive business by 100%, based on my vision's analysis.

**Key Words:** Inclusive business, supply chain, problematic organizational culture, discrete probability and continuous probability.

## INTRODUCTION

After the stages of the financial crisis and ethical issues that are witnessed in business models and business environments, whether for or not-for profit, contributions have shown various concepts in regard to arranging and planning the business models. In the past decades, the organizational culture had led to introducing new perspectives, and to recommend a rethinking and reshaping of the business and the economic development (See, e.g., Heskett 1992; Svyanterk & Bott 2004; Hislop 2013; Vasenska 2013; Kambiz & Aslan 2014).

To my knowledge, the recent business environment along with the social environment encounter a significant negative influences, such as low business performance and problematic organizational culture, also, societies encounters poverty and high level of ignorance due to corruption, educational problems, lack of career opportunities, and gendered problems, which all contribute negatively to the approaches of sustainability growth and their role in livelihood.

To develop the business models, the role of innovations forms a significant impact in regard to problem recognition and definition, and consequently, appears the innovation initiatives. Empirical evidence suggests that organizational culture should consider paying more attention to the factors which affect corporate innovation, while at the same time developing ethical codes and strong internal control (See, e.g., Homburg & Pflesser 2000; Gregory et al. 2009; Hogan & Coote 2013; LI2 & LIU3 2014; Serpa 2015).

By analyzing some few studies in regard to business models, inclusive business is witnessed, WBCSD & SNV (2006) state that inclusive business is the one which seeks to contribute to the poverty alleviation, by including lower – income communities within its value chain, while not losing sight of the ultimate goal of the businesses, which is to generate profits, and to generate social value in businesses of the not-for-profit nature.

Subsequently, and on the other hand, inclusive business potentially will have a significant effect on including lower-income communities within the value chain, and accordingly the supply chain; also, potentially will assist in raising the culture and help offering new opportunities for innovation and entrepreneurial initiatives, for organizations of profit and not-for-profit nature, by including such communities in the activities and the innovations of these types of organizations.

Empirical results reveal problems in the area of market – oriented behavior, market and financial problems, employee attitude, organizational effectiveness, knowledge management, and organizational strategy and structure (See, e.g. Homburg & Pflesser 2000; Gregory et al. 2009; Zheng et al. 2010).

Also, Mugambi & Kimani (2015) address the problem of the way people and groups interact with each other,

with clients and stakeholders. IFC& OECD (2015) address also the problem of poverty reduction, and how to overcome through the perspective of inclusive business, which is expected to improve the organizational culture and to have an impact on creating and improving such perspective of inclusive business.

I address problematic organizational culture in this study for most of these areas based on the perspective of ethical and internal control issues, and how to increase the demand to change and develop organizational culture to overcome the problematic issues. I find the IFC & OECD's perspective of inclusive business a value-added to improve and develop such organizational culture, by what I predict for this perspective of inclusive business to be used for guiding and improving the business model and cultures in the organization.

Organizational culture can be improved by growing organizational learning, and business can learn the approach of inclusive business by learning how it can offer new opportunities for innovation, growth, and competitiveness at the same time, in order to make a positive social and development impact. Organizational culture is also interesting for the poor because it brings greater access, choice, and opportunities in their lives and future (See, e.g., Jenkins& Eriko 2010; BIF 2011; Virginie& Filippo 2011; Golja& Pozega 2012).

Therefore, organizational culture has a significant impact on employees, people and groups in a variety of ways by interacting with each other with stakeholders and with clients (Ahmed et al. 2014), whereas, organizations are entirely affected by their culture. Hislop (2013) assumes that organizational culture is a significant factor for effective innovation and learning, because organizational culture forms values, beliefs, and work systems that could boost or impede both learning and knowledge sharing.

By improving the organization learning in this regard, I predict an overcome vision for most of the problematic organizational culture, for the purpose of improving it and for assisting in improving the ethical values and strengthening internal control. And, consequently, it is expected to have a growth in the entire consciousness of the organization, and the orientations towards inclusive business as to motivate the collaboration growth between both organizations and low income communities.

This study predicts a success of the new business models such as the inclusive business which is an approach to innovate methods to involve low income communities in the business supply chain, and as a result, the study also predicts how to solve the problems of organizations culture based on this approach of

inclusive business and the potential impact of applying it.

Based on studies related to organizational culture, this study analyzes the importance of such concept as it affects organization learning and organizations capabilities and can provide suitable environment for innovation (See, e.g., Skerlavaj et al. 2010; Cameron & Quinn 2011). Also, it shows the way an organization learns and adapts (Vasenska 2013). Kambiz & Aslan (2014) reveals that organizational culture exerts a complete mediating effect on organizational innovation through organization learning.

The prediction of the study has a purposive perspective in regard to directing organizations culture to the awareness and engagement as human beings, to help and resolve most of internal problems, for instance, the ethical considerations and their effect on the internal control for all aspects in the organizations, and more specifically for problematic issue, which can be in terms of the organizations' supply chain, and what is required for it to be analyzed and studied to highlight the potential impact of innovations on the short-term and long-term economic growth and sustainability, whereas all are negatively affected by global financial and economic crisis. (See, e.g., OECD 2010; LI2& LIU3 2014; Stoffers et al. 2015).

This paper raises the question of: Is there a potential impact of inclusive business on the supply chain improvement and on resolving problematic organizational culture?. In this essence, this paper uses a probability approach with a purposive sampling to examine the expected value of inclusive business for a probability distribution of inclusive business scores. The scores are purposively predicted based on my own vision.

The paper also uses a predicted sample of associated variables to supply chain improvement and problematic organizational culture, as to estimate their probabilities and to measure the potential impact of inclusive business on the supply chain improvement, and on resolving problematic organizational culture.

Nevertheless, inclusive business encounters challenges stated by researchers that would make this perspective difficult to attain. Thus, my perspective of this paper is affected by these challenges in order to pursue the idea to be searched and applied by the willing businesses to grow the global sustainability.

Jenkins& Eriko (2010) state challenges to inclusive business as, lack of infrastructure, low levels of knowledge and skills, and limited access to finance for low – income consumers and producers. In addition, challenges can be associated with poverty on top of the usual uncertainty associated with any business endeavor (See, e.g., Viginie& Filippo 2011; Halme et al. 2012; Wach 2012).

The results of the probability approach as for the current stage of this paper, and the purposive sample used, show that 0.87 is the highest probability for the success of inclusive business by 100%, which assures the findings that there is a significant potential impact of inclusive business on the ethical considerations, the business consciousness, the awareness, the engagement and the internal control that all should affect the value chain and the supply chain of all types of business, and the problematic organizational culture.

The rest of the paper is organized as follows. Section II shows the literature review and the research hypotheses. Section III shows the data and the methodological issues, to specify the method used for the measurement of the probabilities of the inclusive business success and associated variables. Section IV. Discusses the method used to obtain the results, and the results of the main purposive test. Finally, section V. shows the conclusion and discussion, and their implications and limitations.

## LITERATURE REVIEW & HYPOTHESES

The study of the perspective of inclusive business and the potential impact on improving the supply chain is significant for the economies of both the developed and developing countries, particularly when proposed to problematic organizational culture. My point in this paper has a focus on major magnitudes, in regard to predicting a potential impact on both the development of business model, and the culture of organizations of problematic aspects. This point directs the search of previous studies to be on the inclusive business in general from different perspectives.

As a result, appears the perspectives required to show the concept of inclusive business, the methods to apply, the contributions, the benefits from the approach, the challenges, and the prospected role of education and research.

The recent trends in the inclusive business research, show the major motivations behind the concept, Hamilton (2013) highlights some of the outcomes achieved by a

food lab approach that creates a pre-competitive space for member organizations, to pilot innovations through business driven supply chain projects, and provides opportunities for diverse stakeholders working on sustainability, to meet, learn, and support each other in better leaders for change in their organizations, and in larger systems.

To my view, any innovation such as this food lab can fulfill the value chain of organizations, and promote the inclusive business approach from various perspectives in the business. Karnani (2007) & Sodhi et al. (2014) demonstrate that firms can use their supply chain to promote the inclusive business that support poverty alleviation, by incorporating poor producers into their supply chain.

Viswanathan et al. (2007) & Goyal et al. (2014<sup>a</sup>) show how the base of pyramid in the business model (BOP) represents lack of paying capacity, lack of market awareness, and increasingly prevalent market imperfection, like information asymmetries, market fragmentation, weak legal institution, weak infrastructure, resource scarcity and poverty penalty. This sort of lacks helps create new business models and overcome various socioeconomic problems.

Goyal and Bruno (2014<sup>b</sup>) state how scholarly literature highlights the significance of social entrepreneurship as a means for targeting the (BOP) markets, as this perspective recommends the shift in orientation from the economic growth towards the socio-economic outcomes, as the basis for designing and evaluating the business models of the social enterprises entering the BOP markets.

Tenzer& Pudelko (2015) state the contributions of business sector in Africa and with partnership with Europe to the creation of employment, education, job opportunities and training of young people, ecological sustainability, economic diversification and supportive climate for start-ups, to enable this contributions, Tenzer& Pudelko find entrepreneurship are calling for favorite policies, reliable institutions, access to financial services and a good infrastructure, and this will certainly contribute to the sustainable development.

By a backward look, Arce (2009) & Porter et al. (2011) state that companies had to change the way they previously appeared to maintain their competitive advantages in the global markets, by creating shared value, innovation and growth, and by the time, it is obvious how inclusive business can contribute to different advantages for both firms and societies, whereas, social

problems such as poverty alleviation, sweatshops and child labor, negatively affect both the welfare of society and the productivity of firms in the supply chain.

Rodriguez et al. (2016) demonstrate the initiatives to enhance social sustainability in the supply chain and poverty alleviation, through supplier development programs and inclusive business approaches. Meanwhile, Pagell & Shevchenko (2014) show some theoretical issues are compounded by measures that do not truly capture the importance of these initiatives and methods that are better at looking backwards than forwards, and propose significant changes in the supply chain management in how such field conducts research.

Various studies show the benefits from the development and enhancement of the approaches, recently available for studies and applications, Tullao et al. (2015) study how to establish the linkage of enhancing human resources development in an economy attaining inclusive growth, which I consider a significant attempt for promoting the approach of inclusive business and the organizational culture, and promoting the benefits expected as to grow the perspective of the economy and the socio-economy.

McKague et al. (2015) offer an integrated framework for poverty alleviation including social entrepreneurs, government, and civil society organizations to reduce poverty and improve lives of poor, by both the private, and the public and governmental sector, which I also consider one of the important studies to promote the approach of inclusive business that works to bring us closer to a globally inclusive market system, that creates value for all, reduces poverty, and improves lives of the poor.

McKague et al. (2015) also present a frame work that goes well beyond engaging the poor as consumers to highlight the multiple roles that the poor can play, as sources of information, procedures, employee and distributors, as well as consumers. Ngoasong et al. (2015) shows the nature and operations of impact funds in African economies, as an impact investing and business development in Africa, which has a significant effect on economies development in socially responsible investing and capacity building for inclusive business development in African economies.

Various studies show the importance of the inclusive development, integrating poverty and environmental concerns in the value-chain analysis, and the strategies for development ( See, e.g., Gupta et al. 2015; Bolwing et al. 2010; Bowen 2010; Helmsing and Vellema, 2011). Cassim and Dong (2015) show interdisciplinary

engagements with inclusive design, ensure a balance of skills, strategic selection of team leaders, and lead users based on extensive back ground knowledge, careful pacing of the workshop to the time available, and framing the design brief within an inclusive context.

Ros-Tonen et al. (2015) show the aim to value-chain collaboration as to increase smallholder producing and market integration, and find a documentation of higher productivity, better incomes and innovations. In this regard, these studies can shape the future of inclusive business, when applied to promote both firms and societies, by managing to change the culture of the firms and the societies.

Decade ago, and nowadays, the appearance of corporate responsibility, focuses on supply chain management, addressing both economic aspects as well as social and environmental aspects, and also increasing control over the supply chain and quality, and expand the view of value creation ( See, e.g., Raynolds et al 2007; Seuring & Muller 2008; Porter & Kramer 2011; Fayet et al. 2014).

The studies for supply chain and the relation to the poor and low income societies, both in the field of sustainability and creating values, are few to show the required and significant appearance of this approach to the population of organizations in all economies.

Rodriguez et al. (2016) show that investment in knowledge transfers routines and logistical resources in order to successfully integrate poor suppliers. This helps to promote the approach of inclusive business and its role in order to contribute to creating values in the economy. McKague et al. (2015) emphasize and address the role of private sector and the government to alleviate poverty in low-income market contexts, where poverty challenges and particularly persistent and the functioning of markets and institutions of governance, are often limited.

Therefore, in the literature, I find few papers currently raise objectives to improve knowledge and understanding of impact investing, including the constitution and strategies of impact funds, the process of creating inclusive businesses, regulating sustainability, organizing corporate social responsibility in international product chains, studying the conditions for effective market based governance and supply chain governance systems and development, followed by studying inclusive business models and what degree of innovation and positive development, and their role in enhancing supply chain in organization and their culture ( See, e.g., Raynolds et al.

2007; Cramer 2008; Vermeulen 2010; Hamilton 2013; Fayet and Vermeulen 2014; Ngoasong 2015).

Laven (2009) & Riisgaard (2010) find that business upgrading strategies aim to move producers up into the value chain, either by adding value to their process or by acquiring new functional positions. And also by integrating poverty, and environmental concerns, into value chain analysis, hence, empowering rural entrepreneurs and poverty alleviation and strengthening the concept of inclusive business.

Gold and Heikkurinen. (2013) introduce the roles to strengthening the (BOP) by new ways to make business models and operations beneficial for poor communities, showing the success of applying the new perspectives for sustainable food production. Few important studies promote the large initiative to begin collaboration with the poor, to find the best tools that help them reduce their own poverty, and find inspiration and purpose in helping the poor improve their lives (See, e.g, Ros-Tonen et al 2015; Mckague 2015; Balkema& Romijn 2015; Fisk et al. 2016).

On the other hand, literature emphasizes on the link between education and the inclusive business. Tereso et al. (2015) find the improvement of education leads to inclusive development and growth pursuing entrepreneurial options. Also, Fisk et al (2016) calls to action for the research community, to contribute to perspectives of helping improve poor lives, and how academic research can contribute to making a difference in the world.

Despite, papers find the challenges for starting initiatives, due to the lack of knowledge about the context of poor suppliers, the high transaction costs of doing business with poor suppliers, and the potential conflict between alleviating poverty and the firms' economic performance (See, e.g., Margolis& Walsh 2003; London et al. 2010).

To my knowledge in this field of study, papers haven't directly measured the potential effect of inclusive business on improving the supply chain of business particularly for the business with problematic organizational culture. Thus, I predict in this study based on my vision, the potential impact of inclusive business on improving the supply chain of organizations of problematic organizational culture, using a probability approach that relies on purposive sampling to predict the success of inclusive business, unlike most of the normative literatures in this field.

For this paper, I hypothesize two hypotheses as, H1: There is a potential impact of inclusive business to

improve the supply chain of problematic organizational culture, and H2: There is no potential impact of inclusive business to improve the supply chain of problematic organizational culture.

Therefore, I use a probability approach based on purposive sampling to predict this potential impact, and to help accomplish my own vision for the potential significant impact of inclusive business approaches on improving the supply chain of organizations of problems, which are clear in their organizational culture, and on alleviating poverty for low income communities. This can be applied to both for-profit and not-for-profit organizational and governmental organizations.

My own vision can contribute to the literature by encouraging more advanced researches, to empirically follow up the cause and effect studies, and to use real empirical data in this field of study, and also, to encourage organizations to build new business models for such vision.

## DATA& METHODICAL ISSUE

The challenge of this paper is clear in the selection of data to help predict the idea of this paper. Therefore, the study has no real case in practice to empirically analyze, thus, in the essence of estimations derived from discussions, searching, readings and my vision in the business community, in various fields, I suggest sitting the data and the case based on the inclusive business percentages of success, to contribute to improving the supply chain of problematic organizational culture (  $x$  ). This can be accomplished by using a probability approach that relies on a purposive sampling, and on predicted scores of variables of the inclusive business approach, the scores are predicted based on my own vision.

I assign the success percentages based on predictions, ranging from 0 to 100% predictions, as, 0%, 20%, 40%, 60%, 80% and 100%. Subsequently, the significance of expected number of variables (n) to contribute to the success of inclusive business can be predicted.

These variables are predicted to be 14 significant variable related to, organization engagement with multi stakeholders, regoverning the market, the business models to use for alleviating poverty, intrapreneurial bricolage in multinational corporations, innovations and inequalities, inclusive development, new opportunities for innovations, positive social and development impact, including low-income community in the value chain, creating jobs and livelihood opportunities for low income people and households, expansion of employment, entrepreneurial opportunities, innovate-operate and grow, and create new markets, that all are expected to attain the

inclusive business success, as to contribute to improving the supply chain and problematic organization culture, and also, alleviate low income communities.

The variables are purposively associated to the inclusive business percentage of success, as I estimate that with zero variables there is a  $P(x) = 0.00$  probability of contribution to the success of inclusive business by 0%, with 1 variable there is  $P(x) = 0.07$  probability of contribution to the success of inclusive business by 20%, with 2 variable there is  $P(x) = 0.14$  probability of contribution to the success of inclusive business by 40%, with 3 variable there is  $P(x) = 0.21$  probability of contribution to the success of inclusive business by 60%, and with 4 variable there is  $P(x) = 0.28$  and  $0.30$  probabilities of contribution to the success of inclusive business by 80% and 100% respectively.

My view to the variables is significant for this study because of a vision that their concepts would have an expected positive effect on improving both the supply chain of businesses, and also alleviating low income communities. Table 1 summarizes the concepts of the 14 variables.

**Table 1**  
**The variables predicted to contribute to the success of the inclusive business**

<b>The variables</b>	<b>The concept</b>	<b>The positive relation to inclusive business</b>
1. Organization engagement with multi stakeholders	The organization communicates or interacts with its stakeholders in order to achieve a desired outcome and enhance accountability.	Motivating the enhancement of sustainability and building trust, risk management, brand enhancement and strategic opportunities.
2. Regoverning the market.	Modernization of agrifood markets in emerging economies, and implications for small - scale producers. In order to secure more equitable producer and trade benefits in response to market changes.	Supporting the livelihood of the majority of rural poor, and contributing to the resilience of rural economies.
3. The business models to use for alleviating poverty.	Serve the unmet needs of the world's poor by the organizations, at the same time attracting new business opportunities and advancing the standards of living of those living in poverty.	Providing the approaches for innovation and understanding the competitive advantages.
4. Intrapreneurial bricolage in Multinational Corporation.	Innovate business models that can alleviate poverty. And how middle manager innovators may promote pro-poor business models whilst facing obstacles.	Providing innovations for inclusive business in large organizations and social intrapreneurship, and managerial practices around innovations for inclusive business.
5. Innovations and inequality.	Technology disproportionately increases the incomes of those most able to take advantage of it. Thus, they say, technological innovation is a driver of inequality.	Ideas can be shared equally, and the fact that technology increasingly makes ideas the drivers of our society and economy, means that our circumstances are more equal than the conventional income measures would suggest.

6. Inclusive development	a pro-poor approach that equally values and incorporates the contributions of all Stakeholders - including marginalized groups - in addressing development issues.	Promotes transparency and accountability, and enhances development cooperation outcomes through collaboration between civil society, Governments and private sector actors.
7. Opportunities for innovations new	<p>Constantly studying the market to: Find a way for an unexpected success and convert this success into an opportunity.</p> <p>Looking for incongruity in our own customers. Their complaints and unmet wants are all the hints we need for opportunities.</p> <p>Study the Process need by identifying our company's process weak spots and correcting or redesigning them.</p> <p>Continuously watch the Regulations change in our business as some product line expand while others shrink.</p> <p>And to watch out the convergence of multiple technologies and structural problems that occur from time to time.</p> <p>Smart firms are constantly paying attention to: changes occur in populations, income levels, human capital (education) and age ranges. Also, changes in perceptions, meaning and mood, and also, the new knowledge.</p>	All opportunities can create innovations and include the appropriate communities among the low income communities and other appropriate communities in new business models.
8. Positive social and development impact	<p>Firms needs to develop:</p> <p>Social and Emotional Learning.</p> <p>Self – awareness</p> <p>Self – management.</p> <p>Social awareness.</p> <p>Relationship skills.</p> <p>Responsible decision making.</p>	Direct businesses to the importance of their contributions to the communities and the socioeconomic aspects, as to direct their emotional awareness to the most contributor idea.
9. Including low income community in the value chain.	To focus much less on overarching theory and unrealistic assumptions and more on a practical approach towards supporting specific target groups to access particular value.	Set goals from increasing commercial profits to improving the competitiveness And alleviating poverty.

10. Creating jobs and livelihood opportunities for low income people and households.	The focus is to understand how institutional arrangements determine rural people's entitlements, provide the setting within which they construct their livelihoods, and determine who gains and loses in the struggle to maintain livelihoods.	Guide businesses models to proposed ideas that can help rural people construct their livelihoods via three main strategies: agricultural intensification, livelihood diversification, and migration.
11. Expansion of employment.	Using fiscal policies by the government to expand employment. And better controlling the flow of money (income) restrictions. Using condition based techniques by the government to manage the downward business cycles – negative income shocks.	Direct businesses to innovate techniques by the inclusive business, that can help contribute to the bottom line as: people, plant and profit.
12. Entrepreneurial opportunities.	Creating those situations in which new goods, services, raw materials, and organizing methods can be introduced and sold at greater than their costs of production.	Directs businesses to follow research to date focusing on the discovery, exploitation, and consequences thereof without much attention to the nature and source of opportunity itself.
13. Innovate - operate and grow.	To prepare process that brings together various novel ideas in a way that they affect society. Managing to create innovations found empirically from products and services to meet the growing consumer demand.	Direct inclusive businesses to create and find the application of better solutions that meet new requirements, unarticulated needs, or existing market needs, and at the same time breaks into the market and the society.
14. Create new markets.	To begin a new area of development	Encourages businesses to innovate socially as to open new markets for the low income communities and alleviate poverty.
Source: (See, e.g., COPLA 2009; DRUCKER INSTITUTE 2016; GIIRS 2016; Halme et al. 2012; IIED 2016; John 2013; Klein 2008; OXFAM INTERNATIONAL 2016).		

Table 2 presents the sample observations by the percentage of success of inclusive business (  $x$  ) and the probability distribution  $P ( x )$  based on my vision and the estimations of the expected number of variables (  $n$  ) to contribute to the success.

<b>TABLE 2: Purposive Sample Observations for the Percentage of Success of Inclusive Business &amp; the Probability Distribution</b>		
Inclusive Business Percentage of Success to Contribute to Supply Chain of Problematic Organizational Culture & the <u>low income communities</u>	The Vision of Expected Number of Variables to Contribute to the Success of the Inclusive <u>Business (*)</u>	The Probability <u>Distribution (**)</u>
<u>( x )</u>	<u>( n )</u>	<u>P ( x )</u>
0%	0	0.00
20%	1	0.07
40%	2	0.14
60%	3	0.21
80%	4	0.29
100%	<u>4</u>	<u>0.29</u>
	<u>14</u>	<u>1.00</u>

(\*)  $(n)$ : *The 14 variables expected to have contribution to the success of inclusive business approach.*

Organization engagement with multi stakeholders. Regoverning the market. The business models to use for alleviating poverty. Intrapreneurial bricolage in multinational corporations. Innovations and inequalities. Inclusive development. New opportunities for innovations. Positive social and development impact. Including low-income community in the value chain. Creating jobs and livelihood opportunities for low income people and households. Expansion of employment. Entrepreneurial opportunities. Innovate-operate and grow. And create new markets.

(\*\*) *The vision of the estimated number of any variables of the 14 variables.*

There is a probability of  $P(x)$  expected to have a significant contributions calculated as:

$0/14 = 0.$	$1/14 = 0.07.$	$2/14 = 0.14$
$3/14 = 0.21.$	$4/14 = 0.29.$	$4/14 = 0.29$

## I. METHOD & RESULTS

### Model:

To predict the potential impact of inclusive business on the supply chain of problematic organizational culture, and on low income communities, I examine the expected value of inclusive business percentage of success for a probability distribution of inclusive business scores ( $x$ ), the scores are assigned for a sample of associated variables ( $n$ ). The variables are significant to the supply chain improvement, and problematic organization culture, and are based on estimations to their probabilities. This is expected to help show the vision of the potential impact of inclusive business.

As the vision of this paper, I use a supportive statistical analysis, which is not in depth similar to researches using real data and cases, for the purpose of supporting and expressing my vision in this paper.

Therefore, I use the MINITAB statistical package, to run the expected value and variance of random variables test, in order to express the vision and the prediction of the potential impact of the inclusive business, and then I support this examination by discrete probability distribution, and continuous probability distribution. To obtain this analysis, the methods take the following formats:

$$E(x) = \mu = \sum(x) P(x) \dots\dots (1)$$

Where:

$E(x)$  = the expected value of the inclusive business percentage of success

$= \mu$  ( The mean )

$x$  = Inclusive Business Percentage of Success to Contribute to Supply Chain & Problematic Organizational Culture

$P(x)$  = The probability distribution of the number of variables that are expected to contribute to the success of the inclusive business

$$Var(x) = \sigma^2 = \sum(x - \mu)^2 P(x) \dots\dots\dots (2)$$

Where:

$Var(x)$  = the variance summary of the variability in ( $x$ )

$x$  = Inclusive Business Percentage of Success to Contribute to Supply Chain & Problematic Organizational Culture

Culture

$\mu$  = the mean

$P(x)$  = The probability distribution of the number of variables that will contribute to the success of the inclusive business.

### Results:

Table 3 shows the results of the method used to measure the expected value of the inclusive business percentage of success, denoted ( $x$ ), which are expected to contribute to the improvement of the supply chain of problematic organizational culture, and low income communities, the table shows the calculations, as the expected value of

$(x) = \sum(x) P(x) = 72\%$ , which indicates the percentage of success of using the inclusive business variables to contribute to the supply chain of problematic culture and the low income communities.

Therefore, I can initially predict that 72%, as it is shown in table 3, to be the percentage of the success of the inclusive business, as a result of calculating the  $E(x)$  expected value of the inclusive business percentage of success as ,  $E(x) = \mu = \sum(x) P(x) = 72\%$ .

As a result, I use the Minitab to calculate the discrete probability distribution, and the continuous probability distribution in order to assure this expected value of 72% and to optimally improve it.

Thus, this vision over the time, and by the development of inclusive business show the predicted percentage of

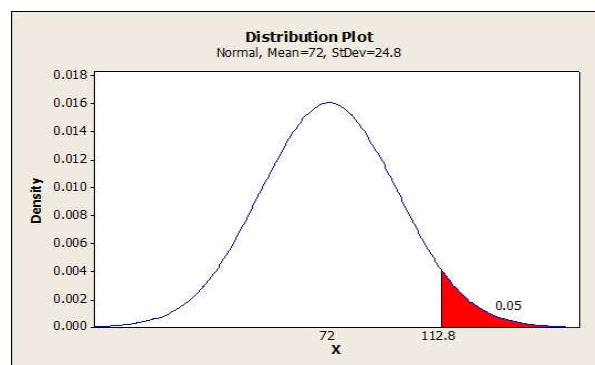
inclusive business success, which is the 72% expected value, and this predicted percentage can help to predict the average number of variables ( $n$ ) that would contribute the success of inclusive business. As my vision for this 14 variables ( $n$ ), if  $(14 \times 72\%) = 10$  variables approximately, this can predict that 10 variables approximately can help contribute to the success of inclusive business, and their importance can be ranked based on the highest probability in the probability distribution as shown by the Minitab results.

Table 3 also shows the variability summarized by the variance  $Var(x)$ , which = 616, as to indicate how far a particular percentage of inclusive business success from the expected value  $Ex(x)$ , and in this regard the variability is  $[616 - 72 = 544]$ , and the standard deviation = 24.8 indicating a low variability and significant prediction for the success of inclusive business.

Table 3: Results of Expected Value of Inclusive Business Percentage of Success								
$\bar{x}$	$\frac{P}{(x)}$	$\frac{xP}{(x)}$	$\frac{E}{x}(x) = \frac{\sum xP}{(\sum x)}$	$\frac{x - Ex(x)}{l^2}$	$\frac{(x - Ex(x))^2}{l^2}$	$\frac{(x - Ex(x))^2}{P(x)}$	$\frac{\sum (x - Ex(x))^2}{Var(x)}$	Std.D <u>ev.</u>
0%	0.00	0.0	72	-72	5148	0.00	616	24.8
20%	0.07	1.4		-52	2704	189.28		
40%	0.14	5.6		-32	1024	143.36		
60%	0.21	12.6		-12	144	30.24		
80%	0.28	22.4		8	64	17.92		
100%	0.30	30.0		28	784	235.2		

Figure 1 shows the results of the normal probability distribution analysis for the inclusive business percentages of success, as the analysis shows the optimal expected value  $Ex(x) = 72\%$ , and the standard deviation = 24.8, indicating the expected success of inclusive business by 100%. Figure 1 also shows the expected percentage of inclusive business success for each percentage for the range of 0%, 20%, 40%, 60% and 100%.

**Figure 1:**  
**The Normal Probability Distribution For The Inclusive Business Percentages of Success**



The normal probability distribution for the inclusive business percentages of success, as it is optimal to have the percentage of success 100%, with the  $Ex(x) = 72\%$ , variance = 616 and standard deviation = 24.8, and it shows the expected percentage of inclusive business success for each percentage in the range of 0%, 20%, 40%, 60% and 100%.

On the other hand, using a continuous probability distribution, can also assure and confirm the percentage of success of inclusive business, measured by the Minitab results, which show an improvement,  $P(x \leq 100) = 0.87$  compared to the normal probability distribution of 72%, at the percentage of 100% success.

Table 4 shows the Minitab results of the continuous probability distribution,  $P(x \leq 100\%) = 0.87$ , and the calculation of the overall results of using the continuous probability distribution, which indicate the highest probability of inclusive business success by 100% when using any 4 variables from the 14 variables as shown in table 2.

**TABLE 4**

**The Overall Continuous Probability Distribution for the Percentage of Success of the Inclusive Business**

<b>Inclusive Business Percentage of Success to Contribute to Supply Chain &amp; Problematic Organizational Culture</b>	<b><u>The Continuous Probability Distribution</u></b>
<b><u>(x)</u></b>	<b><u>P(x)</u></b>
60%	0.314
100%	<b><u>0.870<sup>(*)</sup></u></b>
0%	0.001
80%	0.626
20%	0.018
40%	0.098

(\*)  $P(x \leq 100\%) = 0.87$ , for using any 4 variables

from the total 14 variables shown in table 2.

This paper results are supportive to the potential impact of inclusive business on the supply chain of problematic organizational culture and to alleviating poverty in low income communities, as it is potential that 0.87 is the probability of the success of inclusive business by 100%, when using and applying any 4 variables of the inclusive business from the total 14 variables, to help attain the  $H_1$  of this paper about the potential impact of inclusive business.

This can be interpreted by how this perspective can have a significant impact, and is expected to help contribute to the business model and the community, which will lead to encouraging the majority of managers and economic regulatory parties in the international economy and organizations of high quality organizational culture to adopt this perspective.

## CONCLUSIONS & DISCUSSION

In this paper I express my vision of the potential impact of inclusive business on the improvement of the supply chain of problematic organizational culture, to help contribute to the sustainability, economic growth, reduce poverty and improve

organizational culture by learning and providing suitable environment for innovation and entrepreneurship.

I predict a probability of 0.87 to be the highest probability for the potential success of the inclusive business by 100%, when using any 4 variables of the total 14 variables that are based on my vision and estimation to the expected significance of this paper's perspective.

I use for the study in this paper, the methods of expected value and the variance test for analysis. In addition, I use more probability analysis for more confirmation to the prediction of my vision, I find additional prediction assurance to support and confirm the paper's perspective. The outcomes of this paper lead to the potential success of inclusive business, to help assure my prediction vision of the potential impact on the supply chain of problematic organizational culture and low income communities.

Although it is difficult to attain inclusive business success, and to use a real data and cases for analysis, my analysis is based on an optimistic estimation for the probability distribution used for this study, whereas I predict that this perspective will succeed, based on the rationality and necessity of sustaining an economic growth, and solving problematic aspects, resulted from economic and financial crisis and problematic organizational culture, as ethical issues and internal control issues are considered a significant driver for such issues.

Future empirical and experimental research could attempt to replicate my findings in a setting that would control for differences in the associated variables and their numbers, to measure and predict the probabilities of their impact on the inclusive business success, using a real data and cases for study and analysis.

Future researches also can encompass the appropriate prediction analysis and methods to predict the inclusive business success, and consequently, predict the impact on the supply chain and organizational culture for organizations of all types and nature, and also on the low income communities.

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