

SSS

by Antony Wahome

Submission date: 02-Dec-2019 02:41AM (UTC+0530)

Submission ID: 1224451013

File name: Saudi_Telecom_Company-1.doc (138K)

Word count: 4785

Character count: 26910

Application of Business Focus Strategy in the Telecommunications Industry ⁷ in Saudi Arabia:
A Case Study of Saudi Telecom Company

Name

Institution

Date

Application of Business Focus Strategy in the Telecommunications Sector in Saudi Arabia: A Case Study of Saudi Telecom Company

ABSTRACT

The primary objective of this study was to establish the implementation of a business focus strategic plan in the telecommunications sector in the Kingdom of Saudi Arabia with particular reference to Saudi Telecom Company (STC). In this study, the specific objectives were to determine the competitive advantages the company possesses in relation to employee competence, finance, management style, and organizational culture on the implementation of this Strategic Plan to ensure growth in the industry.

The study used a descriptive research design where two senior employees (Senior Vice President Technology & Operations and Chief Financial officer) were contacted to gather the necessary information for this study. Data collected was analyzed quantitatively and qualitatively, where it provides appropriate analysis.

Based on the study findings, employee competence is a key component in the implementation of corporate strategies, while financial capability, management style Organizational Culture also play an essential role. From the results, it is clear that employee competence should be improved through training, development, and proper management. The proactivity of management is important to enhance sustainability in today's dynamic business environment. STC, as a multinational entity, possesses certain competitive advantages that propel its market penetration agendas.

STC has been steadfast in understanding and integrating culture, local beliefs, norms, and values to market enhancement campaigns while venturing into new markets. Creating cultural intelligence has been critical for STC to gain global acceptance in a high culturally diversified market successfully. Business focus strategy is critical in establishing market and competitor intelligence. Proper research on operations, finance, and the market is essential in the effective application of the strategy.

17	Table of Contents	
	ABSTRACT	2
	1.0 Introduction	4
8	1.2 Statement of the Problem	5
	1.3 Objectives of the Study	5
	2.0 Literature Review	6
	2.1 Theoretical literature Review	6
	2.2 Company and Industry overview	8
1	3.0 Research Design and Methodology	9
	3.1 Introduction	9
	3.2 Research Design	9
	3.3 Target Population	9
	3.4 Sample Design	10
	3.5 Data Collection Instrument and Procedure	10
	3.6 Data Analysis Methods	10
25	4.0 Data Analysis and Presentation	10
	5.0 Findings and implications	12
12	6.0 Conclusion	12
	6.1 Significance	13
	6.2 Further research	13
	7.0 References	14
	8.0 Appendices	i

Application of Business Focus Strategy in the Telecommunications Industry in Saudi Arabia: A Case Study of Saudi Telecom Company

1.0 Introduction

Different sectors of the economy including the telecommunications sector have been significantly affected by the changes in demographics. For the telecommunication sector to achieve the different objectives that have been set, the telecommunication companies need to offer services and products that address the needs of individuals who belong to different generations. For an organization to operate well, there must be sound co-ordination among the various stakeholders like customers, employees, suppliers, creditors, the government as well as other players in the industry or business (Alqahtani, 2016). There is need for organizations to have a strategic plan, this will allow them to clearly define their objectives and long-term goals. Strategic planning will allow the organization develop a pathway through which it will achieve the goals.

Business focus strategy is used as a tool of management which allows the organization to direct its resources towards achieving the set objectives and goals. Through this tool, the strategy is also used to ensure that the employees within the organization work towards achieving the goals that have been set by the organization (Rothaermel, 2017). Business focus strategy will help the organization align itself with the strategic goals that it has set and also focus on the growth of their main business.

Business focus is referred to as a strategic process because it allows the organization to plan or prepare best possible ways through which it can respond to various situations that it faces within its business environment. The plan developed in this case has to be dynamic so that the organization can be prepared to deal with any kind of any kind of business environment, whether hostile or good (Franklin & Aguenza, 2016). Having a strategy means that the organization has clear and precise objectives and goals and it has sufficient resources which can be used to achieve the goals that have been set.

Business focusing also involves planning to achieve the goals that have been set. With planning, there has to be discipline, a particular set of guidelines have to be followed to allow the organization remain in course for achieving its objectives (Rothaermel, 2017). With the business focusing strategy, it allows organizations to clearly define a framework which contains the guidelines that will be aligned with the company's objectives.

Finally, it should be noted that this process is a critical process that allows companies

organize themselves to achieve their business goals. It allows the business players to ask critical questions that are answered to help address any challenges that the company might face when developing. The process will allow the business managers make informed decisions and plan ways that the organization will achieve its objectives (Alqahtani, 2016). Decisions made through strategic planning allow organizations to focus only on the business aspects that will help it to grow and that are crucial to the success of the organization.

A strategy can be defined as the sequence of decisions which are made within an organization to help it achieve some specific short-term goals. It is through the short-term goals that the company will achieve its long-term goals (Nickols, 2016). In this respect, therefore, strategic management must be carried out properly, and individuals concerned take the organization's objectives and goals to mind.

According to (Rothaermel, 2017), management is a process that is dynamic where a particular person is held responsible for the performance of the entire group, the individual depends on the collaboration of the other members of the group so that the group can achieve the performance goals which have been set for the group. The manager, or the individual who is responsible for the group's performance is also responsible for the setting the culture of the group. The individual is the driving force for change and also inspiration for the group members, who in this case form the organization workers.

2

1.2 Statement of the Problem

In many organizations, strategic decisions have led to a change of leadership, cultures, and thinking of structures to accommodate the purpose of increased profitability, efficiency, and productivity. This goal of increasing competitiveness as made many firms including the STC to face numerous business challenges. It affected the information which is received by managers on the entire corporate view of the organization and detailed working knowledge of the business at each level. Effective leadership is important in an organization for the attainment of the desired objectives, which is realized through high productivity.

22

This research was intended to investigate the impact of business focus strategy in the telecommunications industry in Saudi Arabia.

26

9

1.3 Objectives of the Study

The main objective of the research report was to determine the influence of business focus strategy in the telecommunications sector in Saudi Arabia with a specific focus on Saudi Telecom Company. To achieve the general aim, the study is informed by the following specific objectives.

4

1. To find the factors that contribute to the company's competitive advantage that enhances the implementation of the business focus strategy by Saudi Telecom Company.
2. To establish the strategy applied by STC in the market penetration strategy.
3. To establish how business focus strategy influences the marketing objectives of STC.

2.0 Literature Review

Through this chapter, we will be able to review different literature that has been presented about this topic under study. Previous studies that have been conducted regarding the concepts and theories of strategic business focus will help us in identifying the different research gaps that can be addressed by this organization. Using the concepts from other previous studies will allow the strengthening of the theories and concepts which are presented in this study. Besides, it also includes a brief overview of STC and the Telecommunications industry in general.

2.1 Theoretical literature Review

An organizational success on business focus strategy depends on the company's ability to align resources like employee, finance, management, and culture to create a competitive advantage in the market. The performance of human resources will determine how well an organization is prepared to deliver on its objective. Competency allows the workers within the organization to efficiently work towards completing the tasks that they have been assigned.

Employees which are competent allow the organization to achieve the targets that it has set, ensuring that it maintains a competitive advantage. Human resources play a major role in the development of the company as compared to other non-human resources such as land. Working with employees to ensure that they improve their productivity will allow the company to produce more products or offer services to more people in the market. The company will be able to meet the needs of the customers, this helps in maintaining the company's competitive advantage (Rothaermel, 2017).

This has made many organizations across the world to seek employees with experience and those who have been proven to have high productivity. This is a bid by a majority of the companies to meet the needs of the market and also for the organizations to become more efficient. With performance which has been focused on competency, organizations need to make sure that they offer opportunities to employees to help them

develop their skills for both their own benefits and the benefit of others (Alqahtani, 2016). The author has demonstrated that the pace of change in our society is forcing employees at all levels to continue to acquire new knowledge and skills. At STC, lifelong training is essential in ensuring continued innovation.

According to (Nickols 2016), the operations which are being carried daily in any business are primarily influenced by changes in the prices of resources and labor in the market. The costs of resources such as the raw materials, energy consumption and purchase of inventory are said to be the most volatile. This volatility is caused by the nature of the global markets where the goods are sold. There are many factors which affect the way the goods are traded in the global market including factors such as; the weather conditions, road and transportation network, and the manufacturing technologies (Wolf & Floyd, 2017). The changes in prices of commodities in different regions across the world affects businesses, especially the smaller businesses which rely on some factors to operate efficiently.

The greatest problem that can spell the downfall of any firm today is the lack of the skills which are used in management. Successful leadership requires a general knowledge of the way groups behave, the way human beings develop their relationships, and skills of the managers (Nickols, 2016). Also required is training in the implementation of these skills. Leaders are not born but are major the given set of situations or environment that enables a person to emerge as a leader. In support of this view, the human relations theories mainly focus on what the leader does in various situations and its influence on the groups' goals achievement while it notes that the main criterion of judging leadership is its effectiveness. Efficient leaders also ensure that they offer proper direction to the people that they lead so that they can complete their tasks efficiently and effectively (Jabbar & Hussein, 2017). With leadership, leaders need to implement strategies which are aimed at achieving the different goals that have been set for the organization. The type of leadership style found in an organization effectively determines how employees will do their work. Leaders are recognized by the way that they treat others and the commitment that they have towards achieving the goals that have been set for their groups.

Leaders today need to be able to cope with discontinuity and in certain environment, they need to be well prepared and take risks that are well calculated (Wolf & Floyd, 2017). The leaders need to understand the environment that they are operating in, and the way that the strategies which they are implementing are affected by the environment. In this case, the Saudi Arabia STC firm leaders need to make sure that they clearly understand the environment that they are working in and the way that their strategies will be affected. They

need to develop an understanding on how their workers focus towards achieving the goals that have been set for the company.

Globalization has also affected the way companies conduct their operations, the companies, in some cases, regulations set by foreign authorities adversely affect the ease of doing international business. (Nickols, 2016). This has also made it difficult for companies to have a workforce that is culturally diverse.

Culture is an identity which defines the differences that exist between people in the society. Organizational culture reflects the values, beliefs, and attitudes of its members. People need to understand the difference that exists between them, they also need to understand their cultural backgrounds and appreciate them so that they can interact with others well as well as appreciate their differences (Al-Kahtani, 2018). For a company such as STC to achieve its objectives and the business goals that it has set, it has to embrace culture and develop an understanding about the needs of the different customers from different cultural backgrounds. Having employees from a diverse background will help the company understand different customers and ways through which it can meet their needs (Wolf & Floyd, 2017).

2.2 Company and Industry overview

Saudi Telecom Company is a multinational telecommunications company that offers landline, computer networks, mobile and Internet services in Saudi Arabia, Malaysia, Kuwait, Indonesia, United Arab Emirates, Bahrain, Turkey South Africa, among others. The company is headquartered in Riyadh Saudi Arabia and it is the largest telecommunication company in the Middle East and North Africa region in terms of the market share. The company was founded in 1998 and it has exponentially grown over the years and it now has more than 100 million customers (Khatoon, 2017). The company's revenue and profits have been growing over the years. The company has now diversified its services and it focuses on providing its customers with internet services through the use of fiber optic cables. The company has customers drawn from Asia, Europe, the Middle East and North Africa who use the extensive fiber optic cable of the company which spans more than 158,000 kilometers. In Saudi Arabia, the company covers more than 99 percent of the country in offering the internet services, additionally, it also supplies 4G mobile network to more than 85 percent of people in the Kingdom of Saudi Arabia. Outside Saudi Arabia, the company has investments in Bahrain, it owns 100% stock of Viva Bahrain, 51.8% stock in Viva Kuwait, Cell-C South Africa and Oger Telkom limited in Turkey. The company also has investments in Malaysia where it

controls 25% of Binarian GSM Holding and Avea company in Turkey. In addition to these investments, the company also deals in other businesses such as real estate and other investments in information technology that have allowed it to grow exponentially over the years. The operations of the company span across the Middle East and other parts of the world.

The STC company was incorporated in 1998, this followed a Council of Ministers' Decree No. 213 dated 23/12/1418 H, which approved the incorporation of the company under the name Saudi Telecom Company. With the incorporation of the business, there were different challenges that affected it and the way that it ran its business. To address these challenges, the company had to be restructured, reskilled and develop internal processes which were enhanced so that it could address the new challenges and meet the needs of the telecommunication market in Saudi Arabia (Alghamdi, 2016). The company has been working towards ensuring that it meets the needs of the customers through providing efficient business procedures and improving the way the organization approaches different markets. The company has been focused on improving customer satisfaction which has efficiently helped the company grow through the years. The company has established different units which include: Personal BU, Home BU, Enterprise BU, and Wholesale BU.

3.0 Research Design and Methodology

3.1 Introduction

Through this chapter, details about the various procedures that are applied when conducting research are presented. In this section, information about the sample size, the procedure of sampling, the data sources, the different instruments which are used in the collection of data and the methods of analysis are well presented.

3.2 Research Design

The descriptive research design method was used in the study. The design was used to get data regarding the contemporary status of the phenomena to describe "what exists" with respect to variables or conditions in the situation. In descriptive research, the problem is structured and well understood.

3.3 Target Population

Target population is explained as the complete set of people, objects, or events with some features that are common which the researcher wants to put together and study to find the result of the research. In this case, the target population was at least two members of the

senior management within STC who are involved in strategic planning for the company.

18

3.4 Sample Design

This study utilized the stratified random sampling design. This design involves the division of the population into groups which are heterogeneous and the taking a small sample from the groups that have been selected. This approach was correct for this study because it allowed us to represent not only the overall population but the key group of the population and minimized biasness. The study aimed to establish contact with at least two senior executive managers.

1

3.5 Data Collection Instrument and Procedure

The researcher used a telephone interview as the primary information collecting tools. The nature of data guided the selection of this tool that the researcher aims to gather information, the available time, and objectives of the study. The interview consisted of both unstructured and structured questions, this was necessary to help in developing flexibility and making it easier to quantify the data, especially where structured items were used. This method helped the researcher to collect reliable information. The study was primarily focused with views, opinions, perceptions, and attitudes.

3.6 Data Analysis Methods

Information analysis procedures included the procedure of effectively gathering data and putting it in order. The data was then structured into primary components so that it could be efficiently presented. After the data collection, before analysis, interview responses were adequately checked for reliability and verification. The data collected was analyzed using basic qualitative and quantitative methods before being presented using both qualitative and quantitative details.

4.0 Data Analysis and Presentation

STC is a renowned multinational corporation with significant popularity within the telecommunications market segment. The constantly increasing competition within the telecommunication industry makes it extremely challenging for STC to maintain market leadership and improve market share without making significant sacrifices. According to the Chief Finance Officer, Ameen Fahad ben Abdulaziz Al-Shiddi, the prevailing market compels organizations like STC to establish a critical competitive advantage over other players to keep ahead of the competition. STC has built a strong competitive edge over competitors in the telecommunication market. STC's competitive advantage strategies can be

described and understood better through the focus strategy for intensive growth (Hersh & Abusaleem, 2016). The company applies a number of other business strategies like differentiation and cost leadership to attract more customers and grow market share. The business focus strategy enables STC to concentrate its efforts and resources while expanding to a specific narrow, targeted market.

Focus strategy, as described by (Franklin & Aguenza, 2016), involves identifying and adopting a company's competitive advantage to engage in niche marketing. On the other hand, Haithem Al-Faraj, senior vice president- Technology and Operations, while discussing the company's approach to focus strategy highlighted that STC had adopted the strategy by offering high-value services at comparatively lower costs. He added that had been arrived at by focusing on providing the Saudi Arabia market niche at the lowest price. To offer the best value to customers, he suggested that the company focuses on understanding customer tastes and needs, then designing products that match such needs. In addition, the company focuses on product attributes by revising branding strategies and ensuring continuous changes in product and service design as well as the packaging as STC attempts to match the psychological expectations of customers and optimize the value for money.

Establishing intensive growth strategies involves designing new products and establishing new markets for corporate growth. International companies like STC has to consider numerous strategies to ensure continued penetration to the existing markets and how to further market growth can be powered by expanding the existing market. Intensive business focus strategy allows companies to grow quickly through actively seeking available opportunities for market expansion. Ameen Fahad ben Abdulaziz Al-Shiddi pointed out that for implementation to be effective, top management has to put intensive effort, especially when there is a perceived opportunity to build a competitive advantage.

When the study reached out to understand why STC, despite the success STC enjoys globally, it still invests a lot in marketing and research. Ameen Fahad ben Abdulaziz Al-Shiddi was quick to share that the broad goal of STC was to generate profits and improve market share and sustain the long-term market and business growth.

Regarding the market penetration strategy, Haithem Al-Faraj explained that STC's priority strategy involves ensuring growth in the sale by leveraging on the existing customer while also generating more customers. The company still engages in rigorous market growth strategies given its global presence in markets that have huge potential for further growth.

Abdulaziz Al-Shiddi notes that the STC uses an intensive marketing strategy to explore new markets for growth. Market development strategy for STC is globally

recognized because of its focus on improving customers' value and increasing market share (Hersh & Abusaleem, 2016). He adds that the major reason behind the company's success globally is down to strong brand, affordable prices. Through research, STC applies existing distribution networks to reach to the far corners of the world for market development by expanding the value chain is key in supporting the growth of the distribution network and enhance the market growth. Besides, the STC applies four distinct methods in market penetration that include developing new channels of distribution, establishing new market segments, considering new geographic areas and product promotion.

5.0 Findings and implications

STC, as a multinational entity, possess certain competitive advantages that propel its market penetration agendas. STC has been steadfast in understanding and integrating culture, local beliefs, norms, and values to market enhancement campaigns while venturing into new markets. Creating cultural intelligence has been critical for STC to gain global acceptance in a high culturally diversified market successfully. Business focus strategy is critical in establishing market and competitor intelligence (Al-Kahtani, 2018). Proper research on operations, finance, and market is essential in the effective application of the strategy. The prevailing market compels organizations like STC to establish a critical competitive advantage over other players to keep ahead of the competition. STC has built a strong competitive edge over competitors in the telecommunication market. STC's competitive advantage strategies can be described and understood better through the focus strategy for intensive growth.

STC uses an intensive marketing strategy to explore new markets for growth. The market development strategy for STC is globally recognized because of its focus on improving customers' value and increasing market share. He adds that the major reason behind the company's success globally is down to strong brand, affordable prices. Through research, STC applies existing distribution networks to reach to the far corners of the world for market development by expanding the value chain is key in supporting the growth of the distribution network and enhance the market growth.

6.0 Conclusion

While STC applies for a number of business strategies like differentiation and cost leadership to attract more customers and grow market share by building a strong competitive edge over competitors in the telecommunication industry. STC's competitive advantage strategies can be described and understood better through the focus strategy for intensive growth. The business focus strategy enables STC to concentrate its efforts and resources

while expanding to a specific narrow, targeted market. As noted in the research findings, the major reason behind the company's success globally is down to a strong brand, affordable prices. Through research, STC applies existing distribution networks to reach to the far corners of the world for market development by expanding the value chain is key in supporting the growth of the distribution network and enhance the market growth.

6.1 Significance

It was beneficial to management since it was a source of ways and effective methods of making strategic decisions and communicates with employees who are the main assets of the organization. It was also to enable them to find ways to encounter the bad leadership and organization culture that may find itself entrenched or operating in the organizational systems

The study was to help other students and researchers by providing information for reference in this area of study, basing their arguments on the findings from this research before conducting their research.

6.2 Further research

The findings in this study were not conclusive hence clearly open up a lot of opportunities for further research. A different institution should be used but using a wider case study to get a broader overview of the topic under study because one interviewing only two individuals from an institution cannot give the real picture of the phenomenon under study. The study findings could be marred with biasness. Further research could be conducted on the same but include a wider target population.

7.0 References

- Al-Kahtani, N. (2018). The impact of demographical variables on HRM practices in Saudi Telecom Company: An empirical exploration. *Management Science Letters*, 8(3), 131-138.
- Alghamdi, A. (2016). The Role of Market Knowledge in the Adoption of the Blue Ocean Strategy and its Impact on Achieving Competitive Advantage: a Study Conducted in the Saudi Telecom Company (STC). *Journal of Marketing and HR*, 2(1), 55-84.
- Alqahtani, S. S. (2016). Customer satisfaction with mobile services in telecommunication companies. *Journal of Competitiveness Studies*, 24(3), 128-145.
- Franklin, U. E., & Aguenza, B. B. (2016). Obstacles, resistance and impact of change in organizations: an examination of the Saudi telecommunication company (STC). *International Journal of Academic Research in Business and Social Sciences*, 6(4), 23-37.
- Hersh, A. M., & Abusaleem, K. S. (2016). Blue Ocean Strategy in Saudi Arabia telecommunication companies and its impact on the competitive advantage. *Journal of Accounting & Marketing*, 5(3).
- Jabbar, A. A., & Hussein, A. M. (2017). The role of leadership in strategic management. *International Journal of Research-Granthaalayah*, 5(5), 99-106.
- Khatoun, S. (2017). Real-time twitter data analysis of Saudi telecom companies for enhanced customer relationship management. *International Journal of Computer Science and Network Security*, 17(2), 141-147.
- Nickols, F. (2016). Strategy, strategic management, strategic planning and strategic thinking. *Management Journal*, 1(1), 4-7.
- Rothaermel, F. T. (2017). *Strategic management*. New York, NY: McGraw-Hill Education.
- Wolf, C., & Floyd, S. W. (2017). Strategic planning research: Toward a theory-driven agenda. *Journal of Management*, 43(6), 1754-1788.
- Doing business guide.co.uk. market experts. November 30, 2019. Retrieved from [http://www.saudiarabia.doingbusinessguide.co.uk/market-experts/saudi-telecom-company-\(stc\)/](http://www.saudiarabia.doingbusinessguide.co.uk/market-experts/saudi-telecom-company-(stc)/)

8.0 Appendices

Appendix 1-Interview Question

Section II: Employee Competency

- 1.** How does competency of employees affect implementation of Strategic Plan in telecommunications industry in Saudi Arabia?

Yes []

No []

Explain.....
.....

- 2.** What is the level of competency of employees within the organization?

Very High []

High []

Moderate []

Low []

Section II: Finance

- 3.** Does financial aspects have an influence ² on the implementation of Strategic Plan in telecommunications industry in Saudi Arabia?

Yes []

No []

Explain.....
.....
.....

4. How ¹ does finance affect implementation of strategic plans in the firm?

To very great extent []

To Greater extent []

To average extent []

No extent []

Section III: Management Style

5. How does the style of management ² affect implementation of Strategic Plan in the organization?

² Yes []

No []

Explain.....
.....
.....

6. How would you rate the effects of management style in the firm?

¹ Very High []

High []

Average []

Low []

Section IV: Organizational Culture

7. Does Organizational Culture affect implementation of Strategic Plan in telecommunications industry in Saudi Arabia?

6	Yes	☐
	No	☐

Explain.....

.....

.....

8. To what extent does Organizational Culture affect implementation of strategic plans in your organization?

2	Greater extent	☐
	Moderate extent	☐
	No extent	☐

Thank you for your cooperation

ORIGINALITY REPORT

11%

SIMILARITY INDEX

6%

INTERNET SOURCES

1%

PUBLICATIONS

10%

STUDENT PAPERS

PRIMARY SOURCES

1

Submitted to Saint Paul University

Student Paper

3%

2

Submitted to Mesa State College

Student Paper

1%

3

www.funerot.ht.sa

Internet Source

1%

4

uobrep.openrepository.com

Internet Source

1%

5

Submitted to King Fahd University for Petroleum and Minerals

Student Paper

1%

6

Submitted to Mount Kenya University

Student Paper

<1%

7

Submitted to University of Bedfordshire

Student Paper

<1%

8

Submitted to University of Strathclyde

Student Paper

<1%

9

hdl.handle.net

<1 %

10

www.ukessays.com

Internet Source

<1 %

11

Submitted to Da Vinci Institute

Student Paper

<1 %

12

Submitted to Dublin City University

Student Paper

<1 %

13

Submitted to The Robert Gordon University

Student Paper

<1 %

14

Submitted to University of Keele

Student Paper

<1 %

15

Submitted to Arab Open University

Student Paper

<1 %

16

www.emrbi.org

Internet Source

<1 %

17

www.grebids.com

Internet Source

<1 %

18

mpira.ub.uni-muenchen.de

Internet Source

<1 %

19

dergipark.org.tr

Internet Source

<1 %

20

Submitted to Abu Dhabi School of Management

Student Paper

<1 %

21	Submitted to University of Wales central institutions	<1 %
	Student Paper	

22	Submitted to Anglia Ruskin University	<1 %
	Student Paper	

23	repository.up.ac.za	<1 %
	Internet Source	

24	www.scitecresearch.com	<1 %
	Internet Source	

25	Submitted to Intercollege	<1 %
	Student Paper	

26	Submitted to Central Queensland University	<1 %
	Student Paper	

Exclude quotes	Off
Exclude bibliography	On

Exclude matches	Off
-----------------	-----