



PEOPLE'S DEMOCRATICS REPUBLIC OF ALGERIA
MINISTER OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH
THE NATIONAL HIGHER SCHOOL OF MANAGEMENT
UNIVERSITY POLE KOLEA - ALGERIA

**Research Project for obtaining
MASTER OF MANAGEMENT (MOM) degree
In Entrepreneurship and Project Management**

**Strategic Planning for Project Initiation following
Project Management Approach**

**Case study: Launching of the Air Freight Project
for Tassili Airlines**

Researcher:

- Nadjmeddine DJEBBARI

Supervisor:

- Dr. Mohamed CHOHRA

Juries members

- President: Dr. Abid N.

- Examiner: Pr. Abdelmalik MEZHOUDA

Issued in June 2019

This page left intentionally blank

Abstract

Our interdisciplinary research, which is part of the field of management and entrepreneurship in the digital era, aims to analyze not only the strategic planning method adopted by Tassili Airlines, but especially the project management approach according to the *PMBOK guide* (2017). The exploratory nature of this work conducted through the analysis of the interviews contributes to the launch of a new commercial activity of the air freight project and designing of a marking and unforgettable "customer experience".

Key words : Strategic planning, project Management, strategic project planning, *PMBOK* guide, project initiation, initiation process, process approach, aviation logistics, air freight.

Résumé

Notre recherche interdisciplinaire qui s'inscrit dans le domaine du management et entrepreneuriat à l'ère digitale vise essentiellement à analyser non seulement la méthode de planification stratégique adoptée par Tassili Airlines, mais surtout l'approche de management de projet selon le *PMBOK guide* (2017). La démarche exploratoire de ce travail menée via l'analyse des entretiens contribue au lancement d'une nouvelle activité commerciale du projet de fret aérien et une conception d'une « expérience client » marquante et inoubliable.

Mots-clés : Planification stratégique, management de projet, planification de projet stratégique, *PMBOK* guide, initiation du projet, processus d'initiation, approche par processus, logistiques d'aviation, fret aérien.

ملخص

هدف بحثنا متعدد التخصصات، والذي يعد جزءاً من مجال الإدارة وريادة الأعمال في العصر الرقمي، إلى تحليل ليس فقط طريقة التخطيط الاستراتيجي التي تتبناها شركة طيران الطاسيلي، ولكن بالتحديد نهج إدارة المشروع وفقاً لـ *PMBOK guide* (2017) يساهم النهج الاستكشافي لهذا العمل، الذي يتم من خلال تحليل المقابلات، في إطلاق نشاط تجاري جديد لمشروع الشحن الجوي وتصميم "تجربة عملاء" مذهلة ولا تنسى.

الكلمات المفتاحية : التخطيط الاستراتيجي، إدارة المشروع، تخطيط المشاريع الاستراتيجية، دليل *PMBOK*، بدء المشروع، عملية البدء، خدمات لوجستية للطيران، الشحن الجوي.

Acknowledgements

To Whom I trust, GOD ALMIGHTY for the strength to accomplish this work,
My two mothers Leila and Yamina, my brothers and sisters, Nour El Imene, Ikram, Oussama and
Ishak, and my stepfather Abdelhamid, grandfather Ahmed and uncles for their love, prayers and
support and all my beloved Families DJEBBARI, GHERBI and RIHANI.

Those can't be today here with me and am confident they will be proud, dear father Ammar this is
my best way to show my love and appreciation your friends, my little brother Ayoub and my
Grandfather El-Arbi and all other who passed away wish you all to rest in peace.

My appreciation goes surely to my supervisor Dr. Chohra his ambitions and action was inspiring,
juries members Dr. Abid and Pr. Mezhoua also Scientific Committee.

Without forgetting every one contributed from near or far to the completion of this work and
special mention goes to TAL collaborators especially: Landalousi, DSSP (DEPS) team
Mme Katiba, Omar, Mourad, Mohamed C., interview participants Brahim G. Mme Medjbar and
Nassreddine, Air freight collaborators and Adel B.

ENSM (HNSM) Profs, Staff especially Dean Mme. Pr. Amina Messaid, Pr Amokrane,
Amine, multimedia and library team, besides comparative studies companies Transport Ministry,
ALGEX, ONS, CREAD, Customs Ext.

Association: Generation of hope, GEW, Mustakbel, and project Ta'ahil with PAJE, ILO
Especially Ayache and Abdelhamid, Ferhat, Salih, Pedro & Fat inspired along the way with them.

To all my 'Paypass' friends, brothers, colleagues (MPE's you were the best), business partners
and workmates, special thanks to Nasro Ait A. and Abderrazak Chakhrit.

My gratitude goes to every one teaches me a letter from the day I opened my eyes, all that wish me
the best in their heart, and prayers for me when am not there.

At the end, dedicating this work for my brothers and sisters in humanity that sacrifices for peace,
to all that do action not just speeches, to all lovers of humanity together without borders and
empowering other life.

This modest work is for all of you.

Summary Contents

Abstract.....	I
Acknowledgements	II
Summary Contents	III
List of Tables	IV
List of Figures.....	V
List of Appendixes	VI
Abbreviation, Initials and Acronyms	VII
Introduction	1
Chapter I: Theoretical Framework & Literature Review	6
1.1 Literature Review.....	7
1.2 Strategy and Strategic Planning	11
1.3 Project	16
1.4 Project Management.....	18
1.5 Project Management Methodologies (PMM).....	22
1.6 Project Management Body of Knowledge (PMBOK)	24
Chapter II: Methodology of research.....	32
2.1 Research Design.....	33
2.2 Research Process.....	34
2.3 Research Approach	35
2.4 Research Strategy	37
2.5 Data Collection Methods.....	39
2.6 Data Analysis	45
2.7 Research Ethics	48
2.8 Research Reliability	48
2.9 Research Validity	50
Chapter III: Empirical study.....	51
3.1 Case Study.....	52
3.2 Air freight.....	61
Chapter IV: Analysis and Discussion.....	69
4.1 Interviews Analysis	70
4.2 Implementation & Recommendation	73
4.3 Future Development.....	79
General Conclusion	82
Appendixes	87
List of References	106
Table of Contents	111

List of Tables

Table 1 : Project Management Process Group and Knowledge Area Mapping	28
Table 2 : Individual Interview Exploring	41
Table 6 : Distinction between qualitative and quantitative Data.....	45
Table 3 : TAL Company Data Sheet	52
Table 4 : Key facts for Air Freight	62
Table 5 : Transport of goods (2016) updates.....	68
Table 7 : Participants summary table	70

List of Figures

Figure 1 : Systematic strategic planning sections.....	13
Figure 2 : Categorization of Risks.....	15
Figure 3 : Organizational State Transition via a Project	17
Figure 4 : Project Management Methodologies	22
Figure 5 : Project Life cycle (Generic phases)	24
Figure 6 : Example of Process group Interaction within a Project or Phase	26
Figure 7 : Project Initiation Context.....	29
Figure 8 : Initiating Project Group	29
Figure 9 : Project boundaries.....	30
Figure 10 : Our Research Onion.....	33
Figure 11 : Research Process.....	34
Figure 12 : Methodological Choice.....	36
Figure 13 : Chosen Interview form	40
Figure 14 : Company Policy - TAL Saven Commitments	53
Figure 15 : Distribution of staff by professional social category	55
Figure 16 : TAL Evolution	56
Figure 17 : Organisation Structure of TAL	57
Figure 18 : Planning Cycle inside DSSP	59
Figure 19 : Structure of the Direction of Studies and Strategic Planning	60
Figure 20 : Air freight movement.....	61
Figure 21 : General cargo most common document flow for Customs.....	63
Figure 22 : Global logistics core products and key factors	64
Figure 23 : Information flow in the express model	66
Figure 24 : Total weight of freight treated in Algeria (2012).....	67
Figure 25 : Algeria freight market shares	68
Figure 26 : Air freight market in Algeria (2016).....	68
Figure 27 : Defining the data type	46
Figure 28 : Type and source of codes.....	47
Figure 29 : Initiation project organization chart.....	74
Figure 30 : Expansion organization structure chart.....	75
Figure 31: Tassili Airlines freight project Stakeholders.....	76

List of Appendixes

Appendix A : Research Plan	88
Appendix B : Internship opportunities evaluation	92
Appendix C : Interview Guide	94
Appendix D : Interview questions translated to French.....	99
Appendix E: Interviews Transcript Simplified	102

Abbreviation, Initials and Acronyms

AOC	Airline Operating Certificate
PCR	Perishable Cargo Regulations
SH	Sonatrach
TAL	Tassili Airlines
TG	Transporting Goods
FIATA	International Federation of Freight Forwarders Associations
IATA	The International Air Transport Association
ICAO	International Civil Aviation Organization
ISO	International Organization for Standardization
ULDR	IATA Unit load device Regulations
TIACA	The International Air Cargo Association
BI	Business Intelligence
CSR	Corporate Social Responsibility
E-AWB	Electronic Air Way Bill
DSSP	Direction of Studies and Strategic planning
HR	Human Resources
AC	Air Crew
EAC	Executives Aircrew
TAC	Technical Aircrew
GP	Ground Personal
HSE	Health, Safety and Environment Department
R&D	Research and Development
SP	Strategic Planning
SBSP	Scenario-based strategic planning
SSP	Systematic Strategic Planning
SPEM	Strategic Planning, Execution, and Measurement
IAPM	International Association of Project Managers
IPMA	International Project Management Association
PM	Project Management
PM BOK	Project Management Body of Knowledge Guide
PMI	Project Management Institute
PMMM (3M)	Project Management Maturity Model

Introduction

“Nothing else in the world...not all the
armies...is so powerful as an idea whose
time has come.” Victor Hugo, *The Future
of Man* (1861)

Business development is a major reason being to every organization. Succeeding their activity is the heart on which the enterprises engaged in the economic world to have a surplus-value which helps them to develop and improve their industry, products or services, in an environment not ceasing progress. Oriented nowadays toward artificial intelligence, digital, block chain and automating, taking us to the next industrial revolution (Schwab, 2016). Which we want it to be collaborative era, taking humanity in the next leap by lateral power and energy (Rifkin, 2011). Logistics securing artery role facilitating international exchange and collaboration.

Supply chain connected us like never before with just in time engagement, products can reach you wherever you are in suitable time and conditions. Freight sector in recent years, have a fierce competition between different transportation modes, especially ocean, air and railways when in matter of weight the ocean shipping is the leader, but in a matter of revenue air freight is highly profitable. According to Sales (2016, p. 7) the air trade represents (1.7%) from the containerization traffic, and this small amount generates thirty five percent (35%) of revenue from market share, which make it very beneficial to any airline company to have this activity to cover passenger transportation deficiency.

Engaging in air freight can represent a real opportunity for Tassili Airlines and airlines companies in general. Air freight considered as a strategic and high competitive sector in aviation business development, due to high value and return on investments, with challenging problems that can be addressed. Initiating a business development strategy needs first from the organization to have a mission, a clear vision and *SMART* objectives. After that, a strategic planning is essential to launch those activities successfully. Strategic planning requires having that strategic aspect using different concepts and approaches developed in the strategy field to satisfy that need for processes, systematic, scenario-based, *SPEM* or other methodologies, conducting this venture or internal entrepreneurship action engaging collaborators intapreneurial spirit.

There are studies trying to integrate strategic dimension to project management or strategic project planning but, we couldn't find an implementation of project management processes approach into strategic planning to initiate the project, adapting project management technics and process when possible to deliver most convenient results to succeed in the project. This approach regarded as valuable comparing to the number of research treating this trans-disciplinary aspect of both fields, showcasing just complementarities of the strategic dimension for the project or processes to strategy. Moreover, starting from strategy to project introducing the strategic dimension already undertaken, than it might be an opportunity to discover the subject from another angle.

Our research will be conducted in DSSP, direction of Strategic Planning in Tassili Airlines Company. Strategic planning as a starting point concerning the launch of air freight activity and how to integrate project management initiation approach in this unique business development planning process. This research of an exploratory nature follows the constructivist (interpretivism) epistemological paradigm through inductive approach, a simple scientific methodology based on a qualitative data collection and analysis to bring us progressively closer to the achievement of our research objectives, which are to show the importance of this management approach, its contribution to organizational performance and success in initiating and managing the project of air freights.

Problem description

It is understood that for project management there is a schedule to respect, while do we have the same respect for planning application when it comes to strategic actions and Top management decisions. And for that, efficient planning is essential to launch the project in the best conditions from launching time to necessary resources. Giving more specification and originality comes from finding a real problem to make a contribution to the scientific community. During our literature search, encountered that many authors spoken about project management using strategic planning approach. While there is a scarcity of researches speaking about developing strategic planning using a project management approach especially for planning process and initiation.

How can we judge the relevance of the mission of project management with the strategic axis of the organizations without asking the question of its results related to its performance, and that's made us wonder if Algerian companies, especially public sector apply project management practices; Plan and respect schedules when making strategies, and initiating projects correctly. Otherwise, we can adapt this to our case to ask the following:

- What measures can Tassili Airlines prepare to launch the project successfully?

Aim of the Research

Our research builds on the appreciation of this trans-disciplinary aspect of strategic planning and project management and our conviction of its importance in the improvement of the organizational and professional environment. Some companies conduct their project taking in consideration the organizational aspect toward the company and we aspire to give this project an independent managerial aspect with strategic dimension. To add value with our participation in elaborating this strategy. Combining project management approach essentially from the *PMBok guide* (PMI, 2017), our expertise and literature search to establish project initiation proposal of air freight activity as a project in nowadays, and affiliate in the future.

Answering the following Sub Questions:

- What needed from Tassili Airlines to master this launching process of new project?
- Can we, and how to apply project management approach to initiate this project?

Motivation for choosing this Subject

This modest work made with love, passion and vision. For business development and entrepreneurship, counting on previous expertise and studies in project management and entrepreneurship. This study to deliver the result of months of research, out of engagement in our academic track, summarized in the following objectives:

Research: Conducting research methodology approaching different schools of thought, reflection methods and by applying different theories and paradigms. Also, developing our research skills and get used to the necessary tools in redaction and analysis.

Strategic: Innovation opportunity and wiliness to combine between strategic planning and project management process approach.

What attracted us the most to this subject resides in our motivation within these three aspects:

Personal: Passion for aviation field in general, and airlines to be more specific;

Academic: Related to our major which is MOM in Entrepreneurship and Project Management, and our endeavors to complete studies in the field of Business development.

Professional: Project initiation following project management approach. Participating and understanding of strategic planning in a professional environment, for more understanding of the struggles and dysfunctions to develop awareness and strategies to handle them in the future experiences. Furthermore will be discussed in the following chapters.

Research Structure

In this thesis we tried our best to design a logical sequence of ideas, allowing fast reading possible. Starting with a brief introduction and problem description; then theoretical aspect in the first chapter to ground our theory and provide necessary information about literature review, strategic project planning; explaining next our methodology in conducting this research, data collection method and interviews; followed by an empirical showcase from macro to micro, the company presentation DSSP and our study case of the air freight project. To illustrate at the end our findings via data analyzing, emphasizing on implementation and recommendation proposal, to conclude with the general conclusion answering our initiated questions.

Chapter I: Theoretical Framework & Literature Review

“The beginning of wisdom is to call things
by their proper name.” Confucius

1.1 Literature Review

Strategic planning and project management discipline progresses each year by the contributions of different actors from the scientific universe to the associations, experts and professionals. Conducting our literature search, encountered that many authors spoken about project management using the strategic planning approach, while there is a scarcity of researches speaking about developing strategic planning using a project management approach especially for planning process and initiation. Founded studies trying to integrate strategic dimension to project management or strategic project planning but, we couldn't find an implementation of project management processes approach into strategic planning to initiate the project, adapting project management technics and process when possible to deliver most convenient results to succeed in the project. What makes this approach important is that there are fewer searches in this Trans-disciplinary field of knowledge between these two disciplines and second, the majority of the book's emphasis the complementarity of project management and strategic planning. While, their starting point was the integration of strategic dimension to the project management and could be an opportunity to discover and treat the subject from different perspective.

1.1.1 Literature search process

1. Documentation search using secondary data (at three levels) for three times:

A. Business development; B. Supply chain and Air freight; C. Strategic project planning

2. Getting the information from trusted sources (Books, guides also thesis and articles);

First, started reading using different style of reading: quick reading, in-depth or selected chapters, but most commonly between them, we take a look to the abstract, content table, introduction and conclusion. Starting with, business development books, methodology application from previous thesis. After that discovering the supply chain field and air freight which found out to be a very interesting field of study for us. Continuing our readings concentrating on strategic planning with a project management approach to finish with project management body of knowledge *PMBok* (Project Management Institute [PMI], 2017) sixth (6th) and last edition.

1.1.2 Literature approach

Here we are going to describe the process of approaching different scientific sources and the intention behind it. Starting our research using a hard copy of the book “*Objectif business development: dans la peau des business developers*”, literally translated to: living in the skin of business developers, where the writers of the book (Géry, Brunet-Mbappe, & Anne, 2015) interviewed many actors in the sector of business development and explained the importance of this role in the organization. After knowing general aspect, we began giving more specification and originality finding a real problem to add value in the scientific research. Searched using key words to find the last studies on the subject, these key words are: business development, strategic planning project, air freight.... etc. The process is clearly described in the [research process figure](#).

1.1.3 Literature sources

Used Books, guides and articles for understanding the different initiated concepts.

Supply chain and air freight

To understand methodology concepts we used research methodology *Glossary* from (Saunders, Lewis, & Thornhill, 2015) book for business students. Appreciation from reading *Fedex's Incredible Journey to Success - The Inside Story* (Frock, 2006) an inspiring success story of the leader in air freight Federal Express known as *FedX* and how they *Changing How the World Does Business*, marked our attention to the importance and real opportunities lies behind this type of ventures. Going to recent issued books about supply chain, aviation logistics and air freight. Commencing with *Aviation Logistic: The Dynamic Partnership of Air Freight and Supply Chain* (Sales, 2016) to discover tendencies of this sector. History and integration of air freight in the *global supply chain management and International Logistics* which is the title of the book introduced by (Branch, 2008). Vision about the *Global Supply Chain Ecosystems: Strategies for Competitive Advantage in a Complex, Connected World of* (Millar, 2015) To end up with the management perspective of air transportation by (Wensveen & Wells, 2007). Giving an appreciation to general aspects also used different sources can be categorized in the following, strategic planning, project management and publications of the regulatory bodies.

Strategic Planning and Project Management

In his book *The strategic project planner* a profit-driven pro (Westney, 2000) stated that nothing new about Strategic Project Planning. Where his book was a very practical tool to understand the application of the strategic aspect to the project. When project management could lose of the comparison with strategic management in term of maturity, (Kerzner, 2001) provided us with an explanation about Strategic Planning for Project Management and success factors for strategic planning using this approach of *Project 3M* refer to Management Maturity Model, which can inaugurate maturity of project management, introducing this strategic dimension, that's been illustrated more in his book (Gardiner, 2005) about Strategic planning approach for project management, which helped us to start grounding our theory taking similarities. (Lake, 2012) introduces his *work book* for strategic planning, explaining three (3) phases: preparation, create desire and provide skills; Emphasizing strategic thinking and how making strategy “lead your business to success”. In the next year (Jakhotiya, 2013) introduce the concept of *Strategic Planning, Execution, and Measurement (SPEM)* accented on its benefits to the organization. In the same year, Knowing that the process approach already matured in project management we founded that (Schwenker & Wulf, 2013) introducing it to strategic planning as a measure of evolution and call that “the strategic process era”, exploited process approach for the scenario-based strategic planning which is recent and under development branch of strategic planning. Thus remarked us to the use of exploited technics from other disciplines, allowing for the trans-disciplinary aspect to emerge. Talking about recent approaches in strategic planning took us also to (Butuner, 2015) presenting the Systematic Strategic Planning. Progressing to more recent works, (Cokins, 2017) about Management of strategic business, that demonstrate the planning role in the performance and categories of risk. To finish our tour digging in the project management guide and standards which take us to the next point.

Guides, Standards and Regulation

PMBOK guide (Project management institute [PMI], 2017) used to discover standard and approach of project management focusing on project initiation and early planning stage. Approaching other guides and regulation from aviation sector regulatory bodies like (IATA, 2018), ICAO and IBM...etc. To have a wider vision on the subject, and next some helpful tips.

1.1.4 Helpful tips

- ❖ Used the *APA (American Psychological Association 6th edition)* that focuses on the fluidity and continues reading without interruption every time by the footnotes. With the help of the open source application Zotero (<https://zotero.org>) for reference management, found ourselves focusing on collecting the maximum information with ease and methodically. *APA* presents the author name and the year to know the actuality of the information and leaves the details to the list of references. Keeping the footnotes to the supplementary information.
- ❖ Chosen writing language is *English-US*, because one of our primary sources of information is the *PMI PMBOK*, 2017 used the same language; while, some used documentation are in British English;
- ❖ Consider reading Glossary from methodology books before starting your research project;
- ❖ Using just a different formula of the words could change the result; instead of writing the whole statement we can use just the key words. In our case at first we couldn't find books using this sentence "*Strategic planning project management approach*" while we find results just mentioning the key words "*Strategic planning project*".
- ❖ Uploaded and shared our entire research database with our supervisors and juries for transparency, more coordination and better collaboration.
- ❖ Analyzing interview transcripts manually, Could benefit of free apps like (*Gate*) *General Architecture for Texts Engineering* Developed by the University of Sheffield.
- ❖ Plagiarism checking using the website of (www.plagiarisma.net) and the desktop software of Plagiarism Checker X 6 pro.
- ❖ For translation, grammar and spell checking we used (www.reverso.net).

1.2 Strategy and Strategic Planning

Organizations starving for achieving unreachable objective by developing ambitious strategies ending with dominating their market and (Lake, 2012, p. viii) support this stating that Strategy is a balance between choice and analysis. You must have ‘reasonable measures framework for your business that will support fulfilling your mission, achieving your vision and living your values.’ and make sure to imply it in every day in the organization (Lake, 2012, p. 105).

Generic Strategies. To define your strategy Lake (2012, p. 59) takes us through the understanding of ‘the driven force in the industry’: Environmental analysis like PESTEL, Barriers to entry analysis; like five (5) forces of Porter; and, availability analysis. To make it happen, Lake (2012, p. 133) advises us to build it on ‘good data and solid facts’ using the following strategies: cost versus differentiation; customer driven; competitor driven; and internal process driven.

Customer Relationship. New businesses with a small presence generally use a customer driven according to Lake (2012, p. 135), and in this customer relationship exist in ‘three board categories: value acquisition (gaining new customers); value improvement (gaining more from existing customers); value maintenance (keeping your vulnerable existing customers).’

Strategic Thinking. Differs from strategic planning, it requires you to take a step back to have a wider vision about our organization and to understand what is essential in nowadays to maintain or achieve success in the future (Lake, 2012, p. 1).

Business Evolution. Happen in four (4) ways illustrated by Lake (2012, p. 10), and they are stability or improvement which means getting better; reapplication for getting bigger, and evolving when presenting different parts; or reinvention for radical change.

Planning. Designed for a predefined future where strategy development of strategy is a designed dynamic event (cannot be scheduled) placing the organization in an environment with sudden uncertainties and changes in order to attain the desired objectives (Butuner, 2015, p. 13). Completing our readings about this interesting subject take us to strategic planning.

1.2.1 Strategic Planning

Defined by Kezner (2001, p.15) “Strategic planning is the process of formulating and implementing decisions about an organization’s future direction”. Lake (2012, p. xi) simplifying this stating that “Strategic planning is gaining insights about where you are now, gathering the information that identifies where you should be in the future, generating the decisions that will give you a unique position, and then defining the actions that will bridge the gap.” We understand from this that strategic planning is a process of decision making, thinking about this transitional situation, planning to prepare for a promising future. Before continuing let’s dive in the history of innovation in strategic planning.

1.2.2 History of Strategic Planning

The idea of strategic planning first emerged in 1950s. Used by corporates to design business strategies. This field attracted some influencers like Igor Ansoff, Andrews and Porter. Wide spread methods created and framework combining product to its market, like the SWOT analysis and Boston Consulting Group (BCG) matrix. Making their way to other business aspects improved with multi-dimensional or *holistic approach*. This field marked its presence in the so called "golden age" in the 1960s when institutions devoted to this approach established like Society of Corporate Planners (1961) in the United States (Schwenker & Wulf, 2013, pp. 30–31). In this era popular technics created among them Ansoff's strategic choices for growth in 1957; BCG portfolio matrix: by Bruce Henderson in the 1960s; SWOT analysis (Andrews, 1971); Porter's five forces analysis (Schwenker et al., 2013, pp. 30–31). Henry Mintzberg Inspired a sociology idea making Strategist arguing the inconstancy of the social reality, finding its way to strategic planning related to competitive landscapes changes which enforced the obsolescence of the ‘ideal strategy’ traditional planning converted to process, or ‘the strategic process era’ and then the multi-perspective view (Schwenker et al., 2013, pp.30; 32). Some methods developed in these eras are Strategy maps: the Balanced Score- card (BSC) developed by Richard Norton and David Kaplan in 1992; Blue Ocean Strategy and Business war-gaming (Schwenker et al., 2013, pp.32; 35) continue explains that because of their benefits some of these strategic planning approaches partially used, in spite of that they have downsides in an uncertain world. Not ceasing development, let’s discover nowadays innovation in this field.

1.2.3 Innovation in Strategic Planning

Besides, the aforementioned (Lake, 2012, pp. 106–112) provided us with more to select the strategy that fits your business: Analyses for Scenario options, Market future, life cycle, portfolio analyses and Concentration of effort analysis; the activity hedgehog... etc. And since we are going to introduce project management to strategic planning, we will just go through some inspiring strategy methods we found along our literature search. Starting with (SPEM).

Strategic Planning, Execution, and Measurement (SPEM)

To attain so called ‘word-class status’ According to (Jakhotiya, 2013, p. 6) we need a ‘clear vision and systematic approach’ or (broad road map)’ that refer to as the strategic plan that cover a road-map from three (3) to five (5) years dealing with five growth performance, Business expansion, cost management; operation, logistics and technology management; collaborators satisfaction; and resources management (Jakhotiya, 2013, p. 73).

Systematic Strategic planning (SSP)

Lying on the basis of P x D (planning by Design) principles presented by Muther (2011), (SSP) Defining organization current situation from procedures and pattern, a systematic strategic planning by then is a strategy to achieve long-term objectives (Butuner, 2015, p. 31), (SSP) aims to be proactive in a matter of being prepared to deal with the future, providing more awareness and a sense of direction focusing on organizational objectives. Running over four stages as follow: Orientation; overall and detailed strategic plan respectively, for where corporate and business to finally implement and control them (Butuner, 2015, p. 33). Working over three fundamental factors explains (Butuner, 2015, pp. 35-36; 79-80; 91) related to the competitive advantage that comes from doing something now or in the future in a particular way that no one can replicate allowing us to have an edge over the competitor. Fragmented to five sections as drawn in the figure below.

Figure 1 : Systematic strategic planning sections



Source: Made by our care based on (Butuner, 2015, pp. 36-39).

Strategic planning for project management using a project management maturity model (PMMM)

The concept of Project management maturity model (PMMM) can be resumed in performing strategic planning for project management (Kerzner, 2001, pp. Xi). Commencing from Design which means, thinking of new management methodologies in term of ‘customer satisfaction’ and triggering on repeating the venture in a long term, surviving effectively respecting the organization environment, and implementation of the produced plan into policies and practices for achieving great decisions; followed by improvement, plus assessment tools (Kerzner, 2001, pp. 15–16). Mentioning tools, let’s find out SP success measures.

1.2.4 Strategic Planning Success Measures

Orienting toward achieving our business goals requires from us to look at the potential success measures to our business or organization. Surprisingly Lake (2012, p.171) stated that more than seventy percent (70%) of projects for change driving either fails or show less from what anticipated, continuing his argument on how to be among the successful thirty percent (30%) showcasing eight key elements for success, these are: Strong mandate and purpose; preparation; having the right people with the proper action plan; change management and early wins enter here; to finish with communication and lock-in (Lake 2012, p.171-172).

Risk dimension

Our choice to integrate risk dimension as a success factor resides to its role to reduce uncertainty and we quote from (Cokins, 2017, p. 114) “If you cannot measure it, you cannot manage it.” also for its relevancy to our findings later. Risk undertaken in some discipline explains Cokins (2017, p. 115) like governance, risk and compliance (GRC) and enterprise risk management (ERM), where the last start with recognizing a source of uncertainty and then applies a qualitative approach treating these factors: Event occurrence probability; it’s impact intensity and the ability and efficiency of management to react.

Different type of risks can be identified and categorized in the following figure.

Figure 2 : Categorization of Risks



Source: Made by our care based on (Cokins, 2017, pp. 115-116) types of risk categories.

Concluding with Kerzner (2001; p.28) that gathered success factors in three categories linking them to achieving ‘project management excellence’ these are: qualitative, organizational, and quantitative factors. And that’s taking us to wonder what is strategic planning for project management?

1.2.5 Strategic Planning for Project Management?

According to Kerzner (2001; p.16) “Strategic planning for project management is the development of a standard methodology for project management, a methodology that can be used over and over again, and that will produce a high likelihood of achieving the project’s objectives. Although strategic planning for the methodology and execution of the methodology does not guarantee profits or success, it does improve the chances of success.” In the next section we will learn more about project management.

1.3 Project

Organization is progressively transitioning to ‘management by projects’ approach states Meredith and Mantel (1995) to conduct their business for its efficiency, cutting time to develop products, reducing costs and to conduct business as a way of shortening product development times, lowering costs, and enhancing quality, reliability and profit (As cited in Gardiner, 2005, p.4). And To understand this “management by projects’ approach” stated by (Meredith and al, 1995) let’s decorticate these concepts starting from the fundamental meaning of the words, and that’s take us to the coming question:

1.3.1 What is a Project?

From old to recent, starting with the definition of (MacLachlan, 1996, 2) “A project is a task with a beginning, a middle and an end, which you as a manager need to complete.” (As cited in Gardiner, 2005, p. 1). To have this wider view about the evolution of “*project*” terminology in 2000 the British Standards Institution comes-out with this definition (as cited in Gardiner, 2005, p. 1) “A project is a unique set of coordinated activities, with a definite starting and finishing point, undertaken by an individual or organisation to meet specific objectives within defined schedule, cost and performance parameters. (BS 6079-1, 2000, 2)”.

According to the *International standardization organization [ISO]* with its issued standard “*ISO 21500*” dedicated to project management “A project is a unique set of processes consisting of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective. Achievement of the project objective requires deliverables conforming to specific requirements, including multiple constraints such as time, cost and resources.” (As cited in Zandhuis, Stellingwerf, & Newton, 2013, p. 21).

In nowadays “*project*” defined in the latest (6th) edition of Project Management Body of Knowledge guide refer to as “*PMBOK guide*”: “A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a definite beginning and end.” (PMI, 2017, p. 542). Further details from PMBOK provided in project characteristics.

1.3.2 Project Characteristics

Project differ from other activities in three main features according to (Gardiner, 2005), that distinguish them from other activities where projects are provisional, unique and need gradual realization. These Characteristics detailed in *PMBOOK* Guide, as although:

Unique product, service, or result. In order to meet objectives, projects are conducted through the production of results. Defining objective as a deliverable to be directed towards work, a strategic position to be reached, accomplishing a purpose, gaining result, manufacturing a product or a service to be carried out.

Temporary endeavor. Shows a definite start and end of a project. Temporary means that there is not necessarily a short-term project.

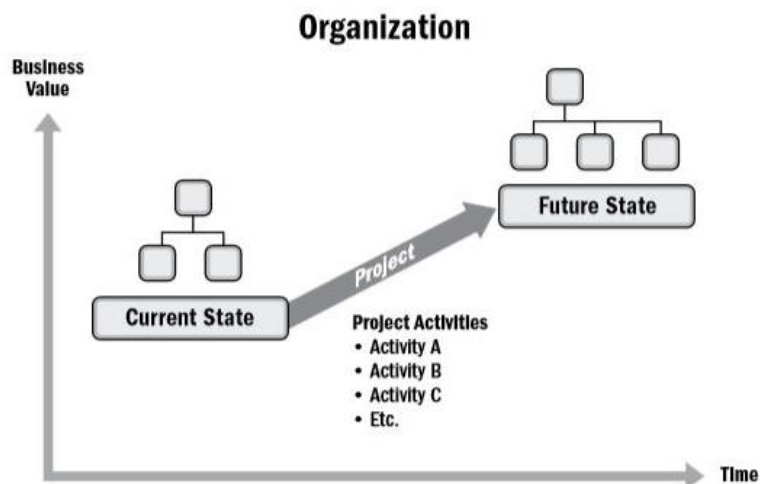
Projects drive change. Projects drive change in organizations. From a business perspective, a project is aimed at moving an organization from one state to another state in order to achieve a specific objective. And the last one **enables value creation** for the project stakeholder (PMI, 2017, p. 4to7).

Additional features that projects frequently show. For example:

- Carrying uncertainty and risk;
- Scheduling, collaborators and budgeting plans;
- Conflicts linked to competition for resources requirement;
- Leadership skills and teamwork really appreciable (PMI, 2000 as cited in Gardiner, 2005).

Project may live transitions states and the following figure can describe the process.

Figure 3 : Organizational State Transition via a Project



Source: *PMBOK 6th Edition* (PMI, 2017, p. 6).

1.4 Project Management

Successful Management of the projects can define project management discipline (APM, 2000: 14). When British Standards (BS 6079-1, 2000: 5). Gives more precision about the procedure controlling project aspects after planning and monitoring, integrating also different collaborators participated in achieving the project objectives respecting time, cost and quality requirements, As cited in (Gardiner, 2005, p. 5). Taking the next official definition from ISO.

ISO 21500 definition:

“Project management is the application of methods, tools, techniques and competencies to a project. Project management includes the integration of the various phases of the project life cycle. “Project management is performed through processes.” (ISO, 2012, p. 4).

Gardiner (2005, p. 5) Explains that there are four major activities in project management, Planning; Organizing; Controlling; Motivating and Leading.

Planning. A plan needed to proceed with each project, to demonstrate the objectives; arranging priorities and completion of each phase, a series of subsequent clarifications and changes are behind a poor project management that lying in the planning errors that result of delays and increasing expenses (BS 6079-1, 2000: 5).” (As cited in Gardiner, 2005, p. 5).

Organizing in order to satisfy the project's requirements to communicate, integrate and make decisions on time, it is important to organize individuals, materials and supportive resources in a project (Gardiner, 2005, p. 6).

Controlling implies ensuring that the project is managed in accordance with the scheduling papers (inputs) and that the organization of projects is a reality transformed into tangible deliverables (outputs)(Gardiner, 2005, p. 6).

Leading and motivating. Warren Benis (1985:21) stated that it's not about knowing how to do things right but, how to motivate others to follow correct steps, the author goes further about the importance of leadership, that the other pre-mentioned activities would not be possible, as cited in (Gardiner, 2005, p. 7).

1.4.1 History and Evolution of Project Management

Leaders of project management often praise the profession, recalling the conspicuous achievements of humanity in the past: the Egyptian pyramids, the Roman viaducts, and the Great Wall of China, there is a scarcity of data archive to witness the real mastering of managing collaborators and how they did it (Gardiner, 2005, p. 12). Major influences occurred through history to shape project management of nowadays, these influences are: knowledge development in the discipline; procedures and spatial tools; information and communication technology advancement; influence from both politics and socioeconomic; and, broadening of the project management sphere (Gardiner, 2005, p. 12).

Evolution

Project management discipline matured over the last decades, granting representation from recognized organizations, institutes and associations, attracting participants from different sectors and supply chains, provided by considerable methods and tools to practice their duties, the author sees that more development is needed in a variety of assets regarding:

- The aim of project management;
- The project success criteria;
- Appreciation of best practice in project management (Gardiner, 2005, p. 15).

Taking in consideration that this book published in 2005, we aim from this study to highlight some updates in the sector, and next we take a look into the project management organization and standards.

1.4.2 Associations, Institutes and Standards

Promoting project management discipline through the existence of representative organization that derive into association and institutes which issues books, guides on the body of knowledge of project management, publishing articles, organizing seminars and conferences and most of them all certifying qualification of the project management profession (Gardiner, 2005, p. 15).

The International Project Management Association (IPMA)¹

International gathering of independent national associations of project management under this IPMA federation, Swiss registered non-profit organization with secretary in the UK, operates through its membership network as the main promoter of the discipline worldwide (Gardiner, 2005, p. 15).

The Project Management Institute (PMI)²

The establishing of standards concerning project management, USA based and a non-profit organization devoted to enhancing the project management profession besides certification, it organizes educational programs and seminars (Gardiner, 2005, p. 15).

Standards

The British Standards Institution (BSI)³ Technical committee MS/2, Project management has released a four part standard

- Part 1: Guide to project management;
- Part 2: Project management vocabulary;
- Part 3: Guide to the management of business related project risk;
- Part4: Guide to project management in the construction industry, the last part Published as PD 6079-4 (BS, 2010, p. iii).

¹ For more information check *IPMA* website: www.ipma.ch / E-mail: ipma@btinternet.com

² *PMI*: www.pmi.org / pmihq@pmi.org

³ *BSI*: <http://www.bsigroup.com/>

The International Organization for Standardization (ISO)

The latest standard concerning project management issued by ISO under the following reference ISO 21500:2012 for project management. This last planned to be the first project management family standards, to line up with previous project management issued before like ISO 10006:2003, Quality management systems – Guidelines for quality management in projects; ISO 10007:2003, Quality management systems – Guidelines for configuration management; ISO 31000:2009, Risk management – Principles and guidelines, and some sector-specific standards in industries such as aerospace and IT (ISO, 2012) New ISO standard on project management, web retrieved in 20-05-2019 (<http://www.iso.org/cms/render/live/en/sites/isoorg/contents/news/2012/10/Ref1662.html>). To contact them (central@iso.org).

The Project Management Institute Standards Program

Simplified approach to assessing and improving project management standards that are helpful and practicable for project management discipline knowledge, practice and certification (ANSI/PMI 99001-2000) as cited in (Gardiner, 2005, p. 16). Furthermore about *PMI* standards (www.pmi.org/standards).

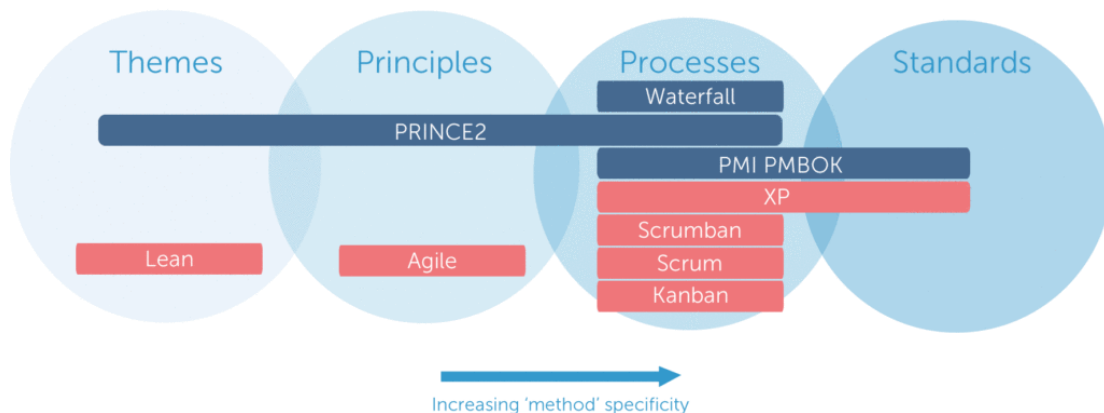
Global Working Group on Project Management Standards

Inaugurated to bring closer those engaged in project management development as an international profession associated with suitable standards (Gardiner, 2005, p. 16). For details: (www.pmforum.org/prof/standard.htm). To approach these project standards we see next project management methodologies.

1.5 Project Management Methodologies (PMM)

Methodology. According to PMI, “A system of practices, techniques, procedures, and rules used by those who work in a discipline.” (PMI, 2017, p. 711). The project management challenges needed for managing team to be methodological, different approach developed by experts in the field in handling a project with efficiency. Widely deployed among them are shown in the following figure.

Figure 4 : Project Management Methodologies



Source: (Citation) thedigitalprojectmanger.com retrieved in 20/05/19.

The project manager has in hand different methodologies “applying different principles, themes, frameworks, processes and standards to help provide structure to the way we deliver projects.” (Aston, 2017) (article retrieved in 20/05/2019 from the link below: (<https://thedigitalprojectmanager.com/project-management-methodologies-made-simple>)).

Next, we are going to discover different methods explained briefly in these articles by (Andre, 2018; Aston, 2017) (retrieved 19and20/05/19 respectfully).

A- The Sequential Methodologies

These are traditional methods that follow strict, well defined steps to accomplish a project

1. Critical Path Method (CPM)

Help managers to prevent frustrating bottlenecks by determining the critical path and concentrating primarily on these significant duties. Additional resources can allocate to critical path activities to advance (Aston, 2017).

2. Critical Chain Project Management (CCPM)

Extended from CPM, Critical Chain Project Management (CCPM) allows prioritizing critical resources and task time buffering creating “critical chain” for critical assignments and decreasing risk of re-ordering resources (Andre, 2018).

3. Waterfall

A sequential methodology helps for implementation later in phases. Referred to as SDLC (Software Development Life Cycle), oldest methodology in our research introduced in 1970 by Dr. Winston Royce to tackle software developments increasing complexity, adjustments are late once the project started which requires a strong focus and a clear concept of project requirements (Andre, 2018; Aston, 2017).

B- Lean methodology

Argued as Agile godfather, focusing on efficiency to stream and waste delivering more with less addressing three dysfunctions: *Muda* for waste eradication; *Mura* for variation elimination and *Muri* about overload removal, refer to as the 3Ms (Andre, 2018; Aston, 2017).

C- The Agile Family

According to (BS, 2010, p. 1) it's a management method focusing on real-time communication and prompt distribution of tasks using incremental time frames instead of standard techniques that provokes delays of months and years. In (2001) Agile manifesto accentuated on four values with several frameworks as follows: Scrum; Kanban; Scrumban and XP – Extreme Programming methodology, asset if this methodology is that the customer defines objectives while the probability of changing outcomes, in the same time the project team also operates in iterative cycles, assesses outcomes after each cycle and collaborates with clients on a constant basis (Andre, 2018; Aston, 2017).

D- Projects in controlled environments (PRINCE 2)

PRINCE, standing for PProjects IN Controlled Environrrrents, first developed to be a standard for IT project management in the UK by the Central Computer and Telecommunications Agency (CCTA, in 1989), a product-based project planning containing eight processes that focuses on the outcomes not just planning (Gardiner, 2005, p. 46).

E- Project Management Body of Knowledge (PMBOK)

A set of conventions that *The PMBOK guide* can offer in addition of standardizing the used professional terms by PM experts, this method requires partitioning project to five stages:

1 Initiation; 2 Planning; 3 Execution 4Controlling; and 5 Closing (Andre, 2018). Reserving the next section to present the this last methodology and approach it in depth, referring to *PMBOK guide sixth (6th) edition* and the latest version, published in 2017 by *PMI*. We will know why.

1.6 Project Management Body of Knowledge (PMBOK)

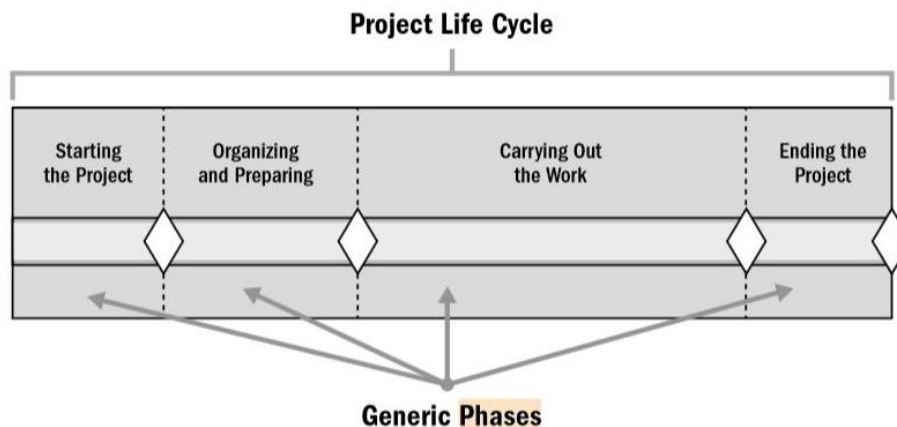
Since it is our chosen methodology to approach the company strategy, we aim to give a brief explanation based on the *PMI PMBOK Guide 6th edition 2017* concerning the component of the project. Since it is an international standard we are going to provide you with the following information with direct citation from the guide keeping the same structure and information flow without reformulating to avoid any misinterpretation. While, in the case study where we found that this standard is flexible and we can adapt it to a different type of projects providing the reader with the information in relation with our study project initiation of the air freight activity. This redaction method in this part should help provide necessary information and serve as a reference for researchers using the same methodology for different approaches.

1.6.1 Project components

A. The project Life cycle

“A project life cycle is the series of phases that a project passes through from its start to its completion. It provides the basic framework for managing the project” (PMI, 2017, p. 19).

Figure 5 : Project Life cycle (Generic phases)



Source: *PMBOK 6th Edition* (PMI, 2017, p. 548).

B. Project Phases

“A project phase is a collection of logically related project activities that culminates in the completion of one or more deliverables.” (PMI, 2017, p. 547). The figure below explains more.

Figure 4: Five (5) Phases of a Project



Source : (“PMI PMBOK® Guide Method,” 2018) retrieved in 17/05/2019

C. Phase Gate

“A phase gate, is held at the end of a phase. The project’s performance and progress are compared to project and business documents.” (PMI, 2017, p. 21).

D. Project Management Process

Process approach, well known in the field of quality, audit and project management.

“The project life cycle is managed by executing a series of project management activities known as project management processes. Every project management process produces one or more outputs from one or more inputs by using appropriate project management tools and techniques. The output can be a deliverable or an outcome. Outcomes are an end result of a process. Project management processes apply globally across industries.” (PMI, 2017, p. 22). According to the same source “they fall in three categories:

- Processes used once or at predefined points in the project;
- Processes that are performed periodically as needed;
- Processes that are performed continuously throughout the project (PMI, 2017, p. 22).

E. Project Management Process Groups

“A Project Management Process Group is a logical grouping of project management processes to achieve specific project objectives. Process Groups are independent of project phases.

1. Initiating Process Group. The process(es) performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.

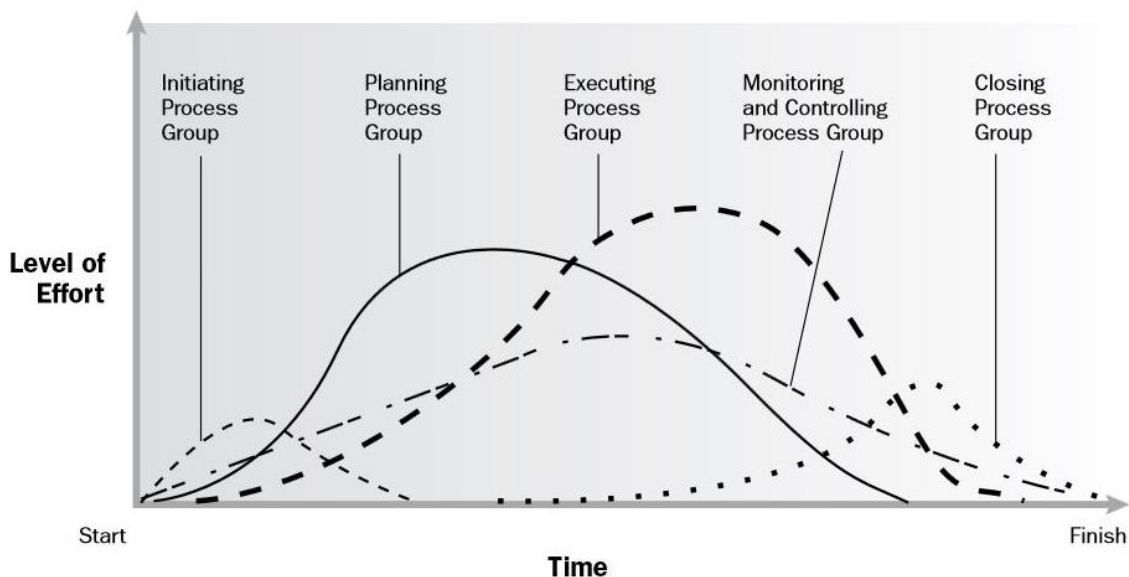
2. Planning Process Group. The process(es) required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.

3. Executing Process Group. The process(es) performed to complete the work defined in the project management plan to satisfy the project requirements.

4. Monitoring and Controlling Process Group. The process(es) required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.

5. Closing Process Group. The process(es) performed to formally complete or close a project, phase, or contract.” (PMI, 2017, p. 554).

Figure 6 : Example of Process group Interaction within a Project or Phase



Source: PMBOK 6th Edition (PMI, 2017, p. 551).

F. Project Management knowledge areas

“In addition to Process Groups, processes are also categorized by Knowledge Areas. A Knowledge Area is an identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques.

Project Integration Management. Includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups.

Project Scope Management. Includes the processes required to ensure the project includes all the work required, and only the work required, to complete the project successfully.

Project Schedule Management. Includes the processes required to manage the timely completion of the project.

Project Cost Management. Includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget.

Project Quality Management. Includes the processes for incorporating the organization’s quality policy regarding planning, managing, and controlling project and product quality requirements, in order to meet stakeholders’ expectations.

Project Resource Management. Includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project.

Project Communications Management. Includes the processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information.

Project Risk Management. Includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project.

Project Procurement Management. Includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team.

Project Stakeholder Management. Includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.” (PMI, 2017, pp. 23to24).

“The needs of a specific project may require one or more additional Knowledge Areas.” (PMI, 2017, pp. 23to24). To understand the interconnection between these different but complementary characteristics, PMBOK make it easy with the summary table below.

Table 1 : Project Management Process Group and Knowledge Area Mapping

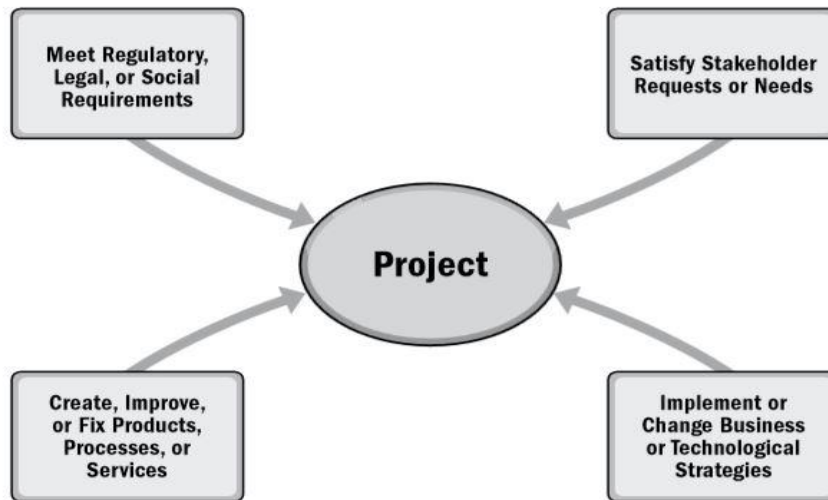
Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Source: *PMBOK 6th Edition* (PMI, 2017, p. 556)

1.6.2 Project Initiation

Project Initiation Context. “Organizational leaders initiate projects in response to factors acting upon their organizations. There are four fundamental categories for these factors, which illustrate the context of a project” (PMI, 2017, p. 7).

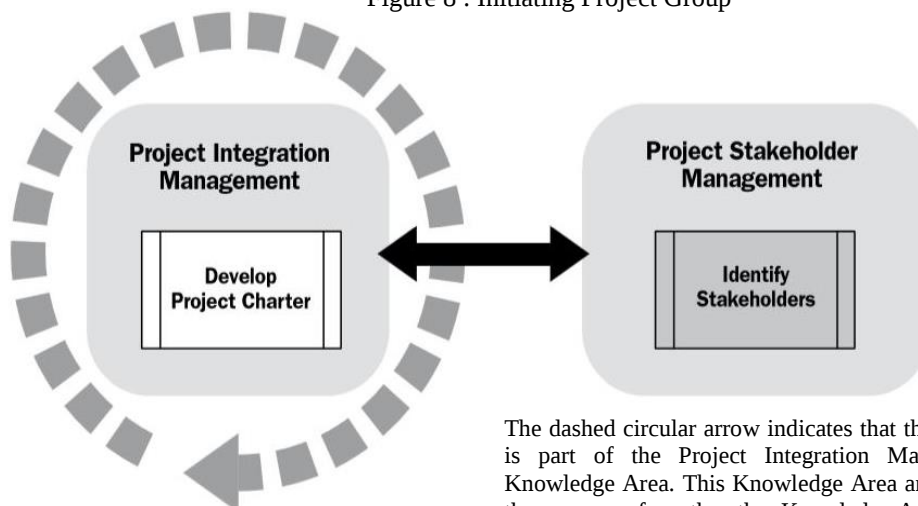
Figure 7 : Project Initiation Context



Source: *PMBOK 6th Edition* (PMI, 2017, p. 8).

The Initiating Process Group. “Consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase. The purpose of the Initiating Process Group is to align the stakeholders’ expectations and the project purpose, inform stakeholders of the scope and objectives, and discuss how their participation in the project and its associated phases can help to ensure their expectations are met.” (PMI, 2017, p. 561).

Figure 8 : Initiating Project Group



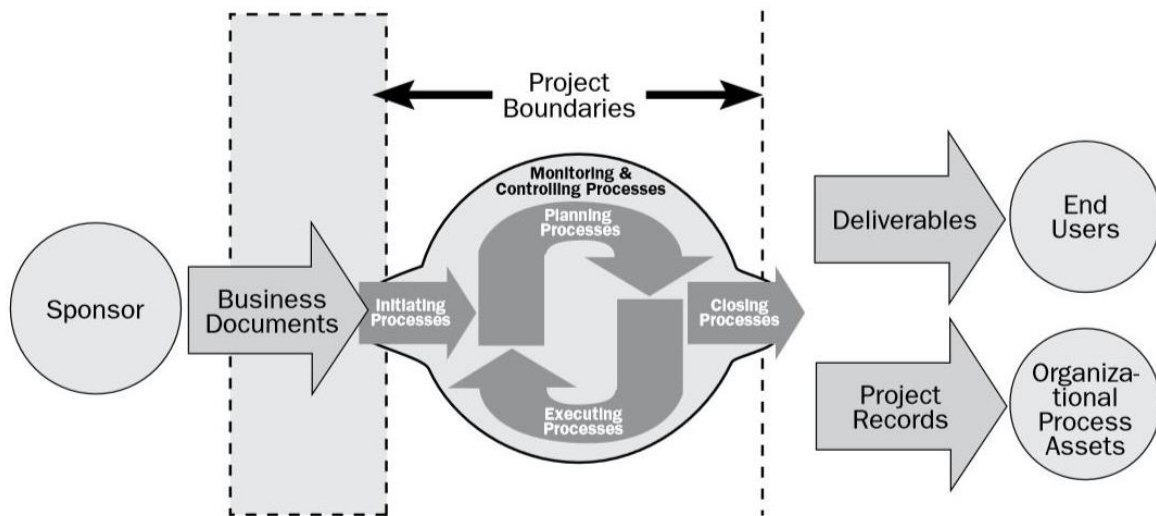
The dashed circular arrow indicates that the process is part of the Project Integration Management Knowledge Area. This Knowledge Area unifies the processes from the other Knowledge Areas.

Source: *PMBOK 6th Edition* (PMI, 2017, p. 562).

Developing Project Charter

“Develop Project Charter is the process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. The key benefits of this process are that it provides a direct link between the project and the strategic objectives of the organization, creates a formal record of the project, and shows the organizational commitment to the project.” (PMI, 2017, p. 563).

Figure 9 : Project boundaries



Source: PMBOK 6th Edition (PMI, 2017, p. 562).

Identification of Stakeholders

Stakeholder “A stakeholder is an individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.” they can be Internal or external with positive or negative impact.”(PMI, 2017, pp. 550-551).

Identify Stakeholders “is the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.” (PMI, 2017, p. 563).

Before we progress to the next chapter, let’s take a look for the reasons behind choosing this methodology.

Reason for choosing this methodology

In our search founded that the most convenient to our study is the *PMI PMBOK, 2017* since it has that quality aspect considered as a standard in the field. *The IPMA*¹ well recognized organization world wide as one of the leading associations for project management practice development, with the *PMI* a provider of certificates in this field like the Project Management Professional (PMP) Certificate, which aligns with our professional endeavors. Taking in consideration that our choice will be more flexible later in a professional environment, concentrating on the best practical method, that focuses on the result and what will be achieved by using a certain method or a mix of them, with the main objective of succeeding in our project management mission. Coming next our research methodology.

¹ The International Project Management Association

Chapter II: Methodology of research

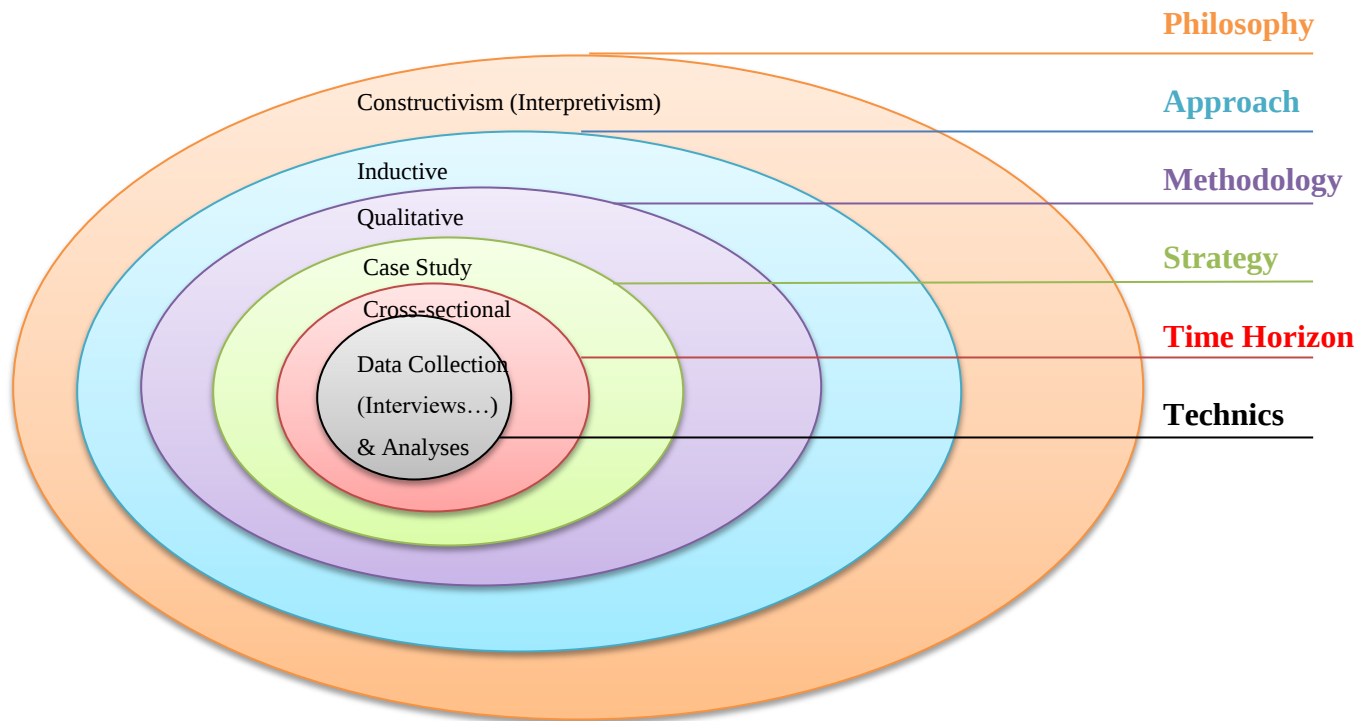
"A man's mind stretched by a new idea
can never go back to its original
dimensions." Oliver Wendell Holmes,
U.S. Supreme Court Justice, 1897

2.1 Research Design

This research of exploratory nature follows the constructivist (interpretivism) epistemological paradigm through inductive approach, a simple scientific methodology based on a qualitative data collection and analysis to bring us progressively closer to the achievement of our research objectives, which are to show the importance of this management approach, its contribution to organizational performance and success in initiating and managing the project of air freights, Our methodology courses (Aloui; Musette; Makaci, 2017-2018).

Our research method can be explained in the following figure referred to as research onion by (Saunders and al, 2015). Adapted and then customized based on our approach.

Figure 10 : Our Research Onion



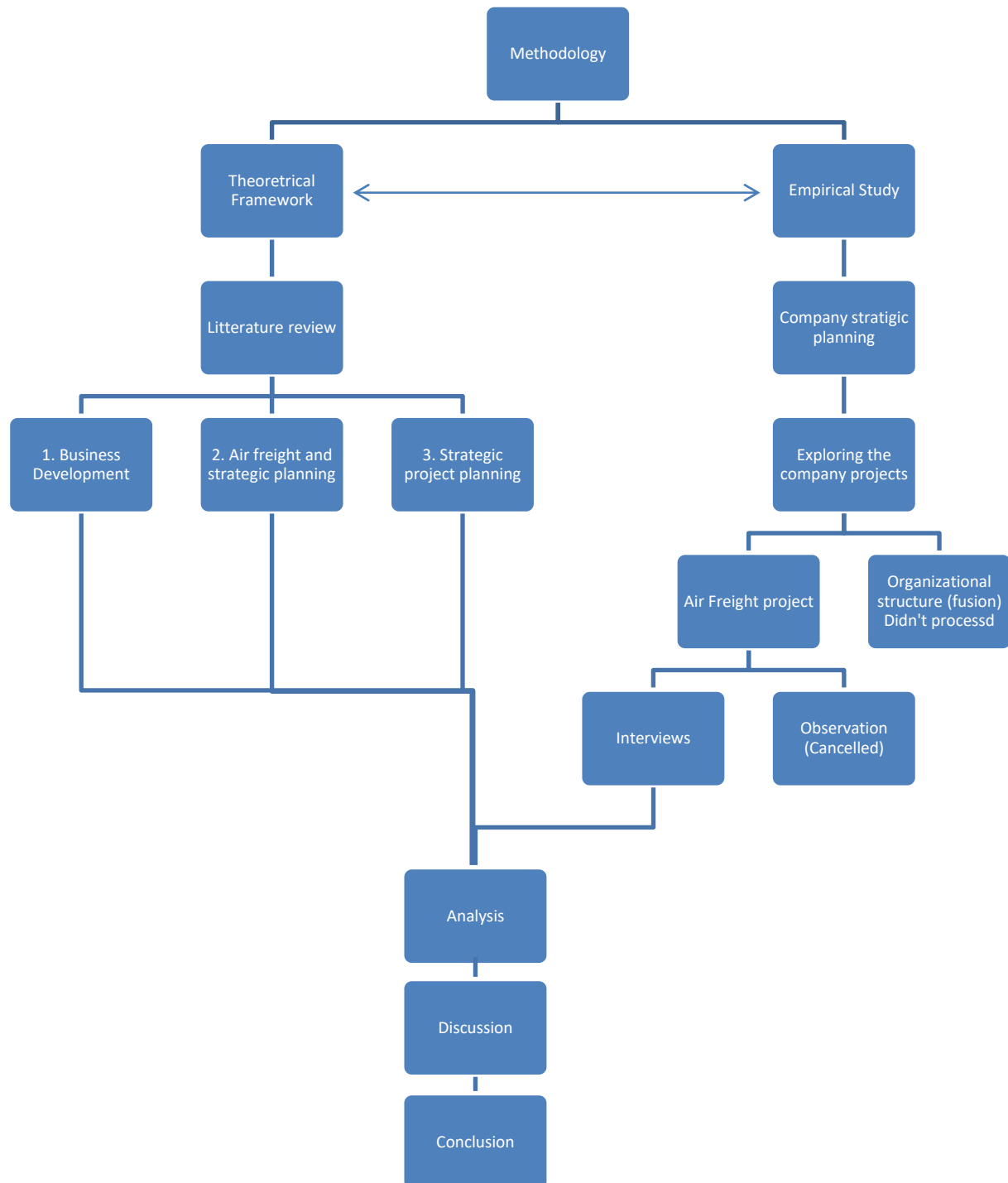
Source: Made by our care inspired from research onion by (Saunders and al, 2015, p. 124).

To be reliable research work we consolidated our efforts to have a well-structured, methodological and best defined approach and the following framework explains more about the process used in conducting this research.

2.2 Research Process

Methodology of conducting this research showing the processes which we have passed through.

Figure 11 : Research Process



Source: Made by our care

2.3 Research Approach

Three approaches to theory development explained by Ketokivi and Mantere (2010), inductive, deductive and abductive. “in inductive reasoning there is a gap in the logic argument between the conclusion and the premises observed, the conclusion being ‘judged’ to be supported by the observations made; “Deductive reasoning occurs when the conclusion is derived logically from a set of premises, the conclusion being true when all the premises are true; “Abductive reasoning, which begins with a ‘surprising fact’ being observed” (as cited in Saunders and al., 2015, p.144-145) who illustrates that if our research commenced by data collection regarding Phenomenon exploration to generate theory (‘often in the form of a conceptual framework’), we are then using an inductive approach.

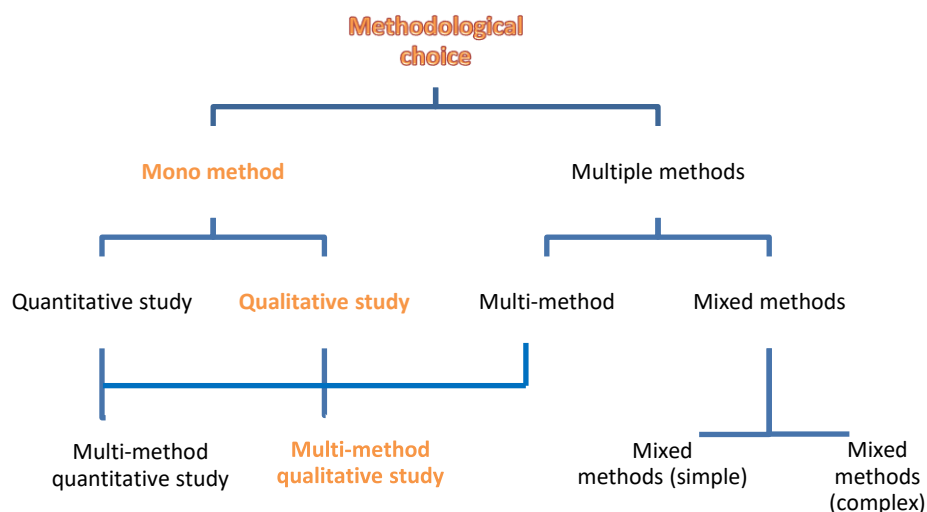
2.3.1 Exploratory Study

Designing a research can be for accomplishing an exploratory, descriptive, explanatory or evaluative purpose, or combining between them (Saunders et al., 2015, p.174). To understand reality asking open question may be your first step toward knowledge for that an exploratory study according to Saunders and al, (2015, p.174) is meaningful to learn about a subject of concern. For Hague (2006) Exploration serves “*Diagnose what the problem is or what the options could be for solving the problem.*” as cited in our methodology courses. Back to Saunders et al, (2015, p.174-175) explanatory research ‘*particularly useful*’ clarifying our comprehension toward a problem or phenomenon, exploring them, usually commencing with ‘what’ or ‘how’ questions. This could mean developing original theories from a scratch all these explained our choice for the exploratory studies. Conducting exploratory searches may differ, including many ways, such as literature search, in-depth individual interviews, experts or focus group interviews, the authors suggest that because of this exploratory nature, unstructured interviews to have wider vision and narrows as the research advance (Saunders et al., 2015, p.174-175) and this was used in our data collection when we get use of narrative interviews at the beginning as an unstructured method with open questions to continue later, after identifying basic elements with the semi-structured and open ended questions.

2.3.2 Qualitative Data

“Quantitative research is principally associated with experimental and survey research strategies, ‘conducted through the use of questionnaires or structured interviews or, possibly, structured observation.’” (Saunders et al, 2015, p. 168) when Qualitative research commonly connected to *interpretive philosophy* (Denzin and Lincoln 2011). Yin (2014) argue that many types of qualitative research are initiated with an inductive approach using naturalistic and emergent research design in order to construct theory or create a richer theoretical perspective behind what is available in the literature. Yet, utilizing qualitative procedures to test an existing theory can lead some strategies of qualitative research to initiate with deductive approach (as cited in Saunders and al, p. 168) this last summarized that in qualitative research design we can use a single or multiple data collection methods and our methodological choice can be demonstrated in the following figure.

Figure 12 : Methodological Choice



Source: Replicated and customized from (Saunders and al, 2015, pp.168).

2.4 Research Strategy

Mainly using the case study as a research strategy where we emphasis our research by introducing other technics like literature review to ground our theory, and archived documents of the air freight project previous strategies, especially the one from DSSP in 2015, knowing that the first proposed strategy were in 2012. These choices made intensely to diverse our information sources and make it possible for data triangulation for more accurate findings.

2.4.1 Triangulation of Data

We focused on the case study as our main research strategy and to have a valid research that can be generalizable with practical findings, for that complementary technics used from different other strategies like Grounded theory, Archival and documentation research, where we used the literature review to acquire basic knowledge for our theory and archived strategies. First provided strategy concerning Tassili Aerial works related to our first chosen topic and then replaced by another one for an air freight project. Triangulation also used later in analyzing the data from three plus one (3+1) types of collected data, learn more in the [data collection methods](#), when we are going to illustrate next our main strategy.

2.4.2 Case Study

As defined by Eisenhardt and Graebner (2007) “Case study research sets out to understand the dynamics of the topic being studied within its setting or context” (As cited in Saunders and al, 2015, p.184). A case study was used to identify the project perimeter and comprehend the context that is evolved in. Compatible with all search nature, allowing us to use a combination of archival record and documentation, observation, questionnaires and interviews, Saunders and al, (2015, p. 186) support this when Yin (2014) emphasizing on the need to identify the nature of the case study strategy distinguishing between four types of case studies depending on two distinct aspects:

- Single case versus multiple cases;
- Holistic case versus embedded case (As cited in Saunders and al, 2015, p.186).

After consideration of making this phenomenon study simple and generalizable at the same time we have chosen *Single Embedded Case Study* as a strategy to examine just the aspects we are concerned with and in this case: initiating the project and apply project management initiation process from (PMI, 2017) *PMBOK guide*. For more (Saunders and al, 2015, p.184-168).

2.4.3 Researcher's role

To succeed as a researcher Saunders and al, (2015, p. 168) indicates that we have to secure physical access to participants in addition to build rapport and “demonstrating sensitivity to gain cognitive access to their data”. Our role will be as an *External Researcher* to be neutral and do not influence participants or the environment of the project.

2.4.4 Time Horizon

Choosing between these two time's horizon cross-sectional and longitudinal presented in (Saunders and al, 2015, p. 200) explaining that longitudinal main strength to study change and development over time, when cross-sectional can be used to describe a phenomenon in a particular time like our case. We decided to apply the last one in case study strategy based on interviews conducted over a short period of time, due to time constraint on our research project for master degree. Even thou we applied some longitudinal practices like diaries over time hoping to live situation changes and participate in the development of the strategy, to know what happen later let's discover our data collection methods.

2.5 Data Collection Methods

Saunders and al, (2015, p.168) stated that Collecting data is non-standardized helping questions and procedures alter during the research process in most naturalistic and interactive way. Using multi-sources of information, primarily from interviews and secondary data from TAL internal documents, universal regulation and documents form credited international organization. Triangulation of data may apply now using this formula of three plus one (3+1) where the three methods of collecting data are (secondary data, two forms of interviews + one questionnaire) where observation not counted and we will see why. Coming we will learn more about triangulation starting with secondary data in literature search.

2.5.1 Literature search

Literature search performed “*Because secondary data can be readily obtained by just one or two analysts, sat at their desks or in libraries, it is sometimes referred to as **desk research***”. (Paul Hague, 2006) As cited in our Methodology courses. Approaching dozens of books in this new field for us. Secondary data collected using books, guides and reports. According to Saunders and Al, (2015) we can't consider it as a primary source of data, where he profound in giving examples of primary source which they are the original source of the knowledge like white papers, first researches, lectures and interviews... etc. From our readings in the book of the *Strategic Project Planner* published in (2000) by Westney, speaking about the application of project management in strategic projects, stated that his approach is not new but already undertaken by other authors in the past. These two reasons why considered that we are mainly using secondary data alongside with primary data collected from Interviews.

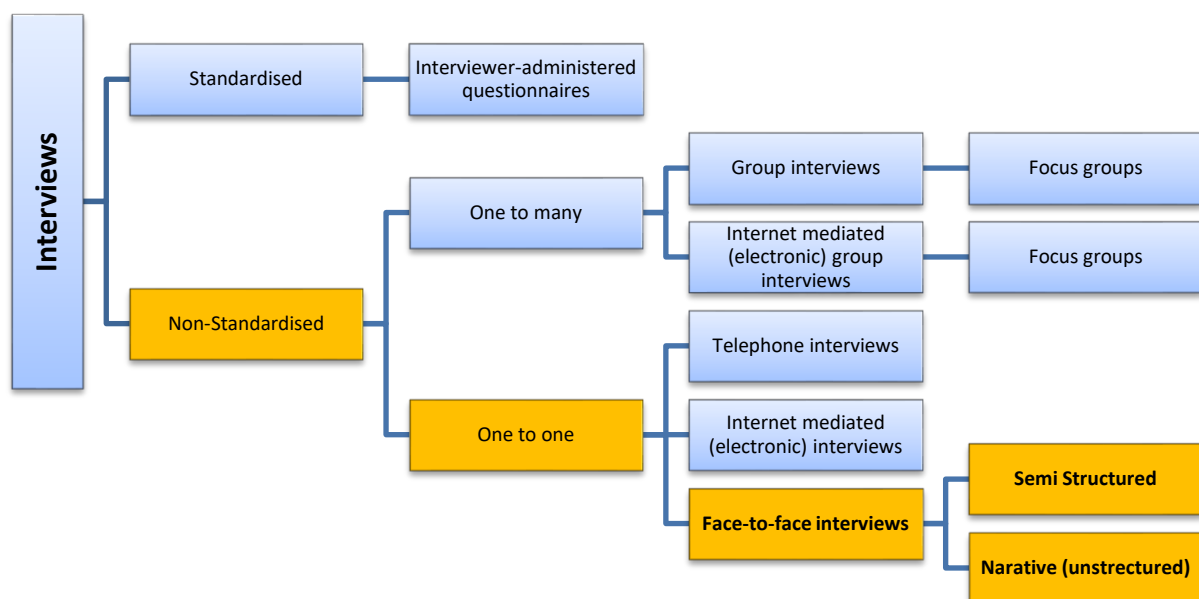
2.5.2 Observation (cancelled)

Participated by trying to bring actualized statistics, conducting comparative studies with other companies to upgrade information of the last strategy proposed in 2015 by TAL. While couldn't continue to the observation process, because of the restriction to contact with some key collaborators of the project and the ambiguity of the project position in the company structure, which make it an opportunity to propose an original structure and project Charter.

2.5.3 Interviews approach

Used Face-to-face or individual interviews in two forms. We selected initially the Semi-structured with open ended questions interview, and unintentionally found ourselves returning to narrative interviews at the beginning and the end of their conduction period. This last with unstructured method and open questions was inevitable for two major reasons, one they were helpful to have a wider perspective on the project and identify its perimeter and key actors gaining a considerable amount of time, secondly at the end of the study period where some participant were unable to assist for semi structured one so we had a small session of narrative interviews. Adopted these methods because of the confidentiality of the subject, and to put in evidence the different reflections of participants individually. The following figure explains more.

Figure 13 : Chosen Interview form



Source: Customized with care, based on (Saunders and., 2015, p. 392) Interview forms.

Face-to-face (individual) interviews

There are different uses of this technique, whether to verify the hypothesis and this is generally used in deductive approach, or *Exploring* and in this case there are some guidelines to follow as mentioned in the table below.

Table 2 : Individual Interview Exploring

Individual Interview	Verify Hypothesis, or
(Face-to-face)	Exploring
	Liste of interviewees
	Role of the interviewer
	Anonymity
	Duration
	Recording or not?
	Take notes
	Promote the diversity of profiles

Source: Adapted from our Methodology of Research courses

Semi-Structured. Semi-structured technique allows interviews to be compared, treated as one set (without distinction). Accorded where the respondent is not really available. The following requirements should be taken into consideration: Duration interval from thirty (30) min to two (2) hours; and the preparation of an interview guide is necessary;

Open ended questions. Discussion order not imposed and using of probing question for more interaction. Trying to use different question rhyme to keep participant attention at high level, given them the possibility to be spontaneous and comforted to transmit their experiences. Musette, Y (2018, 10th OCT) *Litterature search* course retrieved in 01/06/2019.

Narrative interviews

Unstructured technique with open question used unintentionally with the help of the participant since we couldn't have some of them for an interview. Took the chance being there to interact with them directly where they tried to help us with the suitable method they can, telling us some of the project story pieces. After listening carefully as a result, we get information about how events and entities connected to each other and we learned more about the project. Information can be subjective, from interviewee perspective and triangulation enable stories comparison to obtain more objective reasoning.

2.5.4 Conducting interviews

List of Interviewees:

Proposition of diverse participant from different background in the following fields:

- Research and development, Strategic planning, air freight project responsible and collaborators;
- Alternative proposition by the company: Audit, Legal affairs, SI project Manager;
- Further proposition: HSE department, HR training, Technical and maintenance, operation and finally pricing.

Objectives of the interview

Having information about:

- ❖ Activities of Tassili Airlines;
- ❖ Organizational and project structures;
- ❖ Realization and support processes;
- ❖ Interconnection between department;
- ❖ Coherence and collaboration;
- ❖ Mastering resources and schedules;
- ❖ Positioning in the market;
- ❖ Succeed project lunching.

Our Role

We aim to make sure that the interviewees are very comfortable giving us the opportunity to collect needed information without influencing their reflection.

Proceeding with Individual interview using semi-structural method with open-ended questions, which gives them the opportunity to express more freely without interruption, while intervene later with follow-up questions for more details, highlights or focusing on the discussed subject making sure that it leads us to have a full understanding of the project in its diverse aspects. Our role will be mainly to ensure interviewees comfortable, clearly understand the questions, interacting with them for more details, respecting the allocated time, which will positively reflect the success of our mission. Collected data then has to be treated with efficiency to accumulate accurate information that can help us build knowledge and analysis for realistic results, followed by constructive recommendation.

Preparations

- ❖ Obtain information about the interviewees;
- ❖ Ensure that the time and location of the meeting is well chosen, to make the interviewee comfortable;
- ❖ It is clear that confidentiality will be maintained and that this information will only be used for research purposes;
- ❖ Use different languages, and translate questions, in case some participant are not familiar with the research language;
- ❖ Email the interviewees of the meeting information earlier (Saturday 11/05/209);
- ❖ Fill in as discussion goes on the attached Personal Information Sheet: names, duties, seniority, information sheet;
- ❖ Handle the technical aspect (pens, room layout) tested the proper functioning of the equipment before use.

Necessary Materiel

- Interview guide;
- Bloc note, Pen, recorder (Phone).

What needs to be addressed?

- Acknowledgments;
- Purpose of the interview;
- Invitation to express oneself in an objective manner;
- Confidentiality of the remarks;
- Role of the interviewer.

Next we are going to view the interview session structure.

Session Structure

Before the Interview

- ✓ Arriving 30 minutes earlier;
- ✓ Prepare interview location;
- ✓ Beginning with the introduction;
- ✓ Thanking the collaborators for their dedicated time;
- ✓ Giving a brief explanation about the research;
- ✓ Ensure the interviewees of the confidentiality of their statements and it will be only used for the aim of the research;
- ✓ Get the participant's consent (just written or recorded session)
- ✓ If any recording devices are being allowed to use, point them out to the participant and make sure they're working.

During the Interview

- ✓ Use common language and choose the words respectfully to the social-cultural environment of the company for better comprehension;
- ✓ Start with warm-up questions first to get them familiar; then, using the interview guide, move on to more focused questions ;
- ✓ Proceeding the interviews using semi-structural method with open-ended questions;
- ✓ Rephrasing the questions in case the person finds some difficulties to answer;
- ✓ Follow-up using probing questions to help gather as much information as possible;
- ✓ Gives them an opportunity to express more freely without interrupt; make a note and come back to the idea later;
- ✓ Give the priority to key factors elements.

Closure of the Interview

- ✓ Before finishing if time permits, ask the participant if there is anything else they would like to share?
- ✓ Close the session by giving warm thanks to the participant again for his/her contribution to the research.

2.6 Data Analysis

The qualitative research strategy allows us to have valid information through the convergence of information from different sources both primary and secondary data. As recommended by Saunders et al, (2015,p.568) Understanding the nature important to recognize differences between qualitative and quantitative data resumed in the following table, before going further into analyzing methods.

Table 3 : Distinction between qualitative and quantitative Data

Quantitative data	Qualitative data
• Based on meanings derived from numbers; • Collection results in numerical and standardised data; • Analysis conducted through the use of diagrams and statistics.	• Based on meanings expressed through words (spoken and textual) and images; • Collection results in non-standardised data requiring classification into categories; • Analysis conducted through the use of conceptualization.

Source: (Saunders et al., p.569)

Analyzing qualitative data

Analyzing qualitative data can be carried out using different approaches as indicated by Saunders et al, (2015, p.619), standardized using predefined approaches like Thematic Analysis; Template Analysis; Explanation Building and testing; Grounded Theory Method; Narrative Analysis; Content Analysis; and Data Display and Analysis, or non-standardized which give us more flexibility.

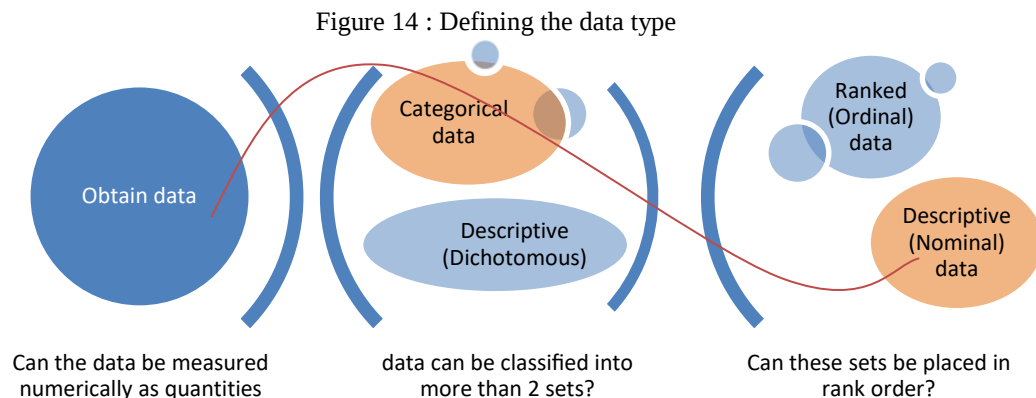
To succeed this analyzing mission Saunders et al, (2015, p.569) advises we take two aspects into consideration, the nature of the qualitative analysis, which means our approach and in this case we have chosen to go with non-standardized using multiple approaches, and second the interactivity nature which author stated earlier (2015, p.566) that requires interpretation going simultaneously with data collection. As shown in our [research process](#), we began this work pledged to undertake theoretical framework along with empirical study, and to continue in this manner, analyzing process in parallel to data collection using auto-coding along the way.

Data preparation and processing

Processing qualitative analysis using an inductive approach as stated by Saunders et al, (2015, p.626) can have some implication related to managing and categorizing code labels; narrow your data, focusing on how to collect and arrange them; hierarchies categories; discover connection between data. This research of inductive approach and interactive process nature using a generic approach of non-standardized analysis of qualitative data (Saunders et al., 2015, p.668-672).

Data preparation. Our first move is to prepare data for analysis, you want them to be well organized; and then transcribing the interview whether they audio recordings or notes into an excel sheet from self-memos, summaries (transcript, progress and documents), research notebook and reflective diary or journal where we used some of this technics advised by (Saunders et al., 2015, p.672-678).

Categorizing. Then categorizing data since they can be classified into more than two sets we categorized them into themes responding to our research objectives to have a more specific approach with more practical results (Saunders et al, p.499). The following figure describes the procedure.



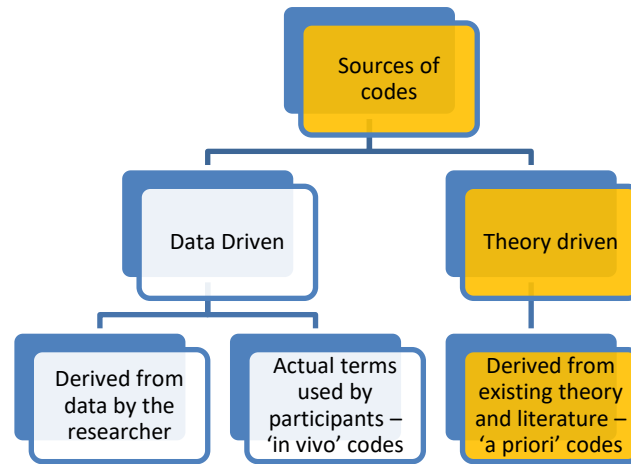
Source: Made by our care, based on defining the data type (figure12.1) (Saunders et al, p.499).

Three essential themes related to project charter, stakeholders and risk management also one last theme concerning further project success measures so that we get the most from our analyzed database. Due interviews nature, it is suitable for us to use *descriptive (nominal) data* to simplify our analysis, keeping that flexibility in handling this amount of qualitative data from semi-structured and narrative interviews linking between them to have more accurate findings. This Categorization based on precise technic called the coding.

Coding

Data with similar meaning are classified using coding according to Saunders et al, (2015, p.580) and he suggest that there are three types of coding explained in the figure below.

Figure 15 : Type and source of codes



Source : (Saunders et al., 2015, p.583).

In this research, we used codes that are theory driven, since we are going to apply some of the project initiation processes from the *PMBOK sixth edition* which is an existing theory source for codes. After finishing coding we are categorizing all data in themes.

Themes

Selecting a project charter and stakeholders as themes, we are actually using ‘a priori’ codes. Identifying and recognize the relationships between themes, refining and test proposition to proceed next to the final stage. (Saunders et al., 2015, p.584-585).

Evaluation

After passing through different stages from transcribing, coding and categorizing into themes, here we are going to introduce our findings. (Saunders et al., 2015, p.587).

When in our case after transcribing both narrative and semi structured individual interviews in an excel sheet, coding them and categorize them into themes we are going to discover interviews key elements next, when later we will discuss the implementation of our findings into the created key themes.

2.7 Research Ethics

This research follows our school guidelines for ethics, with strict consideration against plagiarism promoting for self-scientific productivity and originality. Our research proposition goes through the scientific community to be approved. Couldn't continue with the first proposition with the following subject: *The Impact of Innovation on Business Development in the Digital Era*. Advised respectfully by our supervisor to be closer to our field of study and his expertise area, which could help us more to be oriented project management, and for that the second approved subject is our current research topic.

During the internship with Tassili Airlines and comparative studies with other companies, it was explained that confidentiality will be maintained and that the information will only be used for the research purposes. Negotiating access to some information and responsible was not granted due to confidentiality and other reasons, for that we couldn't proceed to the planning part and just focused on project initiation. During interviews, participant anonymity being assured making them more comfortable to share, while having the choice to avoid or pass any question.

2.8 Research Reliability

Number of participants reached ten (10) which allows us to have diversity in profiles and most of all make it a phenomenon study, Some used information sent to participants to check validity, while confirming written notes during discussion with others, but when allowed to use recorder in this case we tried to repeat listening and focusing on relevant recorded part. In another case for the legal affairs department we give them directly a hardcopy of the translated interview questions to answer and resend them via email since it needs to be approved by their department manager.

We tried to fulfill our duty as an *External Researcher* to be neutral and do not influence participants or the environment of the project, cancelling observation helped as well to achieve that, and to make sure our data collection techniques and analyses would reproduce consistent findings, we tried to make sure of avoiding the following errors that can acquire during the process.

Participant error

We tried to limit at our level “any factor which adversely alters the way in which participant perform Participant error”. The time of interview chosen carefully mostly morning in Ramadan. More suitable since participant fasting, while for the afternoon interviews we tried to give participants the time to be more relaxed, draw more attention by repeating questions and simplifying them and then repeatedly confirm notes or answers as the interview goes-on. The time of the last narrative interview, which was outside the company perimeter with HSE of Air Algeria after fasting time by night.

Participant bias

Most interviews conducted within TAL offices. when interviewing senior manager if occasionally presence of other collaborators from the team members didn't make a real problem, just in one interview, where someone tried to influence the participant making some disturbance during the interview, in this occasion we tried to return once more on the anonymity and confidentiality statement, respectfully explaining to the other person the importance of the process and make it clear to the participant that he can share what they see it's enough to make him more comfortable. While for subordinate or team member they were interviewed alone. One narrative interview conducted in open space with ex-project manager, but we didn't feel any hesitation to answer or to give false response and even we walk out together completing our talking after the interview.

Researcher error and bias:

We tried to do the interview progressively in separate dates. Started after one week of preparation and prolonged to almost three (3) weeks for meeting and conducting all of them, to give us time in-between interviews dates, for more understanding, analysis and searching for appointed question and probing questions to be asked to reveal more shadowed information in the previous sessions. As a result, we were more focused and concentrated in succeeding this mission to acquire relevant and raw information, and to be objective, we tried to get members checking to avoid the researcher bias.

2.9 Research Validity

This work, based on citation and precise language, member checking within the research and triangulation of the data when possible. Applying project management approach on the strategic planning can be seen as original approach and discovering what is known before from a new angle and that imposed the exploratory research nature, which implies an inductive research approach. A qualitative research strategy testing validity throughout the convergence of information from different sources. Understanding the project within its context using a strategy of embedded case study to examine just the aspects we are concerned with. Using multi-sources of information from internal official documents, universal regulation and documents form credited international organization to increase the validity of the study.

Triangulation of the data

Used in three places, our research strategy, data collection methods and narrative inquiries. Using our personal touch adding one external element to make it three plus one (3+1) to have that strategic dimension and an objective reasoning, strengthen our vision to grant more accurate outcomes.

Internal and external validity

Here, internal refer to the internal aspect gained by the company and since the company had some ongoing project in other field like information system, this research could help improve project management practices inside the company because the relevancy of the study. Where findings are also generalizable to other organizations, since it's based on international standards and practices within the project management discipline. Also the trans-disciplinary or interdisciplinary approach provides an interesting field of study with lots of possibilities to develop, using techniques, tools and approaches outside their original discipline so for researchers this could be an opportunity to discover from other angles or perspectives.

Chapter III: Empirical study

“Knowledge is a treasure, but practice is the key it.” Ibn Khaldoun, El Mouqaddima (1332-1406) Scholar and statesman

3.1 Case Study

3.1.1 Internship company search

Our journey started searching an internship company that provides an opportunity to do research in the field that aligns with our passion and life endeavors, finding diverse opportunity that needed to be analyzed using a simple method of evaluation based on our aspiration and goals. Then limit these points to essential ones that really matter to us, from our perspective of course. For knowing more about this evaluation sheet, [please check the Appendix B](#).

3.1.2 Presentation of Tassili Airlines

Table 4 : TAL Company Data Sheet

TASSILI Airlines / TAL	
IATA	ICAO
SF	DTH
Call sign : TASSILI AIR	
Founded	March 1998
Logo	
Operating bases	Houari Boumedienne Airport (Future Hub)
Addresses	El Hamma and Dar el beida Algiers, Algeria
Legal Status	Joint-stock company
Share capital	29 000 000 000 DZD
Parent company	Sonatrach (Since April 2005)
Subsidiaries of TAL	TASSILI Airlines Tassili Travail Aerien [TTA] (2018 Fusion with Tassili Airlines)
Business Lines	Transport Oil Charter flights (national and international), Airlines transportation (General public)
Mission	Air transport of Sonatrach personnel Petroleum and parapetrolier segment
Website	www.tassiliairlines.dz

Source: Made by us; based on internal document of TAL Presentation and website.

Brief description

From internal document of the company issued in 2019 giving a brief description of *TAL*, the Algerian Joint-stock company subsidiary of *SONATRACH* group since 2005.

TASSILI AIRLINES, Operates a network of lines dedicated more than 80 percent to the benefit of *SONATRACH*, its various subsidiaries and partners.

TAL has also invested, on the guidelines of the General Assembly of Sonatrach (Resolution N°08 22/06/2006), the segment of scheduled flights transport, operating since March 2013, the remaining flight hours to the oil charter for the domestic (prioritizing the opening of the South) and for the international network since November-2014 (alternative transport offered to customers).

Company Policies. Organized around seven key commitments

Figure 16 : Company Policy - TAL Seven Commitments



IOSA: IATA Operational Safety Audit

Source: Made it with care, based on TAL presentation document (2019).

Objective

The Company aims to conquer the entire current and potential market of the *oil charter transport* and to develop the *Freight business*, taking into account the evolution of the energy sector in Algeria in the short and medium term.

Services

Services delivered until 2012	New Services starting 2013
• Oil Charter (Sonatrach and subsidiaries, partners, groupings) • On-demand air services (institutions, sports clubs and others.	• Transportation Passengers General public: • Domestic since March 2013 • International from November 2014 • National and International Tourist Charter.

Certifications and Regulatory Compliance

- Obtained IOSA Certification (IATA Operational Safety Audit) in May 2012;
- New Company collective agreement in effect since 2012;
- Transfer of small fleet (less than 20 seats) to Tassili Air Labor, in French (Tassili Travail Aérien) (100% subsidiary of Tassili Airlines) in April 2014;
- 2nd renewal of IOSA certification in May 2014;
- Third Country Operator Certification (TCO) issued by the European Aviation Safety Agency (EASA) in February 2015;
- 3^{ed} renewal of the IOSA certification: audit carried out in May 2016 (no reservations noted during this validated audit for a period of two years);
- 4th renewal of IOSA certification in May 2018.

Membership in International Organizations

- Join the Arab Air Carriers Organization (AACO) in November 2012;
- Membership in IATA (International Air Transport Association) and AFRAA (African Airlines Association) in November 2014;
- Membership in the Association des Transporteurs aériens Francophones (ATAF) in 2015;
- IATA Clearing House membership in February 2015.

Cooperation and Partnerships

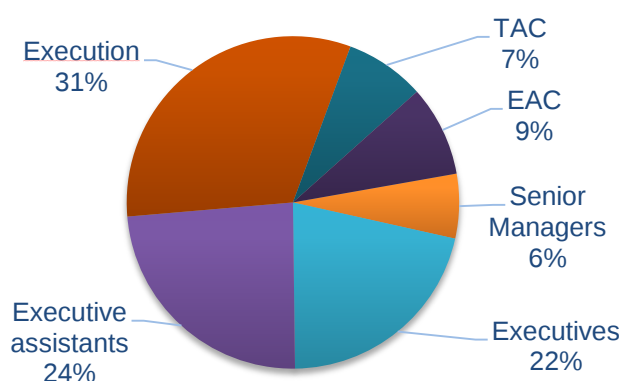
- 09 January 2016, Memorandum of Understanding with the National Company of Maritime Transport of Passengers on the sale of tickets through the sales networks of the two companies;
- 14 February 2016, Memorandum of Understanding in the field of advertising with the National Communication, Publishing and Advertising Company (ANEP);
- 23 February 2016, Memorandum of understanding of partnership with Algeria Post (Electronic payment, secure financial transactions, marketing and advertising, air transport of staff Algeria Post);
- 21 November 2016, Memorandum of Understanding with the LOGITRANS Group for the operation of the freight business;
- 2017, partnership agreement with the public industrial group ACS (Algerian Chemical Speciality) for the local manufacture of cleaning products for the interior of aircraft and catering utensils.

Tassili in numbers

Human Resources

With a staffing level is, *1.477 collaborators* at the end of 2018. The Company has young workforce collaborators with an average age of 38 years, of which 63% does not exceed 40yo.

Figure 17 : Distribution of staff by professional social



Source: TAL presentation document 2019Translated it with care.

- Ground personnel represent 82% of the workforce
- 18% of the aircrew personnel (TAC & EAC: Technic and Executives Aircrew);
- 29% of staff are executives and senior managers;
- Operational personnel outside the aircrew for 55% (control and execution).

Oil Charter Network	Domestic Regular Network
696 600 transported Passengers	29 lines / 160 080 Transported passengers

- Distribution by 17 “Tassili Airlines” agencies and 251 intermediary agents (travel agencies)
- Accession to the Amadeus distribution system (France network in March 2016 and Algeria network in June 2016)
- Ticket sales via E-payment system launched 04th of October 2016.

TAL Evolution

Nowadays, Tassili Airlines contribute to the development of the national airlines network both domestics and international with its strategic role within the energy sector in the south of Algeria, by creating rotation flights fluidity, linking this isolated areas to the rest of the world.

Figure 18 : TAL Evolution

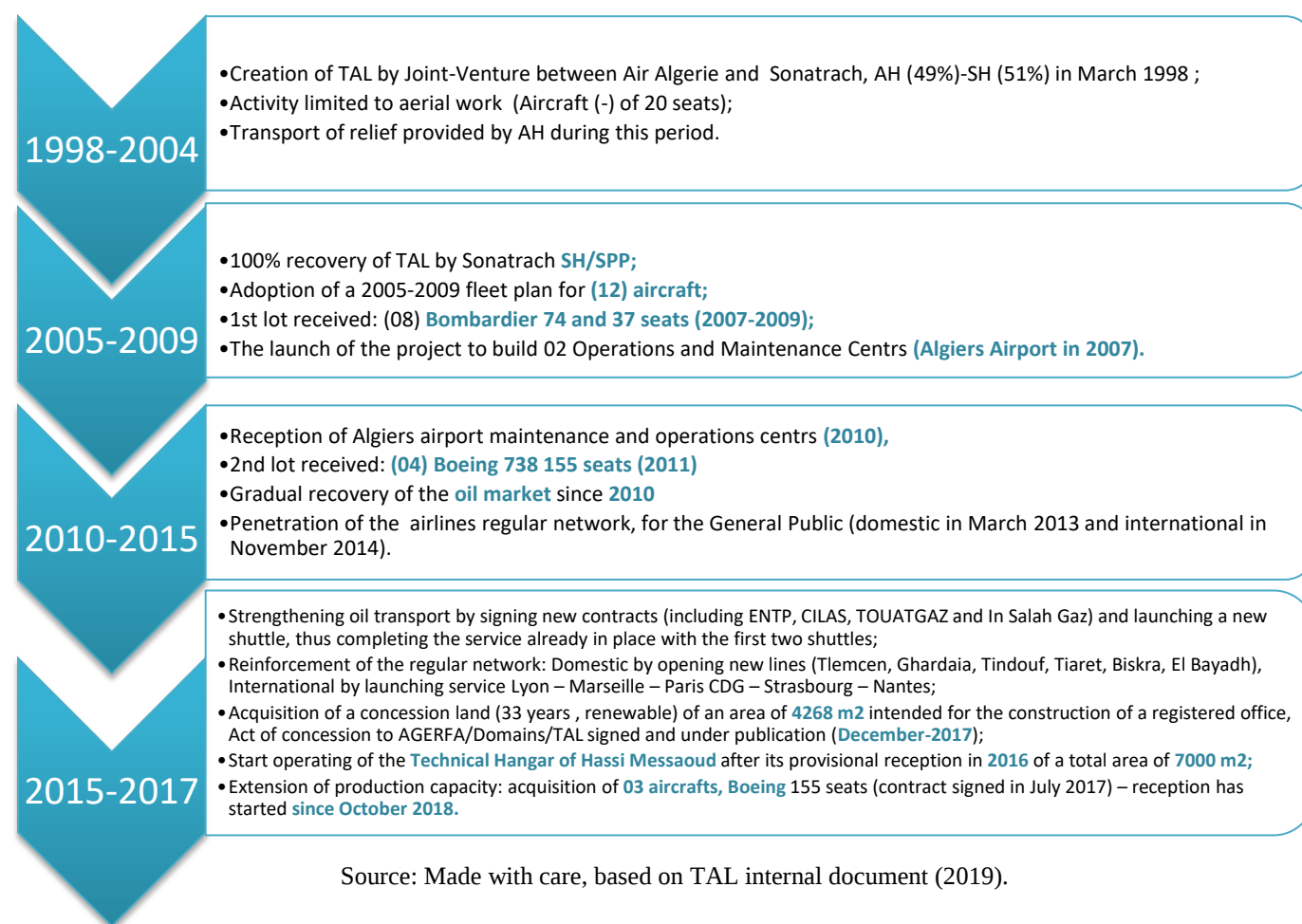


Figure 19 : Organisation Structure of TAL



Source: TAL presentation document 2019, Translated with care.

3.1.3 Reasons for choosing this company

Having many opportunities at hand, we have finally chosen Tassili Airlines, since our research objective align with what the company could offer specially with the air freight project, for more details you can return to [aim of the research](#) and [motivation for choosing this subject](#) in the first place, located in the introduction. Also, we made an evaluation of all internship companies to estimate the most suitable to our objectives and goals for academic, professional and personal development. To have an idea about evaluation criteria please check [Appendix B](#).

3.1.4 Previous studies conducted by NHSM Students (ENSM)¹

The company fortunate where our predecessors in The Higher National School of Management (HNSM) conducted studies covering different aspects that could highlight some of the company actual or future development areas, such as:

- The measurement of the internal communication of Tassili Aerial Work² (which is now merged with the parent company) Internal Communication dashboard proposal by (HAMADACHE, 2016); Study of a Competency Assessment System. Training and evaluation by (GUELMAOUI, 2017); Design of a Marketing Information System by Process Approach by (SI KADDOUR, 2017) This last helped us, especially in the redaction of the interview guide. Whilst another research project concerning our chosen subject, which is the Air Freight within the national leader in the field of air freight with 19 percent of the market share, competing lonely with the giant multinational, the last one covered under the following study: The Audit of the Training Process in accordance with ISO 9001, 2008 Case study: air Freight Direction in Air Algeria by (BOULASSEL, 2014).

These four dimensions of communication, Information System, competences assessment and audit, are really essential for the company to master its real capital, which is the human resources, with the ultimate objective to have that coherence and synergy between different collaborators. In fact, we didn't profound in the details of these thesis, but they helped us to have a wider view of the company. Things progressed since these studies were made, and

¹ In French : l'Ecole Nationale Supérieure de Management.

² In French : Tassili Travail Aérien (TTA).

today the company has developed its own Information System, where we interviewed the Project Manager to have an idea about the procedure of managing project internally. Also merged another affiliate pre-mentioned and started developing the strategic planning to launch the Air Freight project. Where we hope that our interventions add-value by our collaboration in the elaboration of this strategy, and could help suggesting basics for a successful launching of this project.

3.1.5 Direction of Studies and Strategic Planning (DSSP)¹

While all Sonatrach group affiliates have SPE Direction: Strategic Planning and Economic, TAL has Direction of Studies and Strategic planning with almost the same mission.

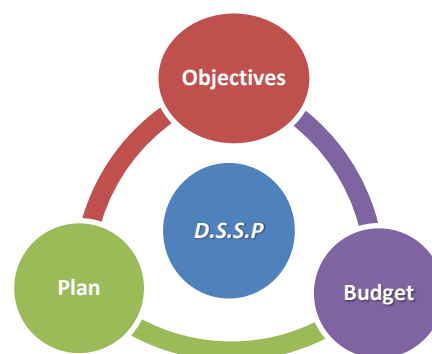
Main mission. Elaboration of the:

- Annual Plan and Management reports;
- Quarterly short-term notes;
- Standby notes related to area of activity;
- Profitability studies;
- Determination of the cost price per fleet and per activity;
- Financial Compensation Application Record (Grant Application).

Planning Cycle

The strategic planning process follows a formal procedure and builds Tassili Airlines plan through three successive cycles, involving a large number of players

Figure 20 : Planning Cycle inside DSSP

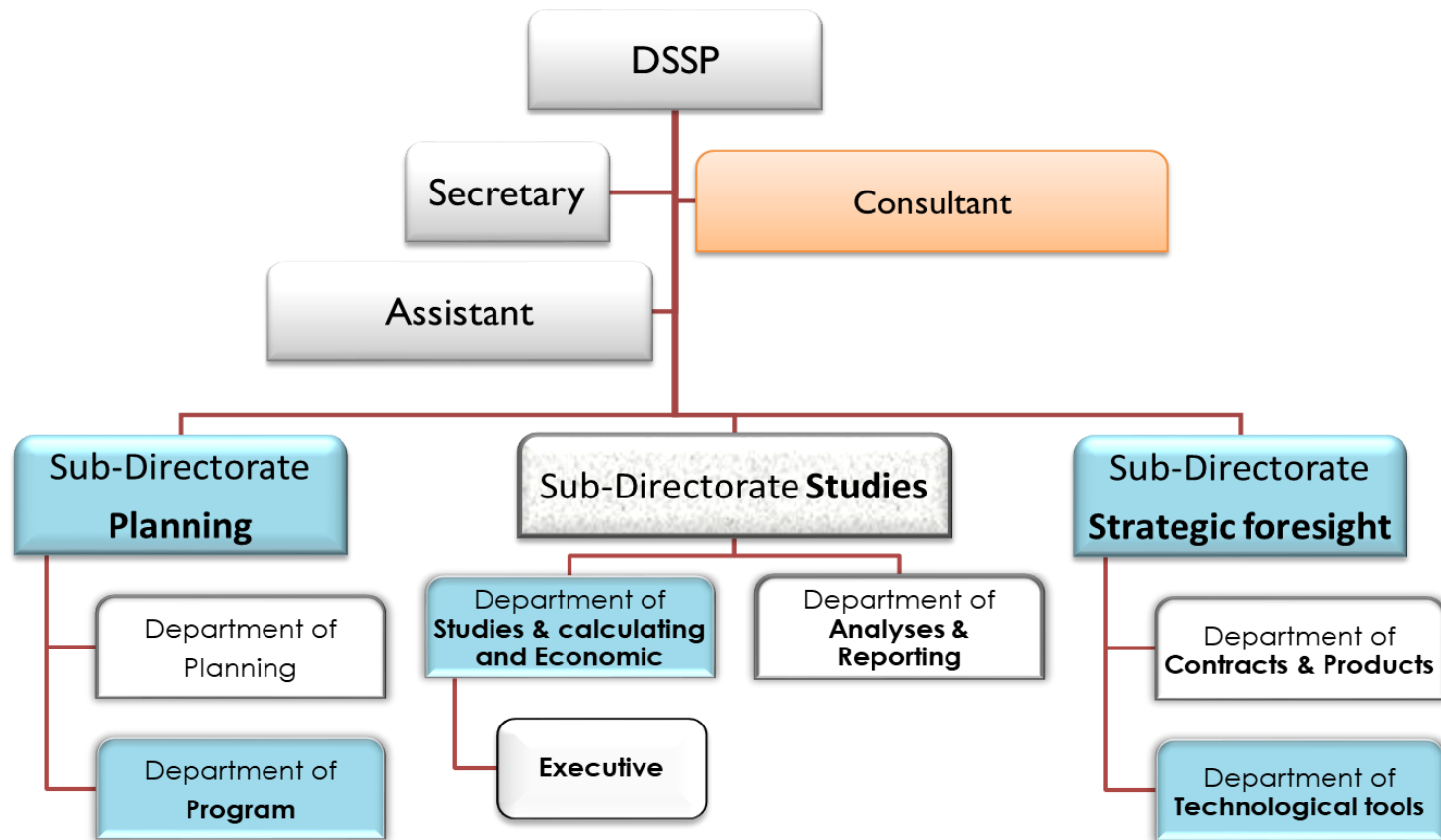


Source: Internal Document (Translated).

¹ In french (DEPS) : Direction des Etudes et de la Planification Stratégique

Structure of the Direction of Studies and Strategic planning (DSSP)

Figure 21 : Structure of the Direction of Studies and Strategic Planning

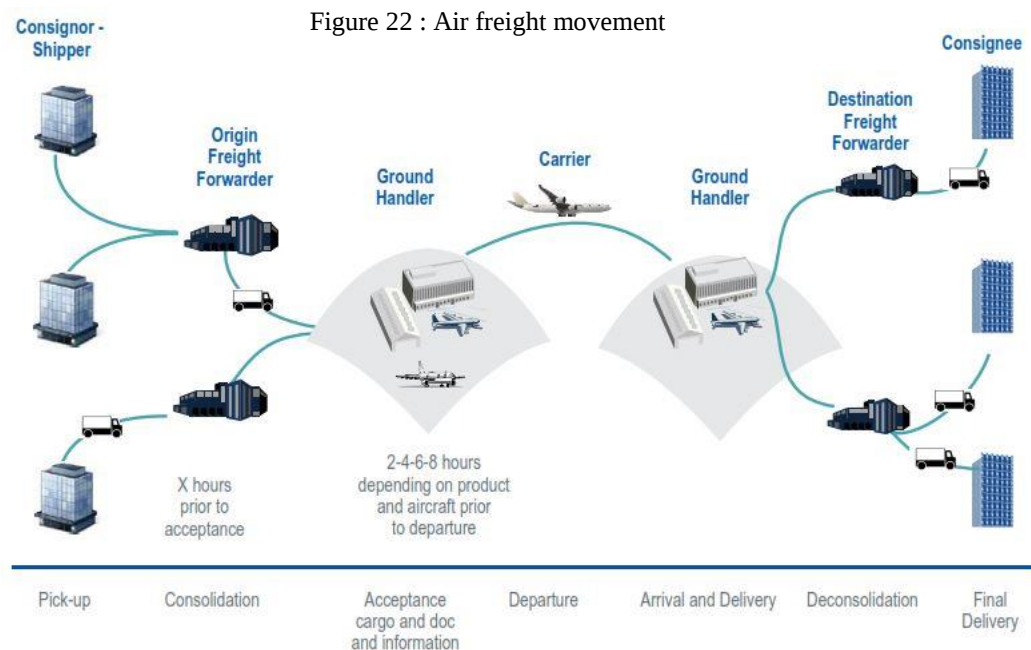


Source: Translated with care based on TAL internal document.

3.2 Air freight

Initiating a project strategy using a project management approach, enforce us to fully understand the sector to come out with solid strategy, which takes in consideration internal and external overview to allow that strategic perspective. Before approaching our case study subject and to allow sequencing of ideas we chose to introduce you to supply chain and logistics in general starting with aviation logistics to end up with air freight in TAL.

The containerization emergence in the 1960s to 70s marked a fast growing ‘door-to-door services’ in freight forwarding fields, as client demands more efficiency, logistics have altered at a quicker pace, in the last ten years, globalization driven great changes in the logistics sector making supply chain long, more forked and complicated (Branch, 2008, p. 78). And to choose suitable mode of transport Sales (2016, p. xi) relate it to goods type, shipping urgency and destination. Aviation is a key part of the international economy, with over than US\$ 2.2 trillion covering extending passengers voyages and goods transportation, which driven manufacturer to extend air crafts scale, capacity and more fuel-efficient (Sales, 2016, p. 1). Where air freight and air cargo according to sales (2016, p. xi) play a crucial strengthening global supply chain logistics, this last could transport all that affects our life, not just High-value or perishable goods and continue to say (2016, p. 7) that air trade represents (1.7%) from the containerization traffic, and this small amount estimated to generate thirty five percent (35%) of revenue from market share. Following figure shows an overview on air freight movement.



Source : *Moving Air Cargo Globally* (ICAO & WCO, 2016, p. 4).

Tendencies in this sector stated Sales (2016, p. 1) that a significant percentage of air freights fly in passenger airplanes bullies, such as Boeing 777, or Airbus 330/340 with ability to carry 25 tons when fully charged with passengers and luggage. Key facts of this industry following.

3.2.1 Key facts

This table summarizes the key facts of the air freight industry.

Table 5 : Key facts for Air Freight

Aspect	Explanation
Regulatory bodies	IATA: International Air Transport Association, ICAO: The International Civil Aviation Organization, WCO: The World Customs Organization, FIATA: International Federation of Freight Forwarders Associations, TIACA: The International Air Cargo Association, CCA: The Cool Chain Association, ACI: Airports Council International, TAPA: Transported Asset Protection Association, National bodies.
Commercial	Pricing, marketing, sales, interline and freight forwarders agreements, etc.
Operational	Acceptance, regulation, program, export, import, customs and police formalities, ACC3, special cargo, etc.;
Organizational	Organization, position cards, internal and external links, etc.
Infrastructure construction and development	Under-customs and free zones, special cargo stores: radioactive, explosive, flammable, perishable, etc., security and customs circuits: scanners, etc.
Logistics	General and specific equipment, shelving, etc.
HSE	Security and emergency plan, equipment, radioactivity measurement, etc.
IT	Cargo software, hosting support, etc.
Legal	Commercial laws, Incoterms, air law, IATA resolutions, litigation, etc.
Financial	Depreciation, profitability, invoicing, etc.
Training	Regulatory, vocational, training, On Job Training, etc.
Implementation	In terms of deadlines, of the said project in autonomous mode requires in the best case two years and several years for its maturation. And a year in subcontract mode.

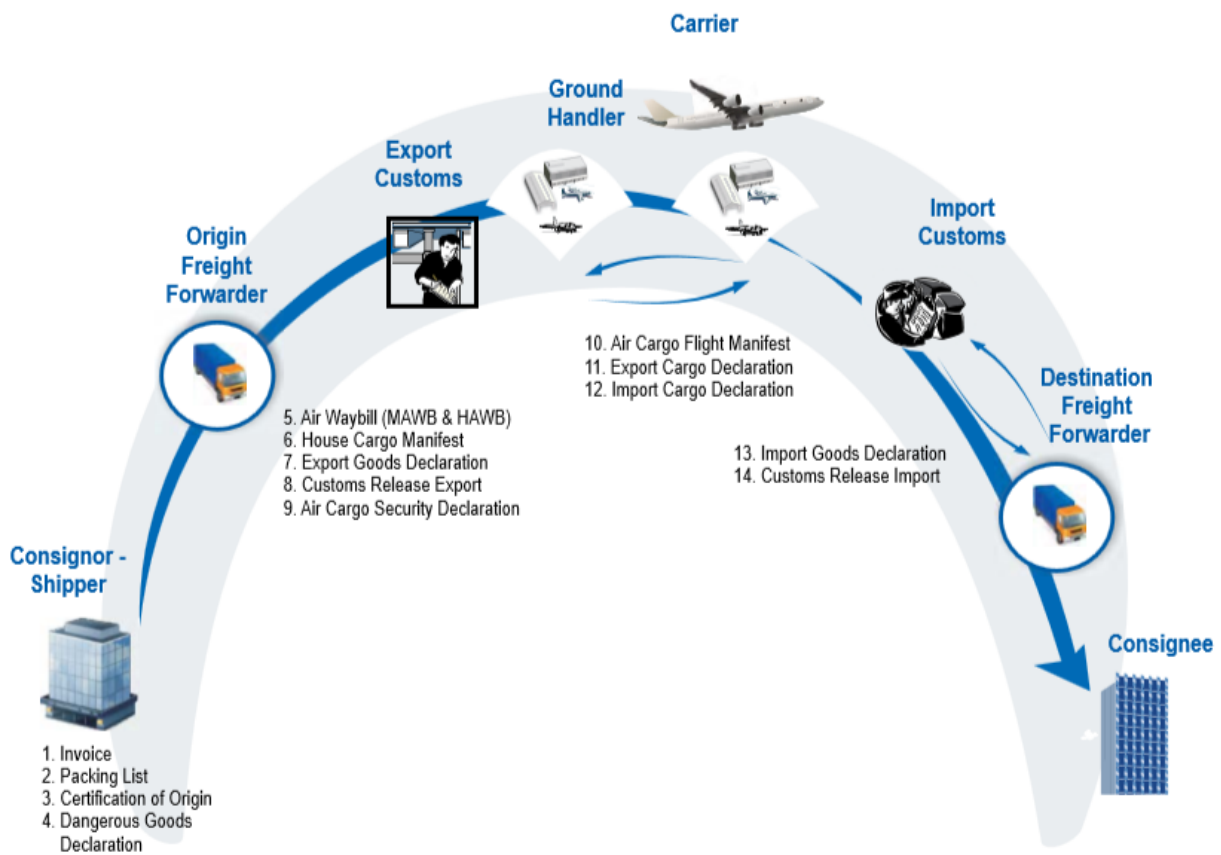
Source: TAL internal document

Taking us to the next what are the assets that relies on this industry.

3.2.2 Stakeholders

Handling air freight with success acquires collaboration of different actors in the field as stated by (Sales, 2016) includes: Organization; aforementioned regulatory bodies such as: *IATA*, *OACI*, etc.; Air forwarders; Integrators and even the *Small Business* within the industry where Haltmayer declare that the core success of this industry lies in collaboration and forming alliances and partnership as cited in (Sales, 2016, p. 170). Operational interaction of some air freight actors through the documentation process could be shown in the figure below.

Figure 23 : General cargo most common document flow for Customs

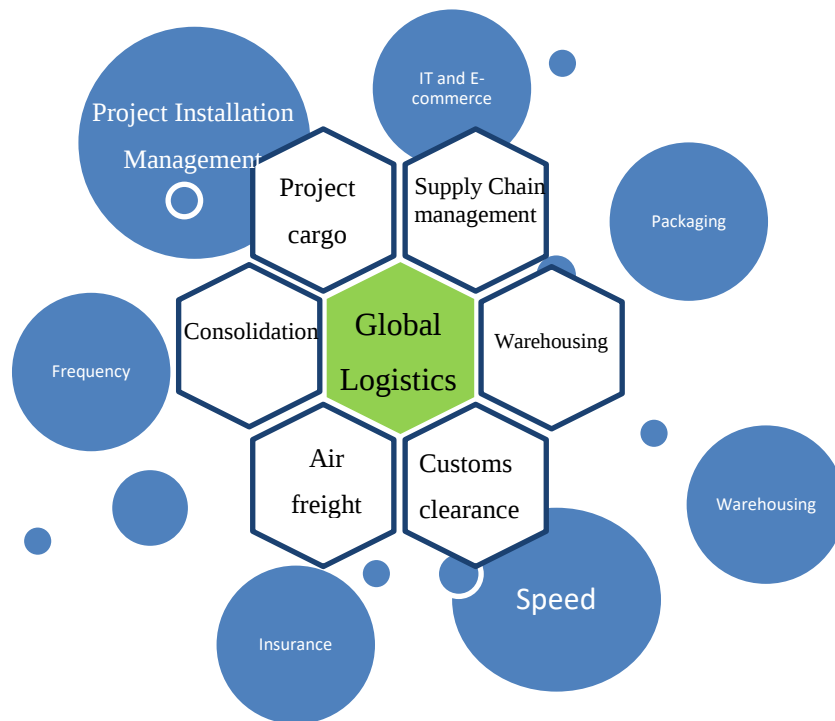


Source : *Moving Air Cargo Globally* (ICAO & WCO, 2016, p. 16).

3.2.3 Strengths of Air Freight

To distinguish of other transportation mode air freight competitively resides in these aspects Rapid and more secure transport mode and first choice for precious goods (Sales, 2016, p. 4). Higher revenue acquiring 35 percent from just (1.7%) of weight transported (2016, p. 1). Bringing selling point closer with just-in-time (JIT) and to reduce storing expenses ; Serving in continuity of projects and industrial processes providing them with spare parts when in such cases downtime may cause enormous losses; perishable products and pharmaceuticals need quick and temperature-controlled environments while complying with demands of the health rules (Sales, 2016, p. 7) Alan branch in other hand explains this classifying six core products of global logistics and speaks about the key factors that influence the success of the activity (Branch, 2008, pp. 78–110). We combined between this dimension and come to you with the following figure.

Figure 24 : Global logistics core products and key factors



Source : Made by our care, Inspired from (Branch, 2008, pp. 78–110).

3.2.4 Challenges for Air Freight

Sales (2016, p. xi) see that many are not aware, that lots of what sustaining our life depending on air freight transportation air freight further explains that facing different challenges:

- ❖ **Modal shift** Air freight modest progress in matters of revenue lately caused by advancement madden by a competitor in controlling the atmosphere in containers (CAC) making it possible to transport perishable goods by ocean, which make other modal acquiring from air freight market-share this phenomenon could be called as the modal shift (Sales, 2016, pp. 06-7;164) means switching to use other transport modal;
- ❖ **Multi modal** can be beneficial and Sales (2016, p. 5) support multi model transaction to be developed. But the proportion that will be transported by air freight is in question, threaten by projects like the Silk Road Initiative stated Millar (2015, p. 131) is a project connecting Asia to Europe and development alternative links completely independent from air modal;
- ❖ **Reduction of transportation time** by other modal, specially shipping, to five days declared Alexis Sioris, due to the inauguration of Europe hub of Piraeus in Athens; (as cited in Sales, 2016, p. 164);
- ❖ Some overcrowded airport hubs reduces cargo aircraft landing especially by night;
- ❖ **Combination Aircraft Carriers** Alexis Sioris In another question about industry prospects in the next 20 years was skeptical about the air cargo future and expect that wide-body passenger aircraft to replace it as cited in (as cited in Sales, 2016, p. 166)
- ❖ **Low-Cost** airlines are very competitive and challenges traditional airline companies, Making air freight cost and security in question for big aviation firms and to other transport modes since there are some cargo thefts (Sales, 2016, pp. xi;6;173);
- ❖ **Protectionism** political influence and free trade restrictions (Sales, 2016, p. 166)
- ❖ **Investments** returning to the ambitious initiative from China's new silk road. If air freight wants to survive in the market it must have competent players in its "*talent pool*" and resources with a strong strategy to attract more investments in its favor focusing in its key assets like specialized product that can offer, while developing other innovative solutions;
- ❖ **Sustainability & Environment** Three percent of the global carbon emissions come from Air transport and aviation in general, Former Chairman of The International Air Cargo Association (TIACA) Oliver Evans, encourage to proceed with correction action in three dimensions to ensure sustainability: 1 Profit, attract investment accordingly; 2 planet social

and ecological responsibility; 3 people who act respectfully in accordance to achieve a better reality and shaping the future. (Sales, 2016, p. xi;9-10).

3.2.5 Innovation and trends in air logistics

The IT is a competitiveness generator, allowing tracking to work with worldwide players; e-freight and e-books are a must in the industry along with other requirements in order to succeed (Sales, 2016, p. 170). According to Sales (2016, p.xii) that the main challenges now are the electronic cargo processing (e-freight), making air freight chain faster, cheaper and more secure. As Dieter Halmayer CEO of Quick Cargo Services expresses that “documentation and instructions kill the future of air freight.” (as cited in Sales, 2016, p. 169). ‘I want it now culture’ Taking e-commerce to the next level speeding the procedures with tracking ability, rapid customs clearance and less documentation when the postal authorities, not airlines, handle this in the majority accordingly making multimodal transaction a reality, in the other hand experiments completes their way to ‘airships’, that Carry heavier loads at reduced cost (Sales, 2016, p. 1; 5). The following figure by (ICAO & WCO, 2016) proposing an ‘express model’ for information flow.

Figure 25 : Information flow in the express model



Source : *Moving Air Cargo Globally* (ICAO & WCO, 2016, p. 4).

3.2.6 Air Freight in Algeria

Retrieved in 11/06/2018 from TAL internal document

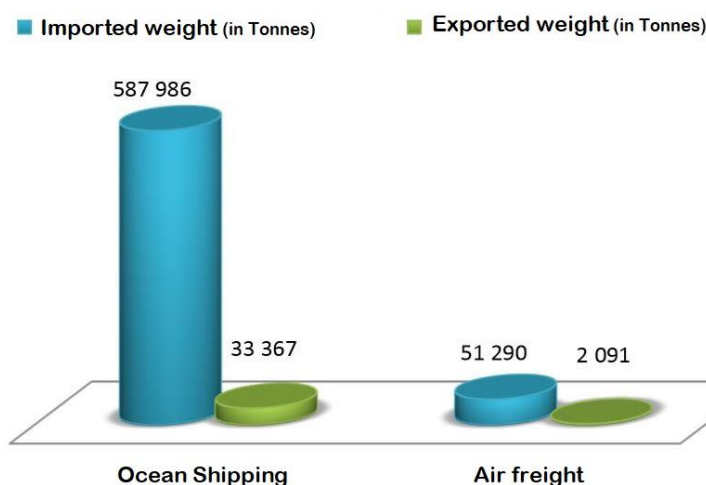
Airfreights in Algeria are mainly linked to the import of manufactured goods (70% of the total imported), mainly of high value added. Requiring quality shipping, including chemicals, pharmaceuticals, mineral or organic chemistry, electrical and electronic equipment, aircraft parts and machinery, etc. grouped on pallets or in containers, transported in the bellies of large carriers (mixed cargo) or cargo aircraft, mainly foreign companies, integrators such as: gofast, ICCAR, DHL Forwarding, DHL Express, etc. or carriers such as: Turkish Cargo (two flights per week), Emirates SkyCargo (only one flight per week), Qatar Airways, Jordanian, Saudia, RAM, Air France, Lufthansa and JET AIR, and a small part by Air Algérie. Another market for humanitarian aid for Saharawi refugees in Tindouf managed by the UN. It is exempt from all customs duties and does not form part of the calculation of commercial freight. The petroleum freight market (hydrocarbon products and equipment) account for a large proportion of imported and dispatched freight, but is not distinguished in customs calculations.

Total weight of freight treated in Algeria (2012)

Transport mode	Imported (in Tonnes)	Exported (in tonnes)	Total	%
Ocean shipping	587 986	33 367	621 353	92
Air freight	51 290	2 091	53 380	8
Total	639 276	35 458	674 734	100

Source: TAL internal document

Figure 26 : Total weight of freight treated in Algeria (2012)



Source: TAL internal document

Global air freight accounts for (1%) of the world market, but more than (35%) in value (revenue). In Algeria, it accounts for (8%) of the total freight volume.

Air Algérie's share of this market is about 19%, or 5% of the company's turnover. In mixed carriers such as Air France-KLM, cargo accounts for 9% of sales in 2015. The rest of the market (81%) is held by foreign companies (DHL Forwarding statistics, 2012).

Figure 27 : Algeria freight market shares



Source: TAL internal document

2016 Updates

To documents used to retrieve updates from our comparative study with ONS (National Office for Statistics) and ALGEX based on ministry of transportation statistics.

Table 6 : Transport of goods (2016) updates

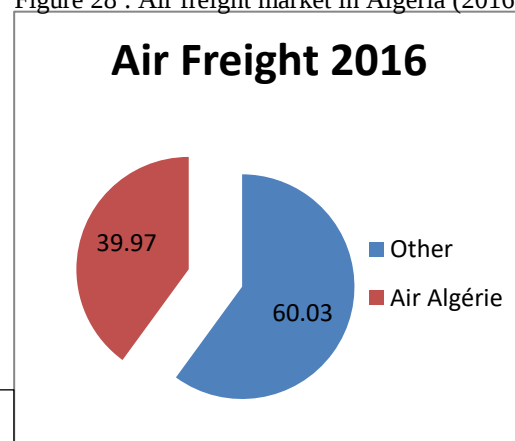
Transport mode	Imported (in Tonnes)	Exported (in tonnes)	Total	%
Ocean shipping	520 000	770 000	1 290 000	96.75
Air freight			43 361	3.25
Total			1 333 361	100

Source: ONS Algeria in numbers 2016.

Air Algeria

Transport 17 330 (T) from 43 361 (T) which means almost 40% of the Air freight and make it dominant of the market.

Figure 28 : Air freight market in Algeria (2016)



Source: (ONS, 2017) Algeria in numbers 2016.

Chapter IV: Analysis and Discussion

“Grant me the serenity to accept the things I cannot change the courage to change the things I can, and the wisdom to know the difference.”
(Reinhold Niebuhr)

4.1 Interviews Analysis

Our interview guide divided into four parts, going progressively with the open-ended questions from general to more specific, changing the rhyme to keep participant attention at high level given them the possibility to express more freely. We acquired different points of view, but when you combine them you realize their complementarity.

Triangulation narrative interviews (3+1)

After triangulation of three (3) inside stories of TAL air freight project plus one external, we tried to build an objective reasoning, defining project boundaries and key actors within TAL. Taking our analysis further from just triangulation of these narrative inquiries, we studied them in a mixed method (combined), where we founded that even the semi-formality of the semi-structured method can produce a little margin of uncertainty in the answers, narrative than used to fill the gaps and to get more accurate results. Starting exploring and listening to the general story to end up with more specification, and here we found ourselves interacting with an external participant from the safety and quality direction for *Air Algérie* needed to justify HSE procedures in the aviation sector, stated that some of QA/QC are recruited with no background of aviation and holding quality responsibility where HSE and QA/QC integrated in the same department.

The average ratios

To put you in the scene arrived more than 30 minutes earlier because for some reasons our first interview needed to deal with some tension and calm down participant giving more than 15 minutes just in warm-up questions before going to the questions session and here is a table summarizing the average information of participants we dealt with.

Table 7 : Participants summary table

	Min	Max	Average	Unit
Interview Time	25	45	37	Minutes
Period	16-05-19	03-06-19	18	Days
Number M/F	(2) 20% females	(8) 80% Males	10	Participants
M. Ages	30	48	40.57	Years
Status	(5) Executives	(5) Senior Managers	50-50	%
Actual Experience	2	7	5.21	Years
TAL Experience	4	17	8.50	
Total Experience	4	22	14.71	

Source: made by our care

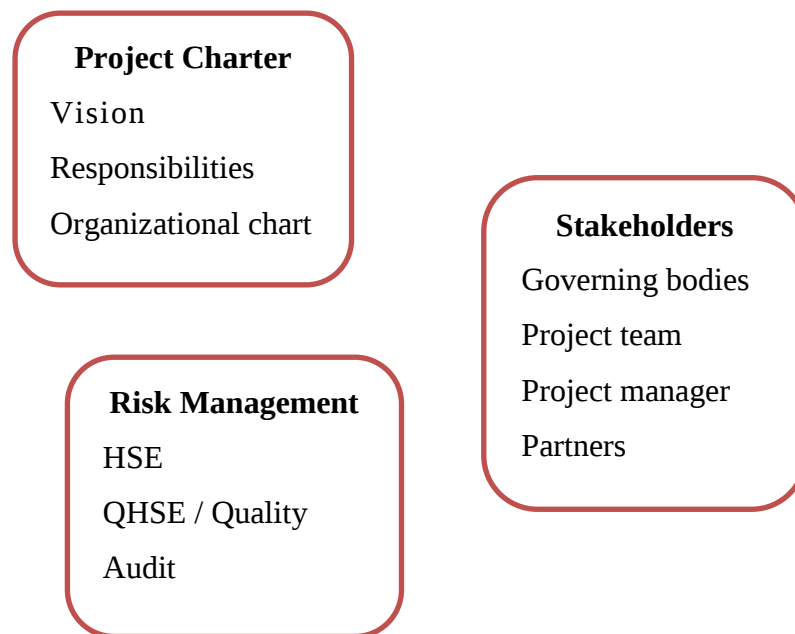
Data sampling and emotions

Used Data sampling and coding helped us since we were focused on particular process group which is the initiation of the project and the answers analysis will be grouped in the four aforementioned parts of the interview focusing on the most relevant to our research.

Transcription of interview data in an excel sheet, coding participants name and writing their answers with data sampling method and using three types of emotion and reaction against the questions, and they are : (Green and red) positive and negative reaction or answer and purple for free expression and further information and black for neutral on what's been said.

Themes

Categorizing results in three themes most relevant to our research.



First Part: TAL Activities

The first part of question to appreciate the implication level of the collaborators in the strategy of the company, where we found that they understand clearly their role, and they have a different perspective concerning most important goals and objectives.

Part II: TAL Strategic Planning

Arriving to the second part participants start to interact enthusiastically to the degree where some of them started proposing alternative and probing questions. Example of that after asking the question five (5) concerning the intra-connection between the different departments, the answers were general so, our probing questions for more understanding was to give us an evaluation on the scale of (1 to 10); In the next question some of the participants individually proposed the same scale of evaluation to the real collaboration and coherence that exist between different directions without even asking them. Different points of view on whether the company provided necessary efforts and tools to encourage innovation, intra-connection and collaboration, we quote “In terms of determination it exists, in terms of resource remains to be desired, “it is necessary to have collaboration in order to have the information, “every one try to communicate with the existing general resources in hand.” Information system relieved in organizational requirements rule.

Part III: Airline freight Project

Getting more precise to our case study in different aspects, organizational, responsibilities, where we found that: the new project manager acquired the AOC: Airline Operating Certificate to start the activity of air freight, Project *Charter* not really defined and stakeholders limited to some traditional partners like SH and AH. Market insight on different stages but took a lot of time since tight regulation to finish with risk dimensions and resources.

Part IV: Planning

Time notion exists and deadline helps to motivate, when percussions needed from creating an environment of pressure. Realization and innovation processes also discussed when the result can be shown as a generic planning process: Opportunity discussion with Top management and Road map from CEO, feasibility and market studies, if financial potential exists then preparation, communicating the best solution and deployment. Project management methods and tools not effectively exploited by all departments, where we found the process approach in audit department and HR standard process to implement an information system. For the rest of the analysis they will be implemented and discussed within the next section, segmented into the pre-mentioned themes that are most relevant to our research project. But before proceeding we invite you to take a look on the simplified interviews transcript in the [appendix \(E\)](#).

4.2 Implementation & Recommendation

4.2.1 Project Charter

Returning to *PMBOK* (PMI, 2017, p.563) definition, project charter is a formal document authorizing project existence and giving authority to project manager to act, linking project to the organizational strategic objectives. For that to have a project charter that replies to the company's aspiration we are going to propose a project vision, defining responsibilities, organizing project structure, identifying key stakeholders and providing risks tool.

Vision

From TAL 2015 air freight strategy Entitled "Oil freight, a neglected manna and a preparatory step to the Public Freight". We can extract the initial mission, which is to serve as an oil freight at the beginning of the project with the support of the parent company Sonatrach, this can be easily achieved, which give the company an opportunity to develop and master its activity to reach its vision to become a principal actor in the air freight market transporting public freights at international level.

Responsibilities

Project manager

Project managers should have some qualities to qualify them accomplishing their mission, assigning them with predefined responsibilities and authority level is critical to project success mainly comes after naming the authorizer of the project charter, that could be sponsor or other person(s) (PMI, 2017).

Planner

We find that just one collaborator in SSP direction working with planning software, which we find insufficient. Since planning process a dominant element in the success of the project. We recommend at least one planner in every mega or key project like air freight project, when is acceptable to have one planner working on different small projects in a matrix structure. Illustrating more about responsibilities and hierarchical relations in the proposed project organization charts.

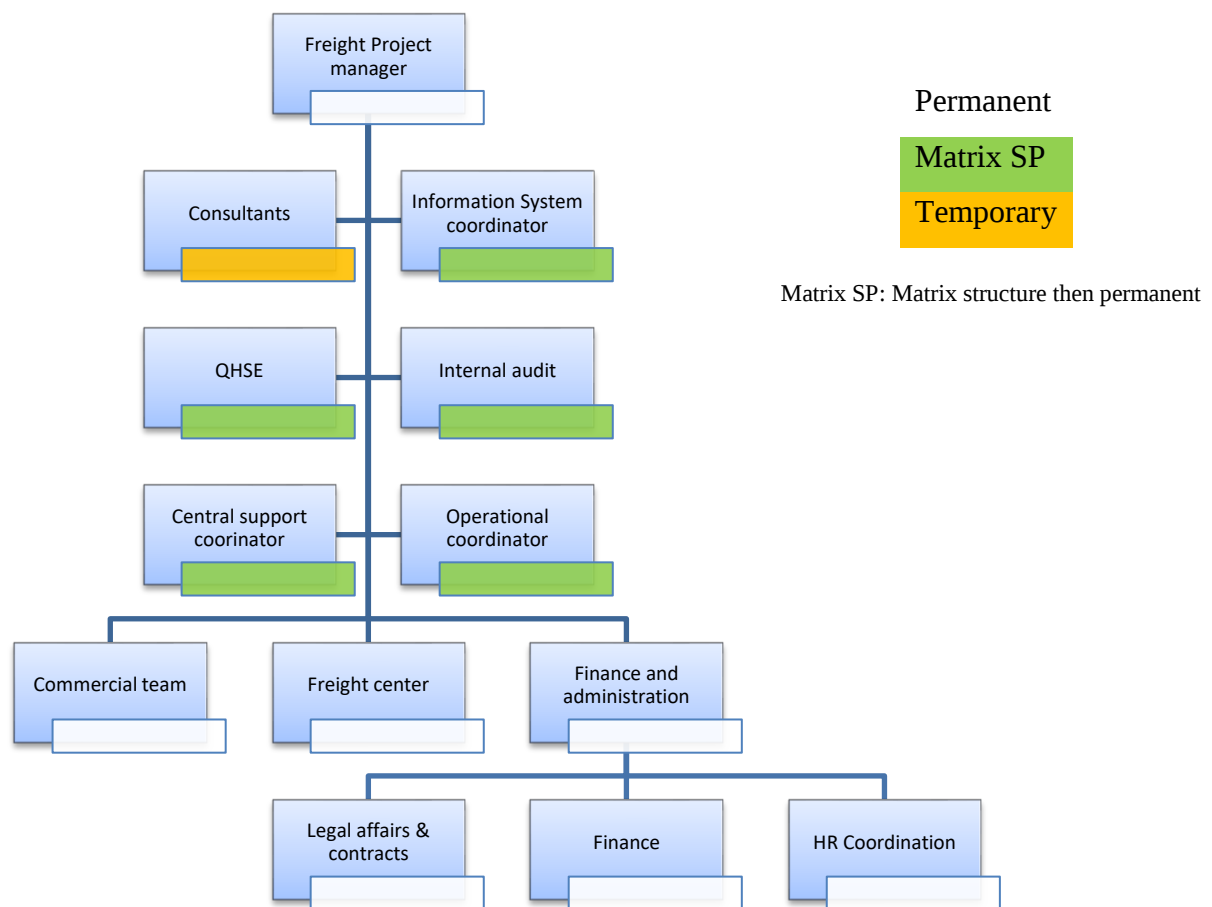
Project organization chart

We must distinguish between project charter and project chart this last one is concerning the organizational structure. Inspiration came from combining *Air Algérie* freight direction structure in (BOULASSEL, 2014) thesis, and Tassili Airlines company structure. Then developed based on researches and expertise. We suggest two consecutive scenarios:

At the initiation point

The project can be initiated using a *matrix structure* which allows the project to benefit from TAL internal talents to reduce charges, preserve confidentiality and accelerate project launching. The following figure presents our proposed project structure.

Figure 29 : Initiation project organization chart

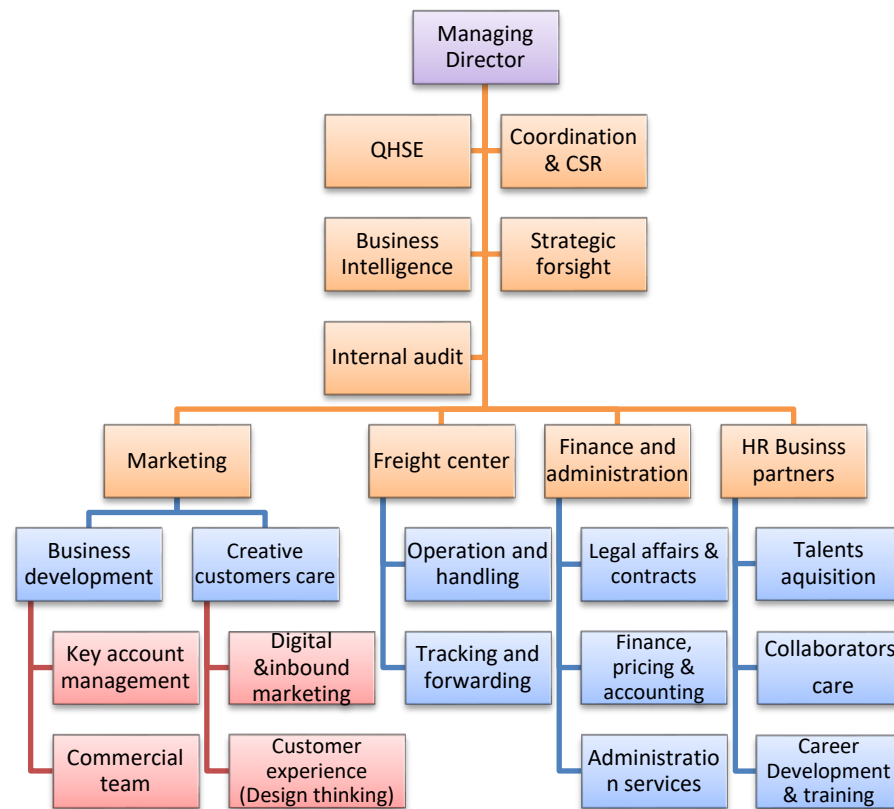


Source: Developed by our care from TAL and Air Algeria structures.

Expansion of air freight activity

After project maturity, it can operate as a direction interconnected and in constant coordination with the parent company. Furthermore the activity following our provision could dominate in both competitiveness and revenue generation; in that case it can be upgraded to be a separate affiliate, which unleashes some bureaucratic barriers that may acquire during project lifecycle and holding power over the financing, procurements and may include even technical for further expansion. For this reason we present in the coming figure, the organization chart that we think is most suitable to support this Transitional phase.

Figure 30 : Expansion organization structure chart



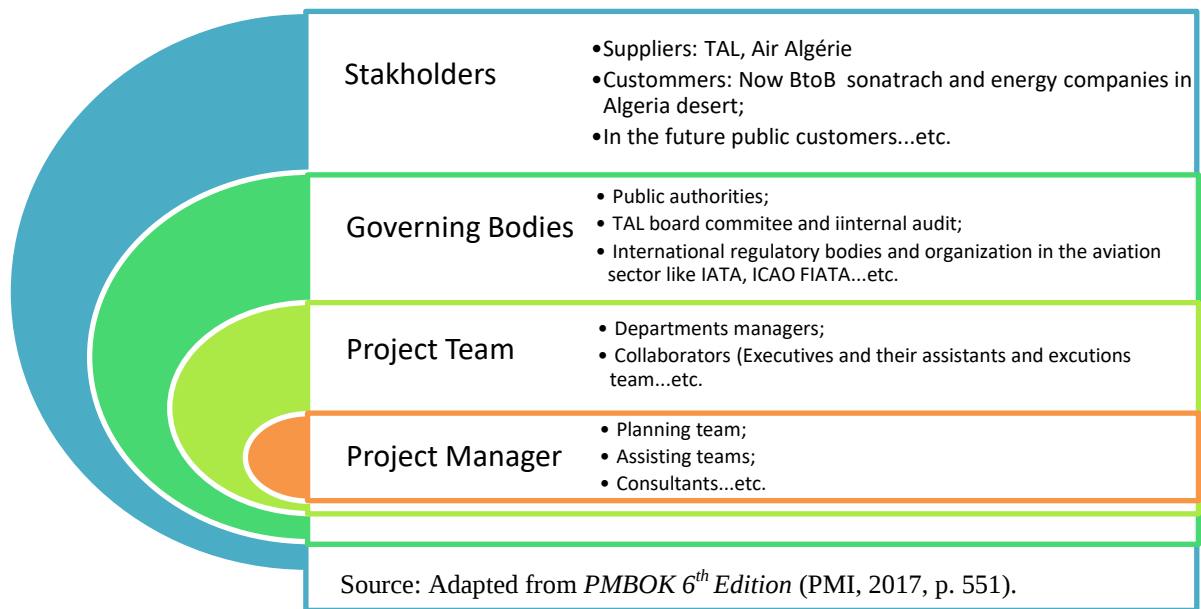
Source: made by our care

Implying technology in favor of mastering our activity and meets client's expectation in an open world of opportunities and fierce concurrence is essential, for that creative customer care using digital marketing and design unforgettable customer experience. Some concepts in this chart will be explained later in the next titles and in future development section.

4.2.2 Stakeholders

Stakeholders play an important role and a successful project is the one with strategic dimension taking in consideration different actors. For that reason we give through the presented structure a creative approach to handle this vital relationship. Identifying from interviews and internal documents a list of stakeholders, where key stakeholders are Sonatrach as a strategic partner and also a parent company, Air Algeria as a partner especially for technical part and maintenance. To continue, refer to the list of stakeholders below.

Figure 31: Tassili Airlines freight project Stakeholders



4.2.3 Risk Management

Risk dimension really appreciated by most participant. While, they all considering it as a major aspect to the safety in the aviation sector, with strong regulation that sometimes considered like a hamper to the development of this sector. HSE department considered as the first responsible for this task. Wondering what impact can occur from lack of communication, collaboration or its marginalization. If a roadmap exists to take this concern, then we consider the following suggestion: Giving the necessary importance to this department; Implication of safety measures in all aspect of the project; More communication and collaboration between different departments; HSE tools should be interdisciplinary; Simplification of the Safety documents and makes them accessible and in collaborative nature when possible for different users in the company; integrating the quality aspects to become QHSE.

4.2.4 Further Project Success Measures

From our diagnostics and experience within the company, we present these suggestions to develop some of the project processes and practices.

Structure and Recruitments:

Project organization could take advantage from the *Matrix Structure*, so the project can benefit from the expertise and transversal competences of collaborators from different department and disciplines. The common denominators between them are their loyalty to the company, their familiarity to the aviation field and most of them all, their designation will be made based on their true capabilities to fit in the right position. While, returning to experts in the field will be necessary as proposed in the old strategic planning made in 2015, proposing to use external recruitment of consultant with special talent requirements to join the project. At the end of these procedures, especially the last element needs from us to refer to new human resources practices known as Social Management control system.

Social Management and Social Audit

The company should be aware when turnover happens and sought new members, the time consequence and efficiency can be affected considerably. Mastering their collaborators needs from them to integrate the social psychology aspect, i.e. organizational behavior, Tendencies in this discipline known as “*Contrôle de gestion sociale*” translated to *Social Management Control System*. (Martory, 2015, p. 6) define it as an extension element of management control systems, considered as a support system for the social management of the organization, with the aim of contributing to the management of human resources in their performances and costs.

Since the company has an audit department, why not having HR auditors this will result of more coherence and coordination, responding more to the collaborators needs. After seeing these two essential elements concerned with HR practices where collaborators are the core of the company, selecting the right talents will take us to our next point to improve which is the innovation process. To understand and apply this social audit dimension we can return also to Social Audit book by (Igalens & Peretti, 2008).

Innovation process

Before going further to the process of the project initiation we suggest also that strategic planning regain its rightful position in the company, *interdisciplinary* talking the collaboration between Research and Development Department (R&D) from one hand to collect innovation propositions, throughout *brainstorming*, *focus group*, *interviews*, *idea boxes* or other technics; and from the other hand Studies and Strategic Planning Department to make studies, planning and ensuring their implementation. We could think differently in our world today using innovative techniques to reach our clients. For that, let's discover what could design thinking offer.

Design Thinking

When we see design thinking now comparing to previous innovation technics, rather focusing on client satisfaction, but the client experience, if we adopt this approach in project management then we must enhance the max this experience to our client by showing commitment to project success reflected by the total control of different aspects, especially risk and problems management; efficient planning and astonishing graphic designs of marketing campaigns and even documents, because if you love what you do, you will take care of it till the smallest details. To speak about client experience, we must adopt our communication to client's aspiration in this era, for that acquiring tracking platform, secure transaction, i.e. E-trust and client experience imposing from us to a digital transformation.

Digital transformation

For Digital transformation, acquiring tracking platform for services like e-freight and e-booking, we consider launching this IT Project separately using Agile or Lean methods, since this type of project requires to be customer oriented, which demand a higher flexibility, driven by talented team where everyone knows his part in the team. In a unique collaborative environment, important results can be achieved and a higher return for project customers value can be gained. Cyber security one of the emergent fields nowadays imposing itself by the need for security and rapidity when aviation sector and air freight much regulated, there comes some innovation to solve some of the security and time efficiency concerns i.e. E-Trust and E-AWB (Electronique Air Way Bill) respectfully. While in every scientific work there is an area for innovation, and we didn't forget to provide you with future development tips.

4.3 Future Development

We have chosen to point out the limitation of this study in the future development section rather than methodology, to be considered like an opportunity not an obstacle, a starting point to future researches.

4.3.1 Limitation of the Study

There are many aspects where we tried our best in raising barriers and push it to the limit where we can to have fruitful results, but as known in any scientific work there is always an area for innovation. These are some opportunity to build on, that can be dealt with in this limited period of time to prepare this research project:

Planning & Schedule

To apply the waterfall method used by PMBOK guide you need to have a crystal-clear idea of what the project demands before proceeding further. Lack of documentations, confidentiality of the information that can be shared, especially related to allocated resources, dates and timeline, values and defined tasks all these play an important role to make it unsuitable at the moment to propose planning in respect to this research project, other reasons that affected:

- Changes in project structure and responsibilities;
- Lack of information and it's early to speak about schedule before having planning in hand,
- Aviation sector and air freight have a tied regulations where companies must comply and to understand it we must go through complicated regulation documents.

Participant observer

During this research we tried to accumulate some insight and data from diverse institutions to accelerate the rhythm for strategic planning upgrading, due our aspiration to participate in its elaboration. With that being participant observer could help for more understanding of the procedures. Cancelled observation after noticing the lack of accessibility to relevant sources of information that we will discuss next in the interview.

Interviews

More accurate interviews needed, even thou is it acceptable to have between six (6) to ten (10) participants, where having or exceeding ten (10) means you are going to study a phenomena. We wished to have some participants especially the key actors of the project and top management. When one of our researches diagnostics shows that risk management procedure

not widely spread in the company other than HSE, this last we couldn't meet one of the TAL team to clarify this issue. In the following our recommendation for the future researches.

4.3.2 Recommendations for the future Researches

Business Development in the digital Era

Understanding what every generation needs is the key to provide them with unforgettable customer experience. According to Chamberlain, L (2018, 08 Mai) *Gen-Z Will Account for 40 Percent of All Consumers By 2020* (<https://geomarketing.com/gen-z-will-account-for-40-percent-of-all-consumers-by-2020> retrieved in 03/06/2019). Differs from country to another, but we have to be prepared for this reality and for that studying “the Impact of innovation on business development in the digital era” that was our first proposed subject to scientific committee, which could serve us in our continuous research path or PHD. So, as a subject it could be really interesting to deal with the evolution of this new generation and future dominators of the market starting 2020.

Disruptive innovation

Transversal way of thinking promoted by the design thinking concept takes us to the next level of thinking strategy and marketing with a different perspective dictated by an aggressively changing market with disruptive innovation happening in less than a decade now. For air freight how to escape this ghost of disruption and *model shift* impact, start thinking of coming up with incremental innovative solutions and ideas, that's really what this activity needs, to still competitive in the market. For more about disruptive and incremental innovation check the link following article: Big Think edge (2018, 05 July) Radical vs. Disruptive Innovation: What They Mean for Organizations (<https://www.bighinkedge.com/blog/radical-vs-disruptive-innovation-what-they-mean-for-organizations>) retrieved in (03/06/2019). Next one of the technologies that could flip upside down the world we know today.

Action research

For projects in the initiation phase like this one, we recommend using action research strategy which helps you not only to have findings, but gives you the possibility to apply them, just keep in mind to gain access to project executives and especially project manager.

Block chain in air freight

The block chain technology could change our way of doing things introducing new solutions for cyber security, monetary transactions and data storage and more. How to get useful use of this technology in the supply chain and air freight could be an important subject for researches. Discover further about block chain in air cargo from the following document (*Blockchain in air cargo digital disruption in the supply chain, IBM, 2018.*).

Trans-disciplinary

Intersect of competences and expertise from managerial field to another can be seen as one must be element to start with to treat the company as a whole and one entity. Learning other technics and procedures if necessary, adapting themes following our needs to implement them later with efficiency, best example are: marketing and strategy tools where they are used by many other disciplines which can make this tool "*trans-disciplinary*". It will be always useful using the approach in this research, bringing new technic, tools, and methods from a discipline to another creating that culture of coordination, collaboration and share giving the different department of the company that complementarity dimension to succeed together.

Intrapreneurship

Encountered in this research meaningful terms, that hold great ideas and futuristic concept from great authors, like *Intrapreneurship* term which has two parts *Intra* refers to intern and the second part for *entrepreneurship*. This concept promotes business partnerships of employees, or like we appreciate calling them collaborators within their company by studying how we can make them adopt that entrepreneurial mind-set. For this you can check:

(*Intrapreneuriat Une stratégie syndicale pour l'innovation dans les entreprises européennes. EuroCadres, 2009*) and (*Intrapreneuriat social nouvelle frontiere innovation sociale. Odyssem & Volunteer, 2012*).

Yield management

Yield management really responds to aviation sector, where a small amount of reduction in execution or procurement could have a significant impact on the revenue or pricing, making it possible to offer clients a quality service with a reasonable amount to keep the company competitive in the market. Check *Global supply chain management and international logistics* (Branch, 2008, p. 147to148).

General Conclusion

"We can do anything we want to do if we stick to it long enough.", because "Life is a succession of lessons which must be lived to be understood." Why not trying, "You will succeed if you persevere; and you will find joy in overcoming obstacles." Helen Keller

When taken the initiative to conduct this interdisciplinary research on how to initiate a strategic project using a project management approach collaborating for Tassili Airlines in the establishment of a methodological spirit, demonstrating the contribution of project management approach to organizational performance and success in initiating and managing the project of the air freights.

It was an opportunity to showcase complementarity of these two disciplines, applying project management approach on the strategic planning that can be seen as original approach to discover the subject from a new angle, and that imposed the exploratory research nature, which implies an inductive research approach, and a qualitative research strategy for testing validity throughout the convergence of information from different sources. Understanding the project within its context using a strategy of embedded case study to examine just the aspects we are concerned with. Conducting interviews making sure of information reliability to increase the validity of the study.

Our findings are also generalizable to other organizations, since it's based on international standards and practices within the project management discipline, with practical findings, answering our sub questions along the way.

- What needed from Tassili Airlines to master this launching process of new project?
- Can we, and how to apply project management approach to initiate this project?

To acquiring a project charter that replies to the company's aspiration we proposed a project vision, defining responsibilities, organizing project structure, identifying key stakeholders and providing risks tools.

Mission and Vision. Serving as oil freight with the support of the parent company Sonatrach, to become later a principal actor in the air freight market transporting public freights at international level;

Responsibilities

- Given to Project manager with proven qualities to accomplishing their mission of succeeding in the project, assisted along the way by a planner;
- Accentuate on the interdisciplinary aspect of strategic planning and project management to improve the organizational and professional environment.

Project Structure. Establishing project initiation proposal of air freight activity as a project in nowadays, and affiliate in the future, using scenarios we suggest the following.

- At the initiation point, initiating the project using a matrix structure which allows TAL internal talents implication to reduce charges, preserve confidentiality and accelerate project launching;
- Expansion of air freight activity to a direction or affiliate interconnected distinctly and in constant coordination with the parent company.

Stakeholders. Plays an important role and a successful project is the one with strategic dimension taking in consideration different actors;

Risk Management

- A roadmap for Implicating safety measures in all aspect of the project;
- More communication and collaboration between different departments;
- HSE tools should be interdisciplinary;
- Simplification of the safety documents and makes them accessible;
- Integrating the quality aspects to become QHSE.

Some detected insufficiencies

From what is recommended to we go to what is missing:

- There are some practices of project management like process approach in audit department when TAL needs to implement them in the projects realization;
- Project management tools and methods are not used effectively;
- Plan and respect schedules when making strategies, and initiating projects where we found that freight project took more than 7 years from 2012 when scheduled to take just two years;
- Circulation of the information and collaboration are moderate and the implementation of an information system could improve the situation;
- One of our researches diagnostics shows that risk management procedure not widely spread in the company other than HSE, audit and operations.

Further project success measures

From our diagnostics and experience within the company, we present these suggestions to develop some of the project processes and practices.

- ***Innovation Process.*** We suggest that strategic planning regain its rightful position in the company, and we propose the innovation process flow as this:
 - R&D generate and collect innovation ideas through brainstorming, focus group, interviews, idea boxes or other technics;
 - DSSP make studies, planning and ensuring their implementation.
- ***Digital transformation***
 - Acquiring tracking platform for services like e-freight and e-booking, and solve some of the security and time efficiency concerns, i.e. E-Trust and E-AWB;
 - we consider launching this IT Project separately using Agile or Lean methods,
- ***Customer driven*** strategy since it's a new activity;
- ***Implying technology*** in favor of mastering our activity and meets client's expectation for that creative customer care using digital marketing and design unforgettable customer experience.
- ***Design Thinking*** to maximize the customers experience;
- ***Structure and Recruitments.*** Matrix structure, so the project can benefit from the expertise and transversal competences of collaborators from different department and disciplines in TAL. Resorted to experts in the field when necessary especially at the initiation phase;
- ***Social Management and Social Audit.*** Mastering their collaborators needs to integrate the social psychology aspect, contributing to the management of human resources in their performances and costs;
- ***HR auditors.*** This will result of more coherence and coordination.

Limitation of the study

Challenges in this research considered an opportunity not an obstacle, a starting point to future researches.

- ***Planning & Schedule***, Lack of documentations, confidentiality of the information make it unsuitable at the moment to propose planning in respect to this research project;
- ***Participant observer*** that could help for more understanding of the procedures;
- ***Interviews***, wished to have more key actors of the project and top management.

Recommendations for the future Researches

For more understanding of struggles and dysfunctions to develop awareness and strategies to handle them, in the future experiences we recommend the following topics to be handled by our successors.

- ***Business Development in the digital Era***, understanding what every generation needs is the key to provide them with unforgettable customer experience;
- ***Disruptive innovation*** for air freight how to escape this ghost of disruption and model shift impact, start thinking of coming up with incremental innovative solutions and ideas, to still competitive in the market;
- ***Action research***, helps you not only to have findings, but gives you the possibility to apply them;
- ***Block chain in air freight***, the block chain technology could change our way of doing things introducing new solutions for cyber security, monetary transactions and more;
- ***Trans-disciplinary***, learning other technics and procedures if necessary, adapting themes following our needs to implement them later with efficiency;
- ***Intrapreneurship*** by promoting business partnerships with collaborators;
- ***Yield management*** method for efficiency enhancing, replies to aviation sector.

Finally, Switching to management by project approach make its way to be a must for organization to achieve excellence in managing their projects, lunching them in the right time, with convenient resources and complete preparation. And with that we come to the answer of our last research question marking the possibility of applying this approach to initiate the project. Wish this modest research project was motivating to learn more about the subject.

Appendixes

Appendix A: Research Plan



MASTER of MANAGEMENT IN ENTREPRENEURSHIP & PROJECT MANAGEMENT
Researcher : Nadjmeddine DJEBBARI

Research Plan

University
Major
Name

The National Higher School of Management - University pole Kolea, Algeria
Master of Management in Entrepreneurship and Project management
Nadjmeddine DJEBBARI

Created in : 10-Dec-18
Revised in :

	Not started or not approved
	Planned
	In progress
	Complete
	Delayed
	Cancelled

New updates										
	Action	Responsible	Position	Priority	Expected results	Actual results	Start Date	End Date	Status	Notes
1	Goal #1: Follow my passion									
1.1	Humanity impowrment and social impact	Nadjmeddine D	Volunteer	High						
1.2	Entrepreneurship	Nadjmeddine D	Entrepreneur	High						
1.3	Innovation	Nadjmeddine D	Volunteer	High						Volunteer in ANPT
1.4	Business Development	Nadjmeddine D	Associate	High						
1.5	TIC : Technology Information & Communication	Nadjmeddine D	Entrepreneur	High						Block chain, mobile Banking, Big Data,
1.6	DIGITAL	Nadjmeddine D	Intern	High						Design Thinking
1.7	Sustainability and renewable energy	Nadjmeddine D	Intern	High						
1.8	Project Management	Nadjmeddine D	Project Manager	High						
1.9	Plannification	Nadjmeddine D	Intern	High						
1.10	International participation	Nadjmeddine D	Participant	High						
2	Goal #2: Efficient Planning									
2.1	Action plan	Nadjmeddine D	Master Student	High						
2.2	Time Management	Nadjmeddine D	Master Student	High						
2.3	Planning schedule	Nadjmeddine D	Master Student	High						
2.4	Research Plan	Nadjmeddine D	Master Student	High						
2.5	Work progress	Nadjmeddine D	Master Student	High						
2.6	Advancement rate	Nadjmeddine D	Master Student	Meduim						
3	Goal #3: Accurate Researchs									
3.1	Research statment	Nadjmeddine D	Master Student	Meduim						
3.2	Collect maximum information	Nadjmeddine D	Master Student	High						
3.3	Writing ressources	Nadjmeddine D	Master Student	High						
3.4	Filter	Nadjmeddine D	Master Student	High	Chose the best					
3.5	Selective reading	Nadjmeddine D	Master Student	High						
3.6	Reformilate ideas	Nadjmeddine D	Master Student	High						
3.7	Finding connections	Nadjmeddine D	Master Student	High						
4	Goal #4: Internship									
4.1	Get fimiliar with work environment	Nadjmeddine D	Master Student	High						
4.2	Analyse disfonctionning	Nadjmeddine D	Master Student	High						
4.3	Addapt my research topic to this problem	Nadjmeddine D	Master Student	High						
4.4	Analytical review : compare with other organizations	Nadjmeddine D	Master Student	High						
4.5	Write diagnostics	Nadjmeddine D	Master Student	High						
4.6	Search for possible solutions	Nadjmeddine D	Master Student	High						
4.7	Communicate diagnostic result	Nadjmeddine D	Master Student	High						
4.8	Apply solution	Manager	Manager	High						
4.9	Analysing impcat	Nadjmeddine D	Master Student	High						
4.10	Recaputilate the experience	Nadjmeddine D	Master Student	High						

5	Goal #5: Thesis									
5.1	Primary introduction with problem	Nadjmeddine D	Master Student	High						
5.2	Theoretical chapter	Nadjmeddine D	Master Student	High						
5.3	Analitical chapter	Nadjmeddine D	Master Student	High						
5.4	Conclusion	Nadjmeddine D	Master Student	High						
5.5	Update introduction	Nadjmeddine D	Master Student	High						
5.6	Check Bibliography	Nadjmeddine D	Master Student	High						
5.7	Correct writing	Nadjmeddine D	Master Student	High						
6	Goal #6: Prepare my Graduation									
6.1	Submit my thesis	Mentor	Master Student	High						
6.2	Send invitation	Nadjmeddine D	Master Student	Low						
6.3	Propre dressing	Nadjmeddine D	Master Student	Meduim						
6.4	Speech preparation	Nadjmeddine D	Master Student	High						
6.5	Prepare graduation supplies	Family members	Organizer	Meduim						
6.6	Graduate	Nadjmeddine D	Master Student	High						
6.7	Upgrade my thesis	Nadjmeddine D	Master Student	High	Based on juries members notes					
7	Goal #7: Better Communication									
7.1	Networking	Nadjmeddine D	Freelancer	High						
7.2	Grow my Digital network	Nadjmeddine D	Influencer	Meduim		Follow my connections request with propre positive message				
7.3	Be active in social media	Nadjmeddine D	Influencer	Low						
7.4	Create personal blog	Nadjmeddine D	Writer	Meduim						
7.5	Share my thesis in academical websites	Nadjmeddine D	Master Student	High						
8	Goal #8: Future Development									
8.1	Participate in International followship	Nadjmeddine D	Follower	High						
8.2	Create website	Nadjmeddine D	Freelancer							
8.3	Create an international event	Noureddine & Reda	Development, communication	Meduim						
8.4	International Volunteering	Nadjmeddine D	Volunteer	Meduim						
8.5	Entrepreneurship for youth	Nadjmeddine D	Trainer	Meduim						
8.6	Publish my thesis research as a book	Nadjmeddine D	Writer	Low						
8.7	GLOBELICS Researchers network	Nadjmeddine D	Member	Meduim						
8.8	Doctorate in International business development	Nadjmeddine D	Doctorate	Meduim						
8.9	Envornment and climate change writer	Nadjmeddine D	Reporter	Low						Climate change organization
	New updates									

Status : (e.g. planned, in progress, complete, delayed, cancelled)

Priority : (e.g. Low, Medium & high)

Expected results (What will it achieve for your business? Ensure this is measurable, e.g. '10 leads', '3 workshop bookings', 'no business trips')

Appendix B: Internship opportunities evaluation

Internship Opportunities Evaluation

University
Major
Name

The National Higher School of Management - University pole Kolea, Algeria
Master of Management in Entrepreneurship and Project Management
Nadjmeddine DJEBBARI

New updates												
Aspects / Organizations		Siemens	ANPT	Sonatrach	GS DAELIM	CEEG	Sonalgaz	Air Algerie	Tassili Airlines	KPMG	International	Notes
1	Goal #1: Follow my passion											
		2	3	2	1	1	2	3	3	2	3	Be persistant
2	Goal #2: Family matters											
		1	2	1	3	3	0	1	2	1	2	Stay close
3	Goal #3: Personal development											
		2	2	2	3	3	2	2	2	2	2	Personal time for skill development
4	Goal #4: Researchs											
		1	2	2	1	1	2	2	2	3	3	Knowledge
5	Goal #5: Internship											
		1	1	1	2	2	1	2	2	2	2	Availability
6	Goal #7: Better Communication											
		2	2	2	1	1	1	2	2	2	3	Motivating environment
8	Goal #8: Future Development											
		1	2	2	1	1	1	2	2	2	3	Opportunities
New updates		10	14	12	12	12	9	14	15	14	18	

Selected company

NB: We didn't include the full assessment table and procedure; instead we share with you this summary table of the important criteria for choosing internship Company.

Appendix C: Interview Guide

User Guide for Individual Interview

Esteemed Time: 45 Min

Researcher: Nadjmeddine DJEBBARI

Master of Management in Entrepreneurship and Project Management

Contact email: Nadjme.djebbari@gmail.com

Supervised by:

Dr. Mohamed Chohra

IMPORTANT

It is important to respect the time allocated to the interview, focusing that key factors and complementary questions can be dealt with in the given time.

Introductory words:

Peace and gratitude,

First of all, I would like to thank you for your interest in our graduation project for the Master in Entrepreneurship and project management at the National Higher School of Management.

My name is Nadjmeddine DJEBBARI; and the project aims to satisfy a managerial need of the Strategic planning department to master project initiation taking in consideration the planning part (resources and schedule) in order to launch successfully the project and business development activity, especially following project management procedures to initiate the project.

In order to have an accurate overview of Tassili Airlines, it is paramount; to know the processes of the project and the department responsible for their implementation that is essential. In this interview, we essentially want to identify as many of the company's processes as possible to map the project structure and interactions.

PS. A short presentation of the project management process approach to introduce the interviewees to the concept.

It is made clear that there are no good or bad answers, only different points of view. However, it is necessary to ensure mutual understanding, to have the vision the most real possible.

My role is to ask questions and to write notes or record if possible. As we want to have a clear vision; it is possible that I invite you to express yourself more, give more details or return to the initial point.

The structure of the interview guide

Related Questions	Objectives
1st Part : TAL Activities	
Q1. Can you give a brief description about TAL activities?	Mission, Vision and objectives of the company.
Q2. Can you define your most important roles within the company?	Give them opportunity to exhibit their integration to the company.
Q3. What you see, that are the most important objectives and goals that need to be achieved by TAL?	To understand how much they are implicated in attending those objectives.
Part II : TAL Strategic Planning	
Q4. Do you think the actual organizational structure gives the department the space for innovation and development?	Illustrate that innovation hunger.
Q5. What is your evaluation to the intra-connection?	General assessment of internal connection between different departments.
Q6. Do you think real collaboration and coherence exist between them?	Appreciation of working in a collaborative environment.
Q7. What are your propositions to improve the situation?	Giving them the space to express their kept ideas to improve the situation.
Q8. Do you have anything to add?	
Part III : Airline freight Project	
Q9. Can you give a brief description about the project? -- Tell us about the motivation behind it?	To know more about project management style, structure and boundaries...etc.
Q10. What do you think are the opportunities that can be initiated from this project?	To know if there is a real need in the market for air freight services.
Q11. Do you have Project CHARTER?	Asked before mentioning project management approach, to recognize whether or not they are using this approach.
Q12. Can you tell us about the stakeholders of the project?	To identify the project stakeholders.
Q13. Are the project decisions made based on market research insight?	To know if the information to market insight are accessible or not.
Q14. Which segment you intend to focus on in the market?	Activity positioning in the market and clients segments?
Q15. Does your strategy have risk management dimension? -- If yes, can you list some of these risks?	To estimate how much risk dimension regarded to in the company?
Q16. Do you consider that the company provided you with necessary resources to succeed?	To recognize collaborators esteem to what been provided giving some insights about needed resources.
Q17. What should be provided furthermore for the success of the project?	Furthermore from support process.

Part IV : Planning

Q18. Do you think schedules disturb your innovation process, and how much time given to the project?	To comprehend whether collaborators support working under pressure or not, and to know if there is an exciting planning or schedule.
Q19. Is there any limitation concerning schedules?	Deadlines are taken in consideration to initiate this project.
Q20. Is the best launching time of the project taken in consideration?	Suitable time to launch the activity in addition for stronger market response.
Q21. Can you describe the realization process?	Processes for realizing this project from strategic planning to project initiation.
Q22. Which tools do you use in planning?	Software used and can also develop the question for technics...etc.
Q23. Do you consider using project management process in the realization of your strategy?	To acknowledge their approach about managing this project using project management methods.
Q24. Does the PM Bok process reply to your need in planning your project?	Get more specific into focusing on one particular method.
Q25. Is there anything else you would like to share?	Appreciation for self-express in free manner.

GENERAL INFORMATIONS

All the information collected below are confidential and will only be used for the purpose of this scientific research.

I. PERSONNEL INFORMATION	
1. Gender	
2. Age	
3. Email	
4. Phone number	
II. Experience with the company	
5. Current job	
6. Status	
7. Number of total years of experience as in the current function	
8. Number of total years of experience in TAL (No matter the status)	
9. Number of total years of experience in professional environment (No matter the status)	
Other (Precise)	

Thank you for your time.

Appendix D: Interview questions translated to French

La structure du guide d'entretien / Questions

1^{er} Partie: Activités de TAL

Q1. Pouvez-vous nous donner une brève description des activités du TAL?

Q2. Pouvez-vous définir vos rôles les plus importants au sein de l'entreprise?

Q2. Ce que vous voyez, ce sont les objectifs les plus importants et les buts qui doivent être atteints par TAL??

Partie II : La Planification Stratégique de TAL

Q4. Pensez-vous que la structure organisationnelle actuelle donne à la direction un espace pour l'innovation et le développement?

Q5. Quelle est votre évaluation de l'interconnexion?

Q6. Pensez-vous qu'il existe une réelle collaboration et cohérence entre eux?

Q7. Quelles sont vos propositions pour améliorer la situation?

Q8. Avez-vous quelque chose à ajouter?

Part III : Projet du Fret Aérien

Q9. Pouvez-vous nous donner une brève description du projet?

Q10. Selon vous, quelles sont les possibilités qui peuvent initier de ce projet?

Q11. Quel est votre CHART du Projet

Q12. Pouvez-vous nous parler des parties prenantes du projet?

Q13. Les décisions du projet sont-elles fondées sur des études de marché?

Q14. Sur quel segment du marché souhaitez-vous concentrer sur?

Q15. Votre stratégie comporte-t-elle une dimension de gestion des risques?

Q16. Considérez-vous que l'entreprise vous a fourni les ressources nécessaires pour réussir?

Q17. Que faut-il en outre prévoir pour la réussite du projet?

Partie IV : Planification

Q18. Pensez-vous que le planning perturbe votre processus d'innovation?

Q19. Y a-t-il des dates limite concernant vos plannings?

Q20. La meilleure date de lancement du projet est-elle prise en compte?

Q21. Pouvez-vous décrire votre processus de réalisation?

Q22. Quels outils/logiciels utilisez-vous dans la planification?

Q23. Vous avez déjà pensé à utiliser les processus de management des projets dans la réalisation de votre stratégie?

Q24. L'approche du management de projet du *PMBok* répond-il à votre besoin dans la planification de votre projet?

Q25. Y a-t-il autre chose que vous aimeriez nous dire?

INFORMATIONS GÉNÉRALES

Tous les renseignements recueillis ci-dessous sont confidentiels et ne seront utilisés qu'aux fins de cette recherche scientifique.

I. RENSEIGNEMENTS	
H/F	
Age	
Email	
N° téléphone	
II. Expérience avec l'entreprise	
Position actuel	
Statut socio professionnel	
Nombre total d'années d'expérience dans la fonction actuelle	
Nombre total d'années d'expérience en TAL (peu importe le statut)	
Nombre total d'années d'expérience en milieu professionnel (peu importe le statut)	
Autre (Précise)	

Date :

Signature :

Merci pour votre contribution!

Appendix E: Interviews Transcript Simplified

1st Part : TAL Activities	
Q1. Can you give a brief description about TAL activities?	Mission, Vision and objectives of the company.
Airline company created by SH main activities oil charter and passenger transport, Oil charter 80% main client SH affiliates and partners, grand public transport regular domestic 2013 (suspended next) and international starting 2014 mainly to France and touristic destinations.	
Q2. Can you define your most important roles within the company?	Give them opportunity to exhibit their integration to the company.
Clarifying management procedures, and facilitating aerial management by Elaboration of annual and pentagram (five years plan), Profitability studies of lines to provide the CEO with factual elements concerning profitability of these activities, (resources, lines...) for excellent decision making. Realization of this mission in collegial work with team spirit other mission of audit following process approach.	
Q3. What you see, that are the most important objectives and goals that need to be achieved by TAL?	To understand how much they are implicated in attending those objectives.
Serve the national interests having the right man in the right place, reinforcing TAL position within oil market, confront its presence in the grand public market; mastering and cost reduction for best rationalization of resources; Realization of new infrastructure; consolidation of partnership relations with AH (Air Algérie). to be competitive in the market.	
Part II : TAL Strategic Planning	
Q4. Do you think the actual organizational structure gives the department the space for innovation and development?	Illustrate that innovation hunger.
When some see that the structure is adequate for innovation and tools provided like ideas boxes, other stated that before they could contribute through feedback, Its considered Congeal (freeze) procedures, when depending on other to get information, we can change procedures but that's not innovation. Organizational requirements rule relieve IT from Information System.	
Q5. What is your evaluation to the intra-connection?	General assessment of internal connection between different departments.
Lack of intra connection, it Exist within DSSP, no information circulation, before they give and now we need to go through hierarchy. There is communication it's not at the level we aspire. When we say an information system assure fluidity of information between different actors.	
Q6. Do you think real collaboration and coherence exist between them?	Appreciation of working in a collaborative environment.
In terms of determination it exists, in terms of resource remains to be desired, it is necessary to have collaboration in order to have the information, every one try to communicate with the existing general resources in hand.	
Q7. What are your propositions to improve the situation?	Giving them the space to express their kept ideas to improve the situation.
Implement the redesign of the company's master plan, - Network infrastructures, - Mapping of the IT information systems in place, Invest in HR and training, develop recruitment process, proposition of 2 to 3 coordination councils to coordinate between top management and structures.	
Q8. Do you have anything to add?	
External audit, Production plan, aircraft exploitation program	

Part III : Airline freight Project	
Q9. Can you give a brief description about the project? -- Tell us about the motivation behind it?	To know more about project management style, structure and boundaries...etc.
Project manager changed, accorded the AOC: Airline Operating Certificate, main partners SH and AH.	
Q10. What do you think are the opportunities that can be initiated from this project?	To know if there is a real need in the market for air freight services.
Focus on oil freight because the market exists with SH. Product department not implicated, cargo is the future of the company.	
Q11. Do you have Project CHARTER?	Asked before mentioning project management approach, to recognize whether or not they are using this approach.
Before creating freight project direction it was following commercial direction, regulation prerequisites (conditions), Project need a process chart and structure, for recruitment project manager with (b) category where it exist different categories in 3 levels (1to3).	
Q12. Can you tell us about the stakeholders of the project?	To identify the project stakeholders.
Internal: DEX, Direction freight, quality; Extern: DGSM, Aviation security, Flight security bureau.	
Q13. Are the project decisions made based on market research insight?	To know if the information to market insight are accessible or not.
When some think all provided Another, direction of the markets at our disposal markets gained from SH and financial economic studies for strategic decisions. Others see that studies made missed information (oil market volume) oil with cargo or mixed with passengers.	
Q14. Which segment you intend to focus on in the market?	Activity positioning in the market and clients segments?
When some see that it's a blank market other go further that oil freight sell with cost price.	
Q15. Does your strategy have risk management dimension? -- If yes, can you list some of these risks?	To estimate how much risk dimension regarded to in the company?
Every one appreciated risk management importance but they see it should be included in all projects in other department manifesting the integration of risk dimension in HR and audit, this last following audit standards and there other risk taken in consideration from other departments.	
Q16. Do you consider that the company provided you with necessary resources to succeed?	To recognize collaborators esteem to what been provided giving some insights about needed resources.
Material resources exist while it's relative depending on collaborators some satisfied and other always hoping for more to succeed in their tasks, providing IS to deliver information in time.	
Q17. What should be provided furthermore for the success of the project?	Furthermore from support process.
Business plan for airplane acquisition, IT information system means to be able to develop a direct link and a legal framework with the partner (partnership contract) the continuities (updating) of a digital information system there are levels of meters in place and information system to facilitate.	

Part IV : Planning	
Q18. Do you think schedules disturb your innovation process, and how much time given to the project?	To comprehend whether collaborators support working under pressure or not, and to know if there is an exciting planning or schedule.
Deadline motivating and help even some collaborators ask for time limit for some tasks, it is in the end to involve all the means the people will be comfortable, it is necessary to set real deadlines, so that we don't establish an environment of pressure.	
Q19. Is there any limitation concerning schedules?	Deadlines are taken in consideration to initiate this project.
Collaborators have limited schedule for their missions and tasks while other stated that no limitation to launch the project but income statement positive. Time notion exist for most participants that agreed it help, when minority sad that some don't respect, the respect of other structures it's obligatory for the deadline respect.	
Q20. Is the best launching time of the project taken in consideration?	Suitable time to launch the activity in addition for stronger market response.
For some collaborators their task are predefined and planned where others see that the project can be launched at any time, backed by other interviewees due to low change resistance of TAL collaborators.	
Q21. Can you describe the realization process?	Processes for realizing this project from strategic planning to project initiation.
With every structure had its process we can make a summary of a generic planning process, Road map from CEO or Opportunity discussion with Top management, feasibility and market studies, if financial potential exist then preparation, communicating the best solution and deployment.	
Q22. Which tools do you use in planning?	Software used and can also develop the question for technics...etc.
Mostly using office packages with two collaborators having MS. Project training and one certified prima-Vera, Not effectively exploited.	
Q23. Do you consider using project management process in the realization of your strategy?	To acknowledge their approach about managing this project using project management methods.
When some structure use milestones, audit department had process approach, and HR had a standard process to implement an information system.	
Q24. Does the PM Bok process reply to your need in planning your project?	Get more specific into focusing on one particular method.
Just HR SI department give justification to project management methodology speaking about agile methodology where it need a real flexibility from collaborators to be implemented.	
Q25. Is there anything else you would like to share?	Appreciation for self-express in free manner.
Some proposed to enforce TAL fleet and lines to south.	

List of References

- Andre, L. (2018, October 5). List of Project Management Methodologies: Comparison & Examples. Retrieved May 19, 2019, from Financesonline.com website: <https://financesonline.com/list-of-project-management-methodologies-comparison-examples/>
- ALGEX (2018), Fiche Sectorielle Transport & Logistique, Direction Analyse des Produits (DAP)
- Aston, ben. (2017, March 2). 9 Project Management Methodologies Made Simple. Retrieved May 20, 2019, from The Digital Project Manager website: <https://thedigitalprojectmanager.com/project-management-methodologies-made-simple/>
- Blockchain in air cargo digital disruption in the supply chain - IBM 2018.pdf. (n.d.).
- Boulassel, A. (2014). L' Audit Du Processus Formation Selon La Norme Iso 9001 V 2008. Cas: La Direction Fret D' Air Algerie (Master of Management (MOM) : Quality). The National Higher School of Managment (ENSM), Kolea, Algeria.
- Branch, A. E. (2008). Global Supply Chain Management and International Logistics (0 ed.). <https://doi.org/10.4324/9780203887769>
- Big Think edge (2018, 05 July) Radical vs. Disruptive Innovation: What They Mean for Organizations
(<https://www.bigtinkedge.com/blog/radical-vs-disruptive-innovation-what-they-mean-for-organizations>) retrieved in 03/06/2019
- Butuner, H. (2015). Systematic Strategic Planning: A Comprehensive Framework for Implementation, Control, and Evaluation (0 ed.). <https://doi.org/10.1201/b19263>
- CIRA (2013), CARGOMAP AIR CARGO TECHNOLOGY ROAD MAP 2050,
Project number: 284551 publisher: SEVENTH FRAMEWORK PROGRAMME (FP7)
- Cokins, G. (2017). Strategic Business Management: From Planning to Performance. <https://doi.org/10.1002/9781119449492>
- Frock, R. (2006). Changing how the world does business: FedEx's incredible journey to success: the inside story (1st ed). San Francisco, CA : Berkeley: Berrett-Koehler ; U.S. trade bookstores and wholesalers, Publishers Group West.
- Gardiner, P. D. (2005). Project management: a strategic planning approach. New York: Palgrave Macmillan.

- Géry, C. D., Brunet-Mbappe, A., & Anne. (2015). Objectif business development: dans la peau des business developers. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&scope=site&db=nlebk&db=nlabk&AN=1003347>
- Guelmaoui, Y. (2017). Etude System Evaluation Competence - Tassili Airlines (Master of Management (MOM)). The National Higher School of Managment (ENSM), Kolea, Algeria.
- Hamadache, N. (2016). La Mesure De La Communication Interne Des cadres De Tassili Travail Aérien : Proposition D'un Tableau De Bord De Communication Interne (Master of Management (MOM) : Organization (MDO)). The National Higher School of Managment (ENSM), Kolea, Algeria.
- IATA (2014). ATA World Cargo Symposium: Mode shift, impact and how to respond! Retrieved from <https://www.slideshare.net/reyyandemir/modal-shiftcargomar14-reyyan-demir>
- IATA (2018). IATA Cargo Strategy Retrieved from <https://www.iata.org/whatwedo/cargo/documents/cargo-strategy.pdf>
- ICAO, & WCO. (2016). Moving Air Cargo Globally : Air Cargo and Mail Secure Supply Chain and Facilitation. Retrieved from https://www.icao.int/Security/aircargo/Moving%20Air%20Cargo%20Globally/ICAO_WCO_Moving_Air_Cargo_en.pdf
- Igalens, J., & Peretti, J.-M. (2008). Audit social: meilleures pratiques, méthodes, outils. Paris: Éditions d'Organisation.
- EuroCadres (2009) Intrapreneuriat Une stratégie syndicale pour l'innovation dans les entreprises Européennes, StartPro, avec le soutien des Communautés européennes (CE) Retreived in 05/05/2019 from: <http://docplayer.fr/27161236-Intrapreneuriat-une-strategie-syndicale-pour-l-innovation-dans-les-entreprises-europeennes.html>
- Intrapreneurship: A Win-Win Situation – Intrapreneurial Initiative Retrieved in 28-30/04/2019 from <https://intrapreneurialinitiative.org/intrapreneurship-a-win-win-situation/>

- ISO. (2012, October 10). New ISO standard on project management. Retrieved May 20, 2019, from [ISO website: http://www.iso.org/cms/render/live/en/sites/isoorg/contents/news/2012/10/Ref1662.html](http://www.iso.org/cms/render/live/en/sites/isoorg/contents/news/2012/10/Ref1662.html)
- Jakhotiya, G. P. (2013). Strategic planning, execution, and measurement (SPEM) a powerful tool for CEOs (CRC Press). Retrieved from <http://www.crcnetbase.com/isbn/9781466567467>
- Kerzner, H. (2001). Strategic planning for project management using a project management maturity model. New York: John Wiley.
- Lake, N. (2012). The strategic planning workbook (3rd ed). London ; Philadelphia: Kogan Page.
- Martory, B. (2015). Contrôle de gestion sociale: salaires, masse salariale, effectifs, compétences, performances. Paris: Vuibert.
- Methodology courses HNSM : Aloui, Makaci, Musette 2017 - 2018 /
Musette, Y (2018, 10th OCT) Recherche documentaire (Litterature search)
Methodology courses retrieved in 01/06/2019.
- Millar, M. (2015). Global supply chain ecosystems: strategies for competitive advantage in a complex world. London ; Philadelphia: Kogan Page.
- OCDE - Organization for Economic Co-operation and Development
Consulted in: 05/05/2019 from <https://www.oecd.org/>
- Odyssem & Volunteer (2012) Intrapreneuriat social nouvelle frontière innovation sociale
Retrieved in 19/05/2019 from http://www.ddline.fr/wp-content/uploads/2013/06/intrapreneuriat-social-nouvelle_frontiere-innovation-sociale.pdf
- ONS (2017) National office of Statistics, Algeria in numbers 2014-2016 N°47
- PMI (Ed.). (2017). A guide to the project management body of knowledge / Project Management Institute (Sixth edition). Newtown Square, PA: Project Management Institute [PMI].
- PMI PMBOK® Guide Method. (2018, July 24). Retrieved May 17, 2019, from Smartsheet website: <https://www.smartsheet.com/pmi-pmbok-method>
- Rifkin, J. (2011). The third industrial revolution: how lateral power is transforming energy, the economy, and the world. New York: Palgrave Macmillan.
- Sales, M. (2016). Aviation logistics: the dynamic partnership of air freight and supply chain. London ; Philadelphia: Kogan Page.

- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). *Research methods for business students* (Seventh edition). New York: Pearson Education.
- Schwab, K. (2016). *The Fourth Industrial Revolution*. World Economic Forum.
- Schwenker, B., & Wulf, T. (Eds.). (2013). *Scenario-based strategic planning: developing strategies in an uncertain world*. Wiesbaden: Springer Gabler.
- Seth S. (2019) *Business Development: The Basics*, last update May 8, 2019 retrieved in 28-30/04/2019 from: <https://www.investopedia.com/articles/personalfinance/090815/basics-business-development.asp>
- Si Kaddour, L. (2017). *Conception D'un Système d'Information Marketing Par Approche Processus Au Sein De Tassili Airlines* (Master of Management (MOM) Strategy & SI (MSSI)). The National Higher School of Managment (ENSM), Kolea, Algeria.
- Wensveen, J. G., & Wells, A. T. (2007). *Air transportation: a management perspective*. Burlington, VT: Ashgate.
- Westney, R. E. (2000). *The strategic project planner: a profit-driven project management process for planning projects to meet business goals*. New York: Marcel Dekker.
- Zandhuis, A., Stellingwerf, R., & Newton, S. (2013). *ISO 21500 guidance on project management: a pocket guide*. Zaltbommel: Van Haren Publishing.

This page left intentionally blank

Table of Contents

Abstract.....	I
Acknowledgements	II
Summary Contents	III
List of Tables	IV
List of Figures.....	V
List of Appendixes	VI
Abbreviation, Initials and Acronyms	VII
Introduction	1
Problem description.....	4
Aim of the Research.....	4
Motivation for choosing this Subject	5
Research Structure.....	5
Chapter I: Theoretical Framework & Literature Review	6
1.1 Literature Review	7
1.1.1 Literature search process.....	7
1.1.2 Literature approach	8
1.1.3 Literature sources	8
1.1.4 Helpful tips.....	10
1.2 Strategy and Strategic Planning	11
1.2.1 Strategic Planning	12
1.2.2 History of Strategic Planning	12
1.2.3 Innovation in Strategic Planning	13
1.2.4 Strategic Planning Success Measures.....	14
1.2.5 Strategic Planning for Project Management?.....	15
1.3 Project	16
1.3.1 What is a Project?.....	16
1.3.2 Project Characteristics.....	17
1.4 Project Management.....	18
1.4.1 History and evolution of project management	19
1.4.2 Associations, Institutes and Standards	20

1.5	Project Management Methodologies (PMM)	22
1.6	Project Management Body of Knowledge (PMBOK)	24
1.6.1	Project components	24
1.6.2	Project Initiation.....	29
Chapter II: Methodology of research.....		32
2.1	Research Design	33
2.2	Research Process	34
2.3	Research Approach	35
2.3.1	Exploratory Study	35
2.3.2	Qualitative Data.....	36
2.4	Research Strategy	37
2.4.1	Triangulation of Data	37
2.4.2	Case Study.....	37
2.4.3	Researcher's role	38
2.4.4	Time Horizon	38
2.5	Data Collection Methods.....	39
2.5.1	Literature search.....	39
2.5.2	Observation (cancelled).....	39
2.5.3	Interviews approach	40
2.5.4	Conducting interviews.....	42
2.6	Data Analysis	45
2.7	Research Ethics	48
2.8	Research Reliability	48
2.9	Research Validity	50
Chapter III: Empirical study		51
3.1	Case Study.....	52
3.1.1	Internship company search.....	52
3.1.2	Presentation of Tassili Airlines	52
3.1.3	Reasons for choosing this company	58
3.1.4	Previous studies conducted by NHSM Students (ENSM)	58
3.1.5	Direction of Studies and Strategic Planning (DSSP)	59

3.2	Air freight.....	61
3.2.1	Key facts.....	62
3.2.2	Stakeholders	63
3.2.3	Strengths of air freight.....	64
3.2.4	Challenges for air freight.....	65
3.2.5	Innovation and trends in air logistics	66
3.2.6	Air freight in Algeria.....	67
	Chapter IV: Analysis and Discussion	69
4.1	Interviews Analysis	70
4.2	Implementation & Recommendation	73
4.2.1	Project Charter.....	73
4.2.2	Stakeholders	76
4.2.3	Risk Management.....	76
4.2.4	Further project success measures	77
4.3	Future Development.....	79
4.3.1	Limitation of the Study	79
4.3.2	Recommendations for the future Researches	80
	General Conclusion	82
	Appendixes	87
	Appendix A : Research Plan	88
	Appendix B : Internship opportunities evaluation	92
	Appendix C : Interview Guide	94
	Appendix D : Interview questions translated to French	99
	Appendix E: Interviews Transcript Simplified	102
	List of References	106
	Table of Contents	111