

According to Scandura (2019), SABMiller was the second-largest brewing company that controls about 90% of the South African market. In a bid to gain greater sales and increase market share, they started to consider the option of generating more sales by attracting South Africa women to drink more beers. It is important to note that the company makes the following beer like Brutal fruit Mango-Goji, Fusion Beer and Flying Fish Premium flavored Beer, they were very sweet, and customer friendly to females. The problem observed with most women in South Africa doesn't frequent bars and pubs due to their religious belief. As a Director of African and Asian sales and Leva's boss, I will be adopting the following strategic decision that I believe will assist in helping the establishments upgrade their looks to appeal to prospective women customers.

Looking at Scandura (2019) description on using the Rational Decision-making Model, observing the market research study reveals that SABMiller organization had become a leader in the brewing industry and they are rated as the second largest in the world where they already have 90% control of South African market. As I consider generating an alternative product that will enable the organization to increase sales which have become the goal towards improving the market shares and increasing profit too. I discovered that during the proper evaluation on the company products like Brutal Fruit Mango-Goji Fusion Beer and Flying Fish Premium Flavored Beer that they were female customer-friendly and are very attractive to women. This evaluation study will enable me in adopting availability bias to drop the idea of increasing further cost on producing a new product but will be repackaging the existing product for the women. This may actually cost the organization to enter into availability error, which I believe may not add much cost in the product packaging but will assist in improving the product value

which will later increase more sales as projected and have a low probability risk because of its customer attraction perceptiveness after proper and right repackaging of the products.

In the decision making of developing the action plans for the repackaging products, intuition reminds me that most women in South Africa don't frequent bars and pubs because of their religious inclination towards Christianity and Islam. It is a known fact that women from religious backgrounds in South Africa do always keep away from the bars as drinking did not fit into their religious principles. The study reveals that 17 million women are of age in South Africa such that qualified legally to drink will be our target market as our marketing plan in ensuring how we will bring a lot of them into being our customer based using our repackaging product. We have got a good understanding from the market research study and our observation also which revealed that Heineken and Diageo are major market competitors too.

Looking with hindsight bias, I do understand that religion has little impact on a woman's decision to visit bars, but the attractiveness, cleanliness, and safety of the establishments certainly will do assist us in giving them some level of confidence. This is as a result of proper consideration of the complexity of the task as it has to do with the business environment competitive model which will be adopted when taking the critical decision. Since after apartheid, informal bars are often with just a few plastic chairs set up in the proprietors' front room which has transitioned to licensed bars, but have yet to lose their unclean appearance. This has also shown that going out to the bar to drink didn't appeal to responsible women. I will be using the creative problem-solving approach in addressing the most critical question which has become the key factor in taking the decision which I believe will enable us in getting the major percentage of the 17

million women of legal drinking age in South Africa frequents the bar.

As a leader, in taking this decision, I must guard against perceptual biases that will lead me to unethical decisions so that our stand might not lead us to perceptual error which becomes a trap that may affect the process as we proceed in taking the final decision on the 6,000 bars and tavern keepers which will make the organization product more attractive to women. I will also approve \$5 million in the bar renovations which includes adding or updating bathrooms, painting, and redesigning the establishments seating arrangements and also buying bar supplies and beer glasses only on the agreement on how Leyva presentation using prospect theory will critically address all the framing questions with Risk Behavior regarding organization gain and losses with due consideration of high and low probability.

According to the theory formulated by Tversky (1992), & Kahneman (2011), which states; “the certainty effect is exhibited when people prefer certain outcomes and underweight outcomes that are only probable. The certainty effect leads to individuals avoiding risk when there is a prospect of a sure gain. It also contributes to individuals seeking risk when one of their options is a sure loss.” It is important to note also that since individuals dislike losses more than equivalent gains; they are more willing to take risks to avoid a loss. Due to the biased weighting of probabilities and loss aversion, I will be using this theory in the following pattern concerning the risk of high probability which gives me a big chance to win a lot though after a full evaluation of the entire risk management factor has been conducted before my final approval in this decision making.