



How Risky is Risk Management: Case Study of Bupa Arabia

Tosef Azid*

*Professor, Department of Economics and Finance, College of Business and Economics
Qassim University, Buraydah, Saudi Arabia
Email: t.siddaque@qu.edu.sa*

**Corresponding Author*

Umar Burki

*Associate Professor, USN School of Business,
University of South-Eastern Norway, Norway
Email: umar.burki@usn.no*

Abstract: *“Welcome to our CSR (Corporate Social Responsibility) section, said Loay Hisham Nazer, Chairman of the Bupa Arabia. CSR is a relatively new business term and something that has only become prevalent in the global business world recently. However, in Bupa Arabia, we have always believed in our duty as part of the larger community and have been active from the day we started. It’s something we’ve strongly believed in and actively applied to what we do; we just hadn’t put a ‘CSR’ label to it yet.”*

“We aim to make a real and positive impact on the health of our community, starting from our employees and finally reaching out to communities for protecting them from the risk. Since our ambition was high, we had to rely on our best knowledge and professional skills to change our people’s lives significantly. Providing our core competency (health insurance) to those who need it the most gives us strong belief and confidence to add genuine value and uplift their health conditions to their best shapes. Our actions speak louder than our words, and you can find more details about our programs in this section, which I hope you enjoy”, concluded the chairman, Loay Hisham Nazer.

The CEO of Bupa Arabia, Tal Nazer, expressed his happiness and said, “Bupa Arabia is a leading entrepreneurial enterprise in the field of women’s empowerment. We employ them to support our national economy and investment in human resources. Our leadership provides innovative services, which makes Bupa Arabia the first choice for companies that care about the health of their employees in all parts of the Kingdom of Saudi Arabia.”

Mr. Arif Hunashi, Chief Operating Officer at Bupa Arabia, said, “We, at Bupa, always strive to provide the best healthcare for you and your family. We do not limit ourselves to merely providing the best high-quality health insurance services, but we go beyond. We’re seeking to provide you with holistic healthcare in your daily lives.”

Keywords: CSR, Bupa Arabia, Risk Management

INTRODUCTION

Bupa Arabia (BP) applied the Penta Bottom Line approach, i.e. people, planet, participation, partnership, and profit (5Ps), instead of the Triple Bottom Line approach. The Penta Bottom Line approach prioritizes the 5Ps in ascending order. As an insurance company, BP has become a business-cum-social entrepreneur. By focusing on social innovation, BP integrated social innovation challenges and became a leading social innovator in the insurance field. The top management of BP believed that social design is a complimentary, supportive, inspirational, and experimentation catalyst for success. For instance, BP organized a ten (10) kilometers marathon in collaboration with Jeddah Marathon Club to promote healthy living amongst its employees and community. In fact, BP has become famous for its Positively Outrageous Service (POS) and maintains loyalty of its stakeholders through various other social activities. Different thematic mottos such as “Bupa goes green,” “I’m healthier because of Bupa,” “Actions speak louder than words,” “Putting a smile on orphan’s face,” “Bupa Business,” and “Best working environment for women,” thus reflected the essence of BP’s instrumental image and reputation.

In 1997, BP started its business operation as a joint-venture with the Nazer Group. Today, it has more than 3 million members. It is one of the largest health insurance companies in the Kingdom of Saudi Arabia (KSA). BP met the insurance needs of individuals, families, and every type of business organization that operated in the KSA. As per insurance regulations, BP promoted its commercial state from a joint-venture to a public-listed company in 2007 by offering cooperative health insurance. This is recognized to be primarily attributed to the effective management of its Board of Directors (See the combination of BP Board of Directors in Exhibit 1).

Exhibit-1 Board of Directors

No	Name	Designation	Membership
1	Loay Hisham Nazer	Chairman	Executive
2	David Martin Fletcher	Vice-Chairman	Non-Executive
3	M. Zaid Algwaiz	Joined Audit Committee	Independent
4	Ms. Huda M. Bin Ghoson	Nomination and Remuneration Committee Chair	Independent
5	Dr. Abdulah Elyas	Member of Risk & Management Committee	Independent
6	Martin Houstan	Director	Non-Executive
7	Mrs. Joy Linton	Executive Committee Member	Non-Executive
8	Tal Hisham Nazer	Chief Executive Officer	Executive
9	Nader Ashoor	Chief Financial Officer	Executive

Source: <https://bupa.com.sa/en/investor/governance>

In the long run, the BP Company sought to achieve an innovative position within the KSA's health insurance services sector. Generally, the Saudi nationals and the expatriate residents (working in the private sector of the KSA) demanded superior

health insurance systems. In this environment, BP worked hard to provide better insurance services while attaining profitability. Through its operations, the company kept on increasing its capacity to deliver premium services that attracted and retained customers.

Consequently, BP won the best corporate award for “Investor Relations in Saudi Arabia” in Dubai in 2015, which is part of the “Middle East Investor Relations Society (MEIRS)” award category. The Chief Financial Officer, Fraser Gregory, said, “I would like to extend my gratitude to all those who have supported Bupa Arabia finance in taking such a proactive and professional approach in engaging the wider investment community. Bupa Arabia deeply believes that transparency is a key cornerstone of great governance and an open two-way dialogue with all stakeholders is vital in this regard. And of course, the whole Bupa Arabia team in delivering its promise to the customer, the telling of our story be so much harder.”

The BP call center also won three awards in the Best Call Centers in the Middle East (award for 2012), namely, the Broad Call Centre category, the Flags Pioneer Contact Centre, and the Best Recruitment Program (award for call center employment). In addition, it also won awards for The Best Working Environment for Women, The Most Valuable Insurance Company in Saudi Arabia (Forbes Middle East 2020), 7th Strongest Brand in Saudi Arabia (Brand Finance 2020 Ranking), and The Best Health Insurance Company (International Finance Magazine).

BUPA ARABIA: AN OVERVIEW

BP management pride itself that it had launched several projects during the past years, consistent with BP’s global sustainability approach. BP developed its aggressive sustainability programs based on the five pillars namely people, planet, profit, participation, and partnership because their initiatives are health and environment-focused. According to its customers, BP offered meaningful sustainable initiatives that include free medical insurance, orphan day activity, football and basketball tournament, and weight loss programs. Other initiatives included stairs- walk for employees' health, well-being information, *E-Sehaty*, and the local community's Bupa global challenge initiatives. BP was always open to complaints, suggestions, and general questions. Bupa business offered seven coverage schemes i.e. Diamond, Gold, Silver, Bronze, Blue, White, Green, and Basic schemes. Outstandingly, BP has a network of high-quality hospitals and professional health care providers (see Exhibit 2). However, it is worth noting that Bupa products are rather expensive as compared to its competitors' health care services. In terms of clientele BP offered Bupa for Corporates (large companies), Bupa business for Small and Medium Enterprises (SMEs), Bupa business for individuals, and Bupa families (for Saudi families). After signing the insurance contract, customers are required to pay the insurance premium annually. The Bupa family product covered all household members under the age of 64 using a family card. BP also offered insurance for employees, their spouses and children.

Furthermore, BP also provided dental and optical benefits. However, standard exclusions outlined in the insurance scheme included intentional self-inflicted injury, sicknesses resulting from the abuse of some medicines, stimulants, tranquilizers, or use of alcohol, narcotics etc., as well as cosmetic treatment or surgery unless necessary. BP was strict in executing insurance claims that is why in normal circumstances, all claims will be revoked within seven working days. However, in providing customer assistance

to claim, BP employed a large number of customer service representatives. Bupa online service also facilitated its members to check their details, coverage, network, claims history, and pre-authorization history. BP's insurance policy also covered treatments outside KSA provided the contract terms and conditions allowed it. Exhibit 3 shows BP's vision and values. BP's ambition is to create sustainable programs that affected the lives of people it was connected with. These programs empowered and enabled individuals to self-control their health. They addressed matters relating to prevention and disease management and provided information and tools that helped individuals (see Exhibit 2 and Exhibit 3).

Exhibit-2 List of Providers

Dr. Soliman Fakeeh Hospital- Jeddah, Al Hammadi Hospital– Riyadh, Dr. Sulaiman Al Habib Medical Group – Riyadh, Al Olaya and Al Rayan, Dr.Erfan & Bagedo General Hospital, Saudi German Hospitals Group – Jeddah, Specialized Medical Center and Hospital, Kingdom Hospital, Dallah Hospital, Dr. Ghassan N. Pharaon Hospital – Jeddah, Procure Hospital – Khubar, International Medical Center – Jeddah and Al Mouwasat Hospital.
--

Exhibit-3 Bupa Arabia Company

Our Vision	"Taking care of the lives in our hands"
Our Mission	"To be the healthcare leader in Saudi Arabia by taking care of the lives in our hands"
Our Promise	"Your healthcare partner, providing expertise for life"
OUR VALUES	
Passionate	Full of energy and inspiration Love what we do and why we do it Love our customers
Caring	Big-hearted and compassionate Treat people with respect and kindness Everyone and everything matters
Open	Share freely Really listen and understand Embrace diversity Seek new ideas and other points of view
Authentic	True to yourself Genuine and honest Say what we mean, mean what we say
Accountable	Always responsible Take ownership Make it happen
Courageous	Be brave Dare to try Speak up
Extraordinary	Go above and beyond Be the best we can dream of being Deliver outstanding results, big and small

Source: Bupa Arabia Annual Report 2019, p.2.

BP started as a joint-venture in 1997. Today, BP is a listed company on the Saudi Stock Exchange under the BP sticker since 2007. BP was referred to as an innovator company in providing family customized family, young leaders program, orphan free health insurance program, and Tebtom for health care advice. BP always gave proper weightage to the local culture and environment. The company consulted the *Shari'ah* Review Board before launching new products. In May 2015, BP received the necessary legal consents from its *Shari'ah* advisors.

How does BUPA Arabia Operate?

BP enjoyed a unique position in the insurance industry in Saudi Arabia. It redefined insurance as hybrid insurance and pioneers the Business-Cum-Social Entrepreneur Model (Azid et al. 2007; Azid and Rawashdeh 2018). As a matter of fact, every entrepreneurial action of BP resulted in some form of intended or unintended social innovations. Outstanding social innovations included the Greenhouse initiatives, Orphan Free Health Insurance and the three pillars programs.

Malath Bayoumi said, "Putting a smile on an orphan face is priceless. We genuinely care for our orphans and take a personal interest in this program. Our orphans are treated very especially; we provided them with services that are even better than our VIP members".

Senior Manager - MOH projects, Niveen Noccash said, "I am so proud to be working in an organization that genuinely cares about people's lives and gives back to the community. Our CSR program is one of the main initiatives that contribute and allows us CSR vision".

Although the base capital of BP was less than other major Saudi insurance companies, it has now become among the top five insurance companies in Saudi Arabia. BP attained this position because it had the trust of its employees, investors, and customer communities, which in turn increased its goodwill and efficiency. BP prioritized work-life balance and hence took excellent care of the human lives under its care. To encourage people to pursue healthy lifestyles, it provides several internal health facilities. For instance, it had a 24/7 state of the art gymnasium, which was available to all its employees. Also, the company's food hall served fresh and nourishing meals.

In terms of employee gender non-discrimination, BP was proud to be one of the KSA's largest employers for women. It facilitated its female workforce with a friendly-balance between work lives with family lives by providing them on-site superior daycare centers managed by trained staff for children between the ages of three months to three years. This facility guaranteed a safe, stimulating, and happy environment for children, which directly increased female employees' working efficiency and reduced the average cost of child care on the employees. Such social innovation was a part of BP's social entrepreneurship that increased its goodwill among employees and the community.

Similarly, BP's staff training helped in improving efficiency and service among colleagues. It was a common practice in BP that seniors helped their juniors. Health safety remains a singularly important concern at BP. Tal Nazer, CEO of BP, underscored many internal programs, such as the "smoking cessation program," that reaffirmed BP's role in promoting a healthy working environment and was one of the main reasons why people loved working at BP. For more detail, see Exhibit 4.

Exhibit-4 Bupa Arabia's Business

The Company's activities included carrying out cooperative health insurance, medical, health and care activities, and all related to such works, including reinsurance, agencies, representation, and brokerage. BP company carried out all the necessary work in achieving its objectives in cooperative insurance or investment of its money.

BP Company sought to secure a pioneering position within the health insurance services sector in the KSA. The Company constantly verified and complied its products with the relevant supervisory authorities concerning the health insurance programs. It also allowed its clients to select from a vast network of health care service providers to achieve the highest levels of service.

With the increased demand for health insurance by the Saudi nationals and expatriate residents who worked in the KSA's private sector, BP strived to achieve the highest growth rates and maximized its profitability. It untiringly developed high standard operations and delivered quality services to attract and retain customers.

Bupa Arabia! About Costs

BP specialized in health care services and simplified its training, expertise, maintenance, business operations, record keeping, and other health-related activities. In this manner, BP could substitute staff, personnel quickly and efficiently, which was a critical factor in providing efficient health care services. Such an approach made it possible for BP to achieve the legendary lowest cost per customer.

Furthermore, BP employed the most efficient communication system, which minimized the communication gap and in the long run reduced costs. With a simple, quick, and efficient communication system at all its call centers, BP was able to lower its communication costs. Apparently, BP had won three communication awards. In 2013, BP launched a mobile version for its customers that focused on improving user experience and reliability by providing high downloading speed. The mobile version was designed to provide customers with a clear view of BP's content with maximum easiness.

BP integrated green practices to achieve sustainability targets and to reduce operational costs. The company implemented several energy-saving measures, such as efficient office lights, better air-conditioning, and optimal office resources use in the working environment. Other environmental conservation measures included office waste collection, water conservation, carbon-neutral paper, and printing on both sides of the paper. BP encouraged a reduction in all forms of traveling and a greater reliance on video conferencing. It also promoted recycling printer cartridges and switching-off of all electric appliances after office hours. It promotes stairs-walking culture, and carpooling, which reduced energy use and encouraged a healthier lifestyle of its employees. By following such values, BP encouraged its employees to assume a sense of ownership on the company. Hence, this played a vital role in improving its business operations' efficiency and provides outstanding customer service. BP's cultural values encouraged its employees to manage cost control as an individual responsibility.

Bupa Arabia: The Rapid Growth

BP's business model underscored a significant share of the target market. As a rational firm, BP's primary mission was of course for profit maximization, which the company accomplished by low costs and careful growth. BP entered into a new market only after

it carefully analyzed the market. If necessary, it waited for the right opportunity. In 2013, BP and Al-Mashfa hospital established an exclusive five-year partnership that generated substantial business and growth.

Tal Nazer, CEO of BP said, "This agreement establishes a strategic partnership unprecedented in the health insurance industry in the Kingdom. Bupa will provide a new level of health insurance services for the elite of our members who choose treatment at this prestigious medical establishment."

BP had a very proven track record of expansion and usually achieved a two or threefold growth in the market once it signed the contracts. In 2014, *Fatoor Faris*, the popular breakfast spot in Jeddah, selected BP to provide its restaurant managers, employees, and their families with exclusive healthcare services under the Bupa Business program. This health care insurance program was designed specifically for small and medium-sized enterprises.

Director of retail sales, Mr. Ramadan Al-Zahrani stated, "It's our absolute pleasure to have *Fatoor Faris*, one of the unique entrepreneurial success stories in Jeddah, to join Bupa Arabia family and enjoy our integrated healthcare services."

In mid-2015, BP signed an agreement for cooperative insurances which was a health insurance program with the Ministry of Foreign Affairs, KSA. According to the agreement, BP would provide health insurance to the ministry's staff and their families abroad for one year starting 20th July 2014. The company expected the contract revenues to be more significant than 5% of its 2019 annual gross written premium." In June 2015, Munch Bakery, the popular food outlet (with more than 300 employees in its nine branches across Saudi Arabia) also selected BP to provide all its employees and their families with exclusive healthcare services under the "Bupa Business" program. In June 2019, the Saudi Basic Industries Corporation (SABIC) renewed its contract with BP as the prime health insurance provider for its employees and their families for one year starting 4/7/2020.

BP also launched its product with other firms as joint-venture partners. In September 2015, BP launched an insurance financing program for the public sector employees (citizens and military personnel) with the National Commercial Bank (NCB) across the nation at 0% profit margin. Under the partnership, NCB offered a 12-month financing policy for Saudi families' insurance programs.

BP is the only insurance provider to make a net profit from 2008-2014 while the insurance industry faced a slump in Saudi Arabia. Loay Hisham Nazer, the Chairman, commented, "2019 was a pivotal year in the history of Bupa Arabia with a stellar performance on all fronts, further cementing our position as the leading insurer in Saudi Arabia." He further added, "We are also proud of launching additional services to our customers such as telemedicine and home healthcare and educating the business community on the best practices to deal with COVID-19."

"During the fourth quarter of 2018, BP's share capital was increased to 120,000,000 shares at SR (Saudi Riyal) 10 per share, SR 1,200,000,000, an increase of one bonus share for every two shares held. During the fourth quarter of 2015, BP's share capital was increased to 80,000,000, share capital of 40,000,000 shares, SR 40,000,000 shares, SR 40,000,000, through the issuance of one bonus for every share held." For details, see the current balance sheet of BP (see Exhibit 5).

The bonus shares eligibility was limited to the shareholders registered in the shareholders' registry at the close of trading on the extraordinary general assembly day.

This activity would be determined later by the company's board and held within six months from the approval date. This approval was conditional upon the company satisfying the regulatory requirements of companies' law and any other applicable laws.

Exhibit-5 Bupa Arabia Balance Sheet

Period Ending:	2020 30/06	2020 31/03	2019 31/12	2019 30/09
Total Current Assets	-	-	-	-
Total Assets	11459.17	10989.41	10181.1	10402.6
Cash	333.26	788.9	665.71	191.97
Cash & Equivalents	-	-	-	1091.75
Total Receivables, Net	-	-	-	-
Prepaid Expenses	-	-	-	-
Property/Plant/Equipment, Total – Net	212.79	165.05	169.44	172.78
Property/Plant/Equipment, Total – Gross	-	-	-	-
Accumulated Depreciation, Total	-	-	-	-
Goodwill, Net	98	98	98	98
Intangibles, Net	56.11	55.26	56.24	57.29
Long Term Investments	7988.23	6932.65	6904.81	5895.99
Insurance Receivables	2353.81	2369.09	1689.38	2304.28
Note Receivable - Long Term	-	-	-	-
Other Long Term Assets, Total	150.24	147.63	150.22	153.98
Deferred Policy Acquisition Costs	-	141.73	134.02	140.33
Other Assets, Total	266.72	291.11	313.28	296.23
Total Current Liabilities	-	-	-	-
Total Liabilities	7869.64	7897.14	7136.2	7464.07
Accounts Payable	-	-	-	-
Payable/Accrued	-	-	-	-
Accrued Expenses	559.76	424.77	459.51	415.7
Policy Liabilities	6783.25	6999.99	6226.79	6658.16
Notes Payable/Short Term Debt	-	-	-	-
Current Port. of LT Debt/Capital Leases	-	-	-	-
Other Current liabilities, Total	421.61	373.77	353.56	300.57
Total Long Term Debt	-	-	-	-
Long Term Debt	-	-	-	-
Capital Lease Obligations	-	-	-	-
Deferred Income Tax	-	-	-	-
Minority Interest	-	-	-	-
Other Liabilities, Total	105.01	98.61	96.34	89.63
Total Equity	3589.53	3092.27	3044.9	2938.52
Redeemable Preferred Stock, Total	-	-	-	-
Preferred Stock - Non Redeemable, Net	-	-	-	-
Common Stock, Total	1200	1200	1200	1200
Additional Paid-In Capital	-	-	-	-
Retained Earnings (Accumulated Deficit)	2293.83	1907.8	1799.31	1708.65
Treasury Stock – Common	-	-	-	-
ESOP Debt Guarantee	-	-	-	-

Unrealized Gain (Loss)	-	-	-	-
Other Equity, Total	95.7	-15.53	45.59	29.87
Total Liabilities & Shareholders' Equity	11459.17	10989.41	10181.1	10402.6
Total Common Shares Outstanding	120	120	120	120
Total Preferred Shares Outstanding	-	-	-	-

* In Millions of SAR (except for per share items)

Source: <https://www.investing.com/equities/bupa-arabia-balance-sheet>

Is Bupa Arabia an Innovative Company?

BP had so far claimed several firsts. In 2012, Bupa first launched a health and well-being section and tools page where it was easy to find out what was healthy and how to stay in shape. Later in 2013 BP was the first to launch the mobile and tablet apps. BP pioneered the first two of the New Bupa Family products, namely “Bupa family” and “Bupa Family-Newlyweds.”

“Bupa is the first insurance company in the Kingdom to introduce young leaders program for developing Saudi talent. This program attracted newly graduated Saudi talents into various tasks of Bupa Arabia. This kind of training enhances their skills and professional knowledge and makes them ready for their roles, master their positions and grow them into leaders with the company.” Bupa Arabia introduced a novel policy which offers “individual healthcare product” to any single male/female Saudis between the ages of 18 and 50.”

Walaa Nahas, the Individual and Family Business Development Manager at BP, expressed his views about the above program as: “The program is designed especially for male or female individuals that are single, divorced or widowed women with coverage up to SR 250,000 in line with the health standards of that segment of our community taking into consideration average monthly income. It does not cover chronic diseases that are not widespread for the age bracket; this product is designed for most of the insurance spending on these types of diseases. The coverage includes in and outpatients, dental, optical, natural therapy, and emergency coverage in and outside Saudi Arabia and other exclusive services under three main categories: Gold, Silver, and Bronze.”

BP was also the first to launch a unique insurance policy called the Maternity and Maternity Plus that was dedicated to pregnant women's healthcare. However, Maternity Plus was more attractive because it covered earlier cases and chronic diseases during and post-pregnancy.

Walaa Nahas, Individual and Family Business Development Senior Manager at BP further explained: “Maternity and Maternity Plus serves pregnant women and helps them to live healthier and happier lives by covering pregnancy and childbirth. When a member joins the program, in addition to covering in and outpatients, surgeries, medical consultation, medications, chemotherapy and radiology, laboratory tests, radiography and vaccinations alongside, a member received many other benefits under three categories: Gold, Silver, and Bronze.”

BP was a pioneer in launching “Family Customized” for Saudi families in Saudi Arabia. Eng. Alshereef Hamideddin, Director of Individual & Family Sales at BP said, “The Family Customized is the first of its kind insurance in the Kingdom to serve Saudi families, who wish to get outstanding and upmarket health services according to their needs that help them to lead and live happier and healthier lives. It enables them to

customize their insurance schemes according to their specific needs. The program includes many basic features such as: in and out-patients coverage, pregnancy, and childbirth, as well as other unique features that include: dental, optical, coverage of chronic diseases and treatments, alongside many other benefits under four main categories (Gold, Silver, Bronze and Blue).”

Finally, BP launched “Tebtom” for the first time in the KSA on the 25th October 2015. It serves all BP members in Saudi Arabia and provided free of charge consultancy. Furthermore, BP appointed 160 doctors to support this program. This program was a novel innovation in the world of health insurance.

Working at Bupa: Making it Happen

Generally, it is challenging to establish a good relationship between the company and its employees (Sarasvathy 2001). But BP managed to create the right environment for its employees. It was fair to its employees and expected them to be appropriate to one another and be caring to the customers. BP’s management believed that work should be a source of enjoyment in life, not despairs, and provided the primary source of people’s development. The company offered the following perks and facilities to realize this approach. They were:

- Independent male and female gymnasiums facilities at the workplace
- Discount for Bupa staff at external gymnasiums
- Healthy food options in the in-house cafeteria
- Free health check for all employees in the KSA.

The above facilities fostered a better and healthier lifestyle and encouraged personal initiatives. In return, BP employees acquired greater motivation, dedication and achieved better performance. BP considered its employees’ health as the most crucial element because they made Bupa’s visions a reality. Through its annual Bupa Global Challenge, the management invited all its employees from across the globe to join in the aim of living active, healthy lives. Employees believed in BP’s slogan, “I’m healthier because of Bupa,” and its role in promoting a healthy working environment was one of the main reasons why people love working at BP.

For the third consecutive year, BP won the “Best working environment for women” award that reaffirmed its leadership in delivering a distinct work environment that stimulated creativity and innovation. This approach also enabled women to do their works in a comfortable and proficient environment. Employees were encouraged to take their jobs and the competition seriously, rather than among themselves. The company created and promoted a creative climate. BP created a working culture that encouraged employee’s dedication to work in BP. The BP corporate culture rested on the following five dimensions (Bupa Arabia 2020).

- “We are leaders in all we do”
- “We have an innovative and caring culture”
- “We are loved by customers”
- “We have amazing talent”
- “We consistently act according to our values.”

An additional aspect of BP's success as an employer was its generosity towards its employees. BP diligently supported its employees' efforts to solve problems instead of relying on the company's management. BP prioritized the motto 'taking care of the lives in our hands', which encouraged employees' positive behaviors. Under this philosophy, Bupa's management gave an open hand to its employees and encouraged them to self-solve their issues. As an organization, BP encouraged internal entrepreneurship and discouraged bureaucratic slowness. BP engaged its employees to work and familiarize themselves with the local culture. They participated in crucial occasions important to the community, including civic events, charitable organizations, and festivals. For such activities, BP won (Bupa Arabia 2014).

- Best Saudi Company to Work For—in the female category
- Achieved 10th position in the large corporation category “Great Place to Work” in Saudi Arabia

Keeping the Bupa Arabia Culture Alive

BP insurance was one of the first significant corporations that pursued a hiring philosophy characterized by 'hire for attitude and train for skill.' The best example was implementing the young leaders' program to develop young Saudis' abilities and talent. BP launched the Young Leaders Program for young Saudi graduates and attracted the new graduates, who performed different tasks in various company departments. This program trained the young Saudis, enhanced their skills and knowledge, and increased their leadership potential. The training duration was 24 months. This program invited experts from all over the world that trained future managers and leaders.

Thamer Al Harthi, Chief HR Officer of BP stated, “It's our absolute pleasure to host such a detail-oriented program. Our efforts support the fresh Saudi talents evolving into the workforce and maintaining job security for our citizens to become leaders in our corporation. At Bupa Arabia, currently, 63% of our employees are Saudis, working in one of the best working environments in a multinational corporation across the country.”

For this initiative, BP got an acknowledgment and won the Best Recruitment Program award for its call center recruitment at the Middle East level.

Does Social Innovation Require Social Entrepreneurship?

BP was a distinguished business organization that simultaneously considers social and business entrepreneurship. This business model is aimed at providing positive social and environmental outcomes. The following measures illustrate the argument:

1. Environment Policy

BP recognized that good environmental practice was essential for the welfare of all i.e. Bupa's employees, Bupa's members, community, country, and the planet. It was Bupa's responsibility to minimize any activity that had negative environmental impacts. Therefore, it was vital to promote environmental best practices in all areas, covering daily to long-term strategic initiatives. That was why Bupa introduced the 'Bupa Goes Green' initiative to formulate environmentally-friendly practices in all its activities.

2. Orphans free health insurance

BP believed that actions were more robust than words. The company considered that it was the responsibility of its stockholders to help the vulnerable segment of society live longer, healthier, and happier lives by providing them free health insurance services. BP developed a set procedure for the orphans' enrollment, tailored a training program primarily for orphans for them to get a better feel of the career that awaited them once they graduate. "I am so proud to be working in an organization that genuinely cares about people's lives and gives back to the community. Our CSR program is one of the main initiatives that contribute and allows us to achieve our CSR vision" (Niveen Naccash – Sr. Manager, MOH projects).

BP participated in different CSR events and won the following awards (Bupa Arabia 2014).

- The Best CSR initiative in Saudi Arabia (International Finance Magazine 2014)
- The Best CSR Impact Initiative award – Saudi Arabia CSR summit 2014
- The Best CSR Integrated Organization award - Saudi Arabia CSR summit 2014.
- Top Rating in building a competitive “responsible employment standard”– King Khalid Foundation awards
- Best Innovative Healthcare Partnership in KSA for Al-Hilal FC
- Best Medical Insurance Company”, the International Finance Magazine award 2017 (Bupa Arabia 2017)
- Best CSR Initiative (Insurance) Saudi Arabia 2016, the International Finance Magazine award (Arab News 2017)
- The Global Business Outlook Magazine Award for “Best CSR Insurance Company” in 2019 (Bupa Arabia 2019)

BP followed a business-cum-social entrepreneur business model, which covered economic aspects and simultaneously augmented the desired religious, social, psychological, and human capital. All these factors generated a tremendous positive impact on the productivity and efficiency of society and the planet. Figure 1 shows the BP matrix.

Figure 1: The Bupa's matrix

	People	Planet
<i>Behavioural Change</i>	Social Cohesion	Saving energy, recycling, improving biodiversity
<i>Institutional Change</i>	Influence large corporations or policymakers	

CONCLUSION

BP's ambition was to create sustainable programs that empowered individuals and enabled them to control their health. These programs are needed to address prevention and disease management by providing vital information to individuals. BP's business objectives encompassed the profitability and provision of social offerings. At the same

time, BP was also trying to fulfill the goals of sustainable development. Indeed, the different programs and schemes undertaken by BP that was closely related to orphans, employees, and social events had supported the local community and upgraded the environment. By contributing to such programs, BP had succeeded in lowering its operational costs and had received several awards that were testimonies of its efforts. It accentuated BP's role in participating and contributing within different economic, social, and cultural scenarios but under the guidance and rules of the Islamic *Shari'ah*.

QUESTIONS

1. Would you categorize BP as a business entrepreneur, social entrepreneur, or both? How is BP an innovator in this context? How is BP able to maintain a balance between them?
2. Do you consider BP as following its vision, mission, promises, and values? If not, then explain your arguments.
3. BP launched several programs and schemes related to human health. How would you evaluate them in the socio-economic environment of Saudi Arabia?
4. Analyze the balance sheet of BP and appraise its performance between the financial years 2018-2019? Do you see any performance differences?

REFERENCES

- Arab News (30th January 2017) corporate-news retrieved from <https://www.arabnews.com/node/1046806>
- Azid, T. Asutay, M. and Burki, U. (2007), The Theory of Firm, Management and Stakeholders: An Islamic Perspective, Islamic Economic Studies, IRTI, Islamic Development Bank, Jeddah, 15(1), 2007.
- Azid, T. and Rawashdeh, O. H. (2018) 2, The Notion of “Moral Firm” and Distributive Justice in an Islamic Framework, Intellectual Discourse, 26(2), 357–382.
- Bupa Arabia (2014), Board of Directors Report 2014, Riyadh, Saudi Arabia
- Bupa Arabia (2019), Bupa Arabia Annual Report 2019, Riyadh, Saudi Arabia, p.33
- Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency, Academy of management Review, 26(2), 243-26