

# The Reality of Strategic Planning In the Egyptian Ceramic Companies

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**Abstract:** This study aimed to identify the reality of strategic planning in ceramic companies in the Tenth of Ramadan City, where the researchers used the descriptive analytical method, through a distributed questionnaire. The study reached a set of results, the most important of which are: The results of the study sample revealed the consensus of the senior management members on all dimensions of strategic planning variables in a good way in the ceramic companies under study. The approval of the study sample of the company's employees also showed in a small way that all of these elements are well applied, and the approval of the study sample of the company's employees in an average way that all the elements are applied but not announced by the long-term goals, and the approval of the study sample of the company's employees on an average that all The elements are widely applied and clear. The study presented a set of recommendations, the most important of which are: the need to pay attention to reviewing the role of strategic planning in ceramic companies and that the higher managements have a clear understanding and conviction of applying its variables at all organizational levels of the company to increase the level of performance. And work on the participation of all organizational levels in the strategic planning process. And the promotion of senior management to the principle of efficiency and effectiveness of the administrative levels.

**Keywords:** Strategic Planning, Ceramic Companies, 10th of Ramadan City, Egypt.

## Introduction

Most organizations seek to achieve success in their operations and activities, and constantly strive to build a distinguished strategic and competitive position, ensuring their survival and improving performance in the environment in which they operate. Only at the present time, but it should also think deeply and comprehensively about how these activities and works will be, especially in the field of achieving future profits, and that is the process of thinking about the future of the organization and studying and analyzing the critical environmental variables affecting its operations is the essence of the strategic planning process. With a comprehensive and accurate study of the environment, you can make effective and efficient strategic decisions that distinguish it from the rest of the administrative work.

The formulation of the strategy requires a great deal of accuracy of future events, and prediction of the course of conditions, which enables the success of its application, and consequently the growth and survival of the company.

Ceramic companies in the Tenth of Ramadan City are among the labor-intensive industries, with huge capital, which contribute significantly to increasing state revenues through taxes, reducing unemployment rates through employment, increasing growth rates in this sector, and bridging the gap between ceramic needs and the Import to save foreign currency.

## Problem Statement

Interest in the role of strategic planning in companies is increasing due to its far-reaching effects on the company's future, as humans are able to cause disasters of greater

magnitude than natural disasters, and if we can predict some natural disasters, we cannot prevent them, all we can do is Prepare to face these crises and disasters. As for human-made crises and disasters, they can be predicted, and they can also be prevented or prepared for them through sound strategic planning.

And since the study is concerned with strategic planning in companies that are accustomed to developing emergency plans and procedures to face crises that they may encounter during their practice of various activities related to production, storage, transportation and export.

These indicators and phenomena were represented through the survey as follows:

1. The decrease in corporate purchases during 2012.
2. Decline in corporate sales during 2012.

## The problems can be identified as follows:

1. The emergency plan that was prepared by the ceramic companies in the tenth of Ramadan depends on the reaction in the confrontation after the occurrence of the crisis or accident.
2. The concept of strategic planning is not applied in a scientific manner.

Through the foregoing and based on differences between the results of previous studies and the above-mentioned phenomena, the researchers can say that the research problem is the lack of clarity in the concept of strategic planning among all workers in the ceramic sector in the Tenth of Ramadan City in understanding the impact and importance of strategic planning, which is negatively reflected on improving performance Therefore, the problem can be formulated in the

following question: "What is the reality of strategic planning in ceramic companies in the Tenth of Ramadan City?"

### Research Objectives

This study aims to achieve the following objectives:

1. Determining the differences between the average responses of senior management, employees and customers with regard to the strategic planning variable for ceramic companies in the Tenth of Ramadan City.
2. Rooting the intellectual and philosophical framework for strategic planning.
3. Suggesting a set of recommendations that contribute to the efficiency and effectiveness of strategic planning to increase the level of performance in ceramic companies in the Tenth of Ramadan City.

### Research Importance

The aspects of the study's importance can be identified from the contribution and expected addition from it, as follows:

#### Scientific (Theoretical) Importance:

1. Through this research, it is possible to identify the importance and vitality of the role played by strategic planning in the ceramic sector in Egypt.
2. This research contributes to the possibility of presenting a proposed framework for distributing roles and responsibilities, giving powers and delegating powers in the ceramic industry sector to ensure rapid decision-making to face crises, which affects performance.

#### Practical (Applied) Importance:

1. The current research is due to the importance of the applied field, where the field study is carried out on the ceramic sector in the tenth of Ramadan city, which is one of the pillars of the national economy. Minimizing its negative effects and benefiting from the positive effects in the process of improving organizational performance in ceramic companies.
2. The ceramic sector is characterized as a labor-intensive society, and a high rate of risks faced by workers in this sector, and is characterized by rapid turnover of work, and is characterized by material and moral benefits for workers.
3. The relative decline in the ratio of imports to exports in Egypt during the period from 2010 to 2014, as it decreased by about 36.3% in 2014 compared to 2010.
4. Egypt achieved high growth rates that exceeded global production growth rates in 2009, 2010, 2013 and 2014 by 19%, 12%, 7%, and 14%, respectively, which reflects the importance of this sector to the national economy.

### Research Limits and Scope

The scope of the study shall be as follows:

- **Objective Limits:** The study focused on the reality of strategic planning in ceramic companies in the Tenth of Ramadan City.
- **Human Limits:** The study was conducted on senior management and workers in ceramic companies in the Tenth of Ramadan City, who responded by filling out a questionnaire.

- **Institutional Limits:** The field study was conducted on the ceramic industry sector, which includes (five major industrial companies) for ceramics in the Tenth of Ramadan Industrial City.
- **Spatial Limits:** The study was conducted in the Arab Republic of Egypt.
- **Time Limits:** The study was conducted in the year (2021).

### Previous Studies

- Study of (Abusharekh et al., 2020), aims to identify the modern strategic planning for smart infrastructure in universities, where the researchers used the descriptive and analytical approach, through a questionnaire distributed to a sample of workers at the University of Palestine, where the size of the study population is (234) employees and the sample size is (117) employees (90) employees responded. The study reached a set of results, the most important of which are: The existence of a high level of satisfaction with the modern strategic planning of infrastructure in the University of Palestine, where the percentage reached (70.48%). The results also showed that there are no statistically significant differences in the modern strategic planning of the infrastructure according to the demographic variables, with the exception of the scientific qualification variable. The study presented a set of recommendations, the most important of which are: The need for universities to enhance the practice of modern strategic planning for smart infrastructure at the university.
- Study of (Al Shobaki et al., 2020) aims to identify digital repositories and their relationship with modern strategic planning for the smart infrastructure of universities: a field study applied to the University of Palestine, where the researchers used the descriptive and analytical approach, through a questionnaire distributed to a sample of employees at the University of Palestine, where the size of the study population (234) employees and the sample size is (117) employees, of whom (90) employees responded. Where the study provided a theoretical framework for what the authors and researchers presented about the study variables, as well as a practical analytical framework for the opinions of employees at the University of Palestine, and the digital repositories were expressed as an independent variable through its four indicators (storing scientific research, classifying scientific research, creating an electronic portfolio for research, scientific, receiving and updating scientific research), while the dependent variable was expressed in the modern strategic planning of smart infrastructure. The study reached a set of results, the most important of which are: The existence of a good degree of satisfaction with digital repositories at the University of Palestine with a relative weight (72.13%). The dimensions of the digital repositories were arranged as follows (receiving and updating scientific research, classifying scientific

- research, storing scientific research, creating an electronic portfolio for scientific research).
- Study of (Al Shobaki et al., 2016), The study aims to analyze the impact of top management support for strategic planning on crisis management in UNRWA-Gaza Strip field in Palestine. Several descriptive analytical methods were used for this purpose, and a survey as a tool for data collection. Community size was (881), and the study sample was stratified random (268). The overall findings of the current study show that top management provides needed HR for strategic planning but with no financial support. Also there are shortcomings in the way that organization manages the crises before and after they occur. A crisis management is only practicing during the crisis. The study suggest that top management must provide the financial support for strategic planning, periodic meetings to prepare how to deal with potential crisis in the future, establishing a specialized team and provide them with all sources needed.
  - Study of (Al-Otaibi, 2012), which aimed to identify the extent of the impact of strategic planning on the effectiveness of independent institutions in the State of Kuwait. And to identify the impact of continuous improvement on the effectiveness of independent institutions in the State of Kuwait. This study concluded that the independent Kuwaiti institutions are constantly discussing the improvement and quality plan within the institution's strategic review, giving priority to improvement projects, and working to continuously redesign their activities. The management of the institution is aware of the importance of the role of quality in supporting the strategy of the institution, and the consistency of the improvement plan with the strategic plan of the institution. And that the independent Kuwaiti institutions achieved parity to achieve the goals.
  - Study of (Al-Dajni, 2011), which aimed to identify the reality of strategic planning in achieving quality institutional performance. And to provide clear performance indicators and determinants of effective institutional performance for all its components, among the international indicators and standards that suit the Palestinian environment. And develop development proposals to improve the quality of institutional performance in accordance with the performance indicators for the areas of institutional work. The study concluded several results, the most important of which is the existence of a relationship between the level of the role of strategic planning and the standard of philosophy, mission and goals as one of the dimensions of institutional performance quality. And the availability of the quality of strategic planning in its two dimensions, the environmental analysis of the internal and external environment. As well as to the existence of a relationship between the role of strategic planning and the presence of institutional performance.
  - Study of (Abdel-Al-Aal, 2009), which aimed to identify the degree to which government school principals practice school crisis management methods from their point of view. And revealing the relationship between the degree of practice of government school principals in the Gaza governorate of crisis management methods and the degree of their practice of strategic planning. As well as identifying the degree of exercise of government managers in the Gaza governorate of strategic planning operations from their point of view. This study reached several results, the most important of which is that school principal's practice containment in managing the crisis, with a relative weight of 85.99%. School principals practice the method of cooperation in crisis management with a relative weight of 85.48%. School principals practice the confrontational method of crisis management with a relative weight of 82.87%. School principals practice the escape method in crisis management with a relative weight of 61.95%. And that school principals practice strategic planning processes with a relative weight of 84.83%.
  - Study of (Al-Qarni, 2012), which aimed to identify the extent of the clarity of the concept of strategic planning for the school principal and school administration. And to identify the extent of interest of the director and management of the directorate with the requirements of implementing strategic planning. Among the results of this study, the concept of strategic planning refers to the adoption of scientific methods to monitor, employ and manage the available resources to reach the desired goals.

#### **Commenting On Previous Studies:**

After reviewing the most important previous studies related to the subject of the current study and reviewing and analyzing the results of those studies, the researchers were able to extract the reality of strategic planning in Egyptian, Arab and foreign companies. Awareness of the institutions management to the importance of the strategic planning process and the need to follow practical methods to monitor and employ the available resources and manage them to reach the desired goals. Those studies emphasized the need to use good training to develop the skills of its employees.

#### **Theoretical Framework**

Strategic planning is the essence of strategic management, and a management tool that enables the organization to deal with the future successfully, provides it with the ability to control its resources and enables it to respond effectively to environmental changes. Since the world is witnessing many successive crises in all fields and sectors and at all levels, and given the negative and sometimes destructive effects these crises cause, they may threaten the survival of the entity that they attacked, whether it is a system or a company, it was necessary to emerge the concept of crisis management to determine how to deal with crises before they affect to prevent them or reduce their negative effects if they occur, good preparation for the crisis reduces the material losses and psychological suffering caused by the crisis, as well as

reduces the material costs and effort expended in trying to remove the effects of the crisis and repair what it spoiled, and as the importance of the company and its impact on society increased, the more it increased Its need to be protected from crises through effective crisis management.

Profit has been considered for a long time the main objective that the company seeks to achieve, and from this the performance is measured through the financial and accounting tools achieved by the company. However, investors were not convinced by financial indicators as tools for measuring performance and turned to measuring performance according to more strategic indicators that depend on determining the right direction. For the company to show the success of its strategies and the achievement of its objectives.

**First- Strategic Planning:** In light of the developments and challenges of the contemporary environment, it has become necessary for business enterprises to provide the requirements of strategic planning as a modern method of planning, which enables the organization to look into the future not as an area that imposes threats on it that must be avoided, but rather as a path that generates opportunities that can be invested and developed through, as well as converting many points Weaknesses to strengths and employ them to deal with the developments and challenges of the contemporary business environment. For this, we discuss the basics about the term strategic planning, starting with the concept of strategic planning and then identifying its importance and objectives, with a mention of its most important characteristics.

**The Concept of Strategic Planning:** Many researchers and thinkers have addressed the concept of strategic planning, and according to Kotler, strategic planning is “an administrative process for establishing the relationship between the organization’s goals and aspirations, and rearranging activities in the correct manner that achieves growth and profitability in the future (Al-Kubaisi, 2012, p. 13). As for (Al-Qahtani, 2010, Pg. 80) Arafah, “The ability to anticipate and match the intrinsic capabilities of the institution and the available opportunities or threats arising from the external environment. While (Mazen, 2008, p. 61) saw that strategic planning is "the process of making decisions regarding the objectives of the institution, the use of resources and the application of policies in order to achieve these objectives. As for (Al-Ghaliby and Idris, 2007, p. 104), they defined it as a continuous process by which members of the leaders in the organization take decisions related to the future and development of that institution, in addition to the procedures and processes required to achieve that desired future and determine how the level of success in achieving it is measured.

Based on the foregoing definitions, researchers can define strategic planning as “a method or method that moves the organization to a better situation in the future, which it adopts to reach its ultimate goals and objectives with the highest degree of efficiency and effectiveness.”

**A. The Importance of Strategic Planning:** Through the previous definitions of strategic planning, we will clarify

its importance for the organization in a number of basic points that will be presented as well as its objectives. Many writers and researchers have addressed the importance of strategic planning, including:

- Strategic planning provides the opportunity for workers in organizations through their participation in the decision-making process, which makes them feel involved and achieve a kind of satisfaction for them.
- Achieving the ability to influence and lead, not that the organization's decisions be a reaction to current events and merely a response to them.
- Achieving the ability to coordinate between the various aspects of the activity, and a commitment to the strategic objectives set by the administration (Al-Madhoun, 2013, P: 18).
- Anticipating the conditions of uncertainty in relation to external environmental factors, diagnosing their effects on the movement of management, and identifying the restrictions imposed by them and the available opportunities, in a way that contributes to achieving the effectiveness of the institution.
- Providing a framework to rationalize management in decision-making (Al-Qarni, 2012, P: 10).

#### **B. Objectives Of Strategic Planning:**

The strategic planning objectives were crystallized in a number of the following points:

- It helps facilitate communication and sharing (Bryson, 2003, p. 41).
- Directing senior management to priority issues.
- Clearly defining the vision and goals (Simpson, 2012, P: 46).
- Providing information to senior management so that they can make better decisions.
- Defining and directing the course of action in the organization.
- Formulation and development of the institution's mission and its various strategic objectives (Hamid and Majid, 2009, p. 74).

#### **C. Characteristics Of Strategic Planning:**

- It focuses on both the internal and external environment and relies on both quantitative and qualitative information (Tayeh, 2012, p.: 390).
- Strategic planning achieves interaction and constructive dialogue between the three administrative levels in planning (higher, middle, and lower) about the future of the organization and ways of its success and development, and guides decision-making in the administrative process.
- Strategic planning contributes to supporting future decision-making methods in the organization in a scientific manner based on study, analysis and anticipation to take the best and most implementable decisions (Al-Dajni, 2011, P: 52),



- Strategic planning aims to bring about fundamental and significant changes in the organization in a long-term period, significant costs, and significant efforts.
- Strategic planning is characterized by flexibility in order to be able to face potential changes during implementation (Massadah, 2013, pp. 82-83).

#### **D. Advantages Of Strategic Planning:**

Strategic planning is characterized by a number of advantages or benefits, as follows:

1. Integrated work teams are built because they define the framework for work and competition.
2. The plan and its operations are considered a roadmap to achieve success, by defining the vision and the holistic direction of the institution.
3. Develop problem-solving methods and improve decision-making methods.
4. Communication and the exchange of knowledge of goals among the members of the institution (Al-Najjar, 2010, p.: 75).

#### **Obstacles to Strategic Planning:**

The obstacles to strategic planning can be stated in the following points:

1. Weakness of the available resources, such as the lack of resources, the difficulty of accessing them, the difficulty of managing them and the lack of the necessary capabilities to do so.
2. The external environment is turbulent, which may make planning obsolete before it begins due to the rapid change in the elements of the legal, political and economic environment (Al-Otaibi, 2012, P: 19).
3. Gathering inappropriate information about strategic variables in the environment.
4. Strategic planning requires significant time and cost.
5. The inability of the strategic manager to realize the real opportunities and risks (Al-Damour, 2008, p. 45).

**The Strategic Planning Process:** Here we address the strategic planning process, starting with the various levels and then the stages followed in order to practice it, with reference to the most important models that the institution adopts if it turns towards strategic planning as an approach to facing competition and competitors by creating a competitive advantage.

#### **Levels of Strategic Planning:**

In its preparation and implementation, the strategic plan depends on the administration that implements it, and it tries to make the institution a coherent and integrated entity, all of its parts working in a coordinated manner in order to achieve the goals. On this basis, we distinguish three levels of strategic planning (Al-Karkhi, 2009, pp.: 57-56).

- A. **Strategic planning at the level of senior management:**  
It is also called overall strategic planning, and it is set by the Board of Directors, which sets its sights on the objectives of the entire project, and accordingly the whole project is affected by it. The overall strategic planning focuses on the nature of the project's work in terms of products, processes, markets, and consumers,

and of course the majority of these strategic moves are long-term.

- B. **Strategic planning for business units:** This planning focuses on how each of the strategic business units can contribute to enhancing the company's overall strategy and success (Jawad and Sahar, 2009, pp. 84-54).
- C. **Strategic planning at the functional level:** It is specialized for the departments in the units within the organization, where these departments develop their own strategies guided by the units' strategy, and what distinguishes this level as being short-term is related to the operational aspect of the department.

#### **Dimensions of Strategic Planning:**

**Strategic Vision:** The vision should not conflict with the mission statement of the institution, it focuses on its image and what it wants to achieve, and what the institution looks like when achieving its goals (Hilal, 2008, p. 13). Thus, the vision shows where the institution is heading and what form the business enterprise will have in the future. It thus provides guidance on the basis that must be maintained, and visualize the future towards which the business should be moved (Idris and Al-Ghalbi, 2009, P: 74). Accordingly, the strategic vision reflects the ambitions that the institution seeks to reach in the future in order to achieve distinction from others. Therefore, the vision controls the strategic practice in the organization, as its construction on the internal and external intelligence that gives a future picture of the needs of customers, the shortcomings of competition, risks, opportunities and skills that can be developed leads to the drawing of new features of the markets and possible operational approaches, which in fact represents a framework for practicing Strategy (Mazhouda, 2007, P: 105). Moreover, the practice of strategic vision allows the institution to know its trends, as well as to know the elements that enable it to achieve its goal from those elements that hinder it.

**Strategic Message:** The existence of any institution is linked to a specific mission that it seeks to achieve, and the message derives its basic components from the values held by its founders and from the environment in which the institution operates and the society to which it belongs. Decisions and efforts, and usually cover a long-term period of time, and can be defined as: "The framework that distinguishes the institution from other institutions in terms of its field of activity, products, customers and markets, and aims to explain the fundamental reason for the existence of the institution, its identity, its operations and practices" (Al-Louh, 2007, P: 22).

#### **A. Characteristics Of An Effective Message:**

He clarified (Slayten, 2007, p. 33) that there are a set of characteristics that must be present in a good message, the most important of which are the following:

- To reflect the goals and objectives that the institution seeks to achieve.
- The letter should include real data about the organization while not exaggerating it.
- The message must be achievable.

- That the message serves as a guide and a general framework for managers through which various strategies are taken within the organization.

#### **B. Components And Dimensions Of The Organization's Mission:**

It is clear (Al-Sulaimani, 2012, pp.: 35-34) that there is a consensus among most researchers that the components of the institution's mission are represented in the following:

1. **The Scope of the Institution's Work:** It is assumed that the area in which the institution intends to operate should be defined in a flexible and clear manner that allows for subsequent development.
2. **The Corporation's Clients:** The Corporation's clients represent the main source of income in it, and therefore the Corporation is supposed to identify these clients, not from the following perspective, but rather with the possibility of an increase in this number.
3. **Products and Services:** The mission of the institution focuses on the nature of the main products and services that are offered in the market and meet the needs of customers.
4. **Institution's Markets:** Where does the institution compete and in which markets does this competition take place?
5. **Technology:** Technology expresses a general framework represented by the technical or knowledge aspect of the institution.
6. **Suppliers:** Supply has become of particular importance due to the scarcity of sources of supply and the high prices of the necessary materials, so it is important to give the suppliers importance and care within the framework of the institution's directions and mission.
7. **Strategic Goals or Objectives:** The goals define the organization's directions, and reflect the extent of its ability to interact with its environment. The goals have a major role in issuing strategic decisions, clarifying its priorities and the importance of each of them. The goals contribute to evaluating the performance of the organization and identifying its growth rates. Therefore, the organization needs to set objective, clear and fair goals. And achievable (Abdullah, 2009, P: 77).

Whereas (Al-Qatamine, 2002, P: 65) defined it as: "The end results of activities that are carried out in a highly organized manner, and express the intention of the planner, to move from the current situation to the target position, which is qualitatively higher in terms of achievement than the situation." The current, goals usually set out what the school should do and when?

**Characteristics of good goals:** Good goals have the following characteristics (Abdel-Al-Aal, 2009, p. 77):

1. Be specific, measurable and verifiable.
2. Clarity of the sub-goals and they must be compatible, complementary, and not conflicting, in order to achieve the main goal.

3. **Flexibility:** The objectives should be able to achieve adaptation to unexpected changes in the organization's business environment.
4. **Understandability:** Objectives should be formulated in words that are as easy and understandable as possible by the individuals who will undertake the investigation.

**Strategic Analysis of the Environment:** The process of strategic analysis of the environment is intended to review both the external environment in order to identify the most important challenges facing the institution, and the internal environment in order to identify the most important weaknesses and strengths in the institution.

Hussein (2009) defines strategic analysis as: "The necessity of environmental analysis as a basic necessity for strategic planning and not relying on the past, because the variables are rapidly growing dynamically, and what is an opportunity now may disappear tomorrow, and what are strengths may turn into weaknesses and vice versa, and can lead to This analysis results in a change in the mission of the institution, or in one of its objectives, or in some of its activities and strategies, or it may reinforce the existing strategy of the institution and maintain the same mission.

#### **Strategic Analysis Includes:**

- A. **Analysis of The Internal Environment:** The institution analyzes the internal environment in order to determine its current strengths and weaknesses, and to determine the strengths and weaknesses expected in the future. It takes two forms (Al-Douri, 2005, Pp: 124-155):
  - **Strengths:** Those characteristics that give the organization good capabilities that enhance the elements of strength and contribute to the completion of work with high skill and experience, which must be relied upon mainly.
  - **Weaknesses:** The situation that makes the organization unable to compete or forces it not to reach the competitive advantage, and therefore work must be done to strengthen it and turn it into strengths.
  - **Organizational Structure:** The organizational structure determines the existing relationships in the institution, the distribution of roles, responsibilities and powers, communication networks and the flow of information between the various organizational and administrative levels, and thus the main and subsidiary departments are formed up to the individual level as an incumbent of a particular job within this structure.
  - **Organizational Culture:** It represents the value, moral and behavioral framework that the institution adopts in its dealings with various parties. However, culture can be seen as representing a set of values, beliefs, assumptions, symbols, rituals, behavioral standards, communications, traditions and customs prevailing in an institution so as to give this institution uniqueness and privacy compared to other organizations Therefore, the institution's imprint and its own identity.
  - **Resources:** One of the basic premises in successful management is that the focused attention of strategic

managers is to create a real state of balance between strategic plans and the resources available within the institution to finance those plans. The resources available in the organization represent that combination of financial and human resources, technology, various administrative systems, management information systems, effective marketing systems, and resources related to research and development.

B. **External Environment Analysis:** The external environment refers to all the factors surrounding and affecting the institution directly or indirectly when the institution carries out its activity, which affects its decisions taken to achieve its goals (Karmasha, 2010, P: 13). The elements of the external environment are divided into two levels:

- **The General External Environment:** It includes the environmental variables that affect all organizations working in society regardless of the nature of the activity they are doing, or the field to which they are, such as: economic factors, political factors, demographic factors, social factors....etc.
- **The Special External Environment:** It includes the environmental factors that have a special impact on the field of activity in which the institution operates, such as:

current and prospective customers, suppliers, competitors, and alternative goods or services. They are (Al-Douri, 2005, P: 158):

- **Opportunities:** Those circumstances surrounding the institution in a certain place in the market, and in a specific period of time, and the institution is able to take advantage of those circumstances in achieving its strategic objectives.
- **Threats:** Those potential events that, if they occurred, would cause a danger to the organization.

**Strategic Choice:** It is the stage that follows the environmental process, and it is the reference in the sequential and interconnected process in which strategic alternatives are presented and the best among them are determined according to criteria determined by the option process itself, which depends mainly on the results of the environmental analysis contained in the previous steps. The organization conducts a "SWOT" analysis according to the information obtained from the environmental analysis to determine a strategy that achieves alignment between the organization's resources and its internal capacity on the one hand, and the requirements of the external environment on the other hand. (Karmasha, 2010, P: 15). The following figure illustrates this:

**Table 1:** SWOT or TOWS Matrix Analysis Form

Internal factors External factors	Strengths (S) Inner strengths	Weaknesses (W)
Opportunities (O)	Create Strategies (SO) Utilizing and using strengths and seizing and investing available opportunities	Make Strategies (WO) Address weaknesses and seize and exploit available opportunities. Make Strategies (WT) Minimize vulnerabilities, minimize and avoid threats.
Threats (T) Threats External	Make Strategies (ST) Use strengths and reduce and avoid threats	Make Strategies (WT) Minimize vulnerabilities, minimize and avoid threats

**Source:** (Abdel-Al-Aal, 2009, p. 83)

The strategic alternative that has the following characteristics is selected (Tamila, 2012, P: 25):

1. Which depends on the strengths of the institution.
2. Which helps in overcoming the weaknesses suffered by the institution.
3. Which helps to take advantage of the opportunities generated by the environment.
4. Which helps reduce the effects of environmental threats.
5. Which is commensurate with the institution's resources and capabilities.
6. That achieves the desired goals.

**Methodology and Procedures:**

It aims to clarify and define the methods and means used in preparing the research, especially with regard to the aspect of the field study, by defining the conceptual framework used in conducting the field study, the hypotheses and variables of the research and how to measure them, in addition to defining and describing the research community, its limits, and the means of data collection and analysis.

According to the objectives of the research, the researchers relied on the descriptive analytical approach in dealing with the research problem, reaching the results, and proposing appropriate recommendations to treat the problem by extrapolating the literature of previous studies related to the subject of the research to form the conceptual framework and extract the indicators and elements that were used in formulating the research hypotheses and variables.

**First- Type and Sources of Data:** In light of the identification of the problem and the research variables, the data that was relied upon in achieving the research objectives can be identified as follows:

1. **Secondary Data:** Some of the recorded and published secondary variables related to strategic planning in the ceramic sector were relied upon.
2. **Primary Data:** The primary data necessary for research was collected from companies through the survey method, and the opinions and attitudes of workers in the

companies were relied on to obtain the primary data that served the research requirements.

**Second- Study Population:** The study population consists of all members of the senior management, as well as those working in the ceramic industry sector in the Tenth of Ramadan City.

**Third- Study Sample:** The researchers relied on the stratified random sample in each of the study categories individually (The Senior Management Category, The Workers Category). The researchers distributed the sample using the proportional

distribution as shown. The researchers relied on the tables of statistical samples (1) at a confidence level of 95% And an allowable error in the estimation is within 5%, and the percentage of the phenomenon in the community = 0.50, the sample size for the senior management category = 187, while the sample size for the workers category = 377, and the sample size for the client group = 384. The following is the sample distribution and the different response rates in the study categories:

**Table 2:** Distribution of the sample and the percentage of the different responses in the study groups

Company's Name		Community Size	Sample Volume	Correct Responses	Response Rate%
Cleopatra Group	Senior Management	116	60	55	%91.6
	Workers	6233	128	115	%89.8
Eldorard	Senior Management	42	22	20	%90.9
	Workers	2216	45	39	%86.6
Fancy	Senior Management	33	17	16	%94.1
	Workers	1780	36	30	%83.3
The Prince	Senior Management	79	41	38	%92.6
	Workers	3614	73	64	%87.6
Al-Rajaa	Senior Management	90	47	46	%97.8
	Workers	4818	95	80	%84.2
Total	Senior Management	360	187	175	%93.58
	Workers	18661	377	328	%87

**Third- The Method of Data Collection:** Two survey forms were designed and directed to the aforementioned study categories. After completing the data collection, a computer was used based on the SPSS22 program to unload and tabulate the data and conduct the appropriate statistical analysis to analyze the data and to test the validity of the study's hypotheses.

**Statistical analysis of the results of the field study:**

**Table 3:** Honesty and Constancy Coefficients for the Senior Management Category

Field Name	Number Of Items	Cronbach's Alpha coefficient	Stability Coefficients
Strategic Vision	4	0.823	0.907
Strategic Message	4	0.815	0.902
Strategic Goals	4	0.789	0.888
Strategic Analysis	4	0.834	0.913
Strategic Choice	4	0.862	0.931

From the previous table, it is clear that the validity and reliability coefficients are acceptable for the questionnaire as a whole, because all the value of the validity and reliability

coefficients exceeded (0.5) in the category of senior management members. Of the variables under study.

**Table 4:** Honesty and reliability coefficients for the category of workers

Field Name	Number Of Items	Cronbach's Alpha coefficient	Stability Coefficients
Strategic Vision	4	0.802	0.895
Strategic Message	4	0.815	0.902
Strategic Goals	4	0.832	0.912
Strategic Analysis	4	0.739	0.859
Strategic Choice	4	0.762	0.872

From the previous table, it is clear that the validity and reliability coefficients are acceptable for the questionnaire

questions as a whole, because all the value of the validity and reliability coefficients exceeded (0.5) in the category of



workers and therefore it can be said that they are coefficients of good significance for research purposes, and therefore they can be relied upon in the analysis without excluding any element of the variables place of study.

**Descriptive Statistics for the Results of the Field Study:**

The following is a presentation of the descriptive statistics results in the two study categories, where the researchers

**Table 5:** Results of the statistical analysis of the respondents, the senior management category, with regard to the dimensions of the strategic vision variable:

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	We have clear and specific strategic visions for future ambition.	4.06	0.8	%81.3	The Fourth
2.	We announce our vision to both the internal and external community.	4.4	0.72	%88.04	The Second
3.	The company's vision is measurable and dated	4.45	0.65	%89	The First
4.	The company's vision drives the process of change, development and training towards the desired position of the company.	4.27	0.74	%85.4	The Third

With regard to the strategic vision variable, the relative importance came in the first order, the element that expresses that the company's vision is measurable and specified with a suitable date, with a relative importance of 89% and a standard deviation of 0.65, and in the second order came the element we announce our vision for the internal and external community alike with relative importance amounted to

relied on the weighted arithmetic mean, standard deviation, as well as the relative importance as a reflection of the weighted average value in the form of a percentage

**Senior management category:**

**The first axis: the dimensions of the strategic planning variable:**

88.04% and a standard deviation of 0.72, while in the last order came the element we have clear and specific strategic visions for future ambition with a relative importance of 81.3% and a standard deviation of 0.8. In general, all the relative importance values exceed 80%, which means the unanimity of the study sample of the members of the senior management on all those elements.

**Table 6:** Descriptive analysis of the data of the respondents, the senior management category, with regard to the strategic message

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	Our mission is to prepare products for the global local market in accordance with international quality standards.	4.5	0.8	%90.1	The Fourth
2.	Our mission is broad enough to allow our company to invest in new opportunities to develop and update our products globally.	4.47	0.85	%89.5	The First
3.	We prepare our message in a balanced manner according to the available capabilities and resources.	4.36	0.84	%87.2	The Second
4.	The company's mission includes its values, beliefs, what it does and what distinguishes it.	4.25	0.91	%85.1	The Third

With regard to the strategic message variable, it came in the order of relative importance in the first order. The element of our mission is broad so that it allows our company to invest new opportunities to develop and update our products globally with a relative importance of 89.5% and a standard deviation of 0.85. In the second place came the element we prepare our message in a balanced manner according to the capabilities and resources available with relative importance it amounted to 87.2% and a standard deviation of 0.84, while

in the last order came the element. Our mission is that products for the global local market are in accordance with international quality standards with a relative importance of 40.1% and a standard deviation of 0.8. In general, all the relative importance values exceed 80%, which means the unanimity of the study sample from the members of the senior management on all those elements that express the depth of the strategic message of the companies under study.

**Table 7:** Descriptive analysis of the answers of the respondents, the senior management category, with regard to strategic objectives

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	Our long-term goals encourage product upgrading and global competition.	4.54	0.74	%90.8	The Second
2.	Our goals stimulate the capabilities and skills of employees for development and improvement of the level of performance.	4.61	0.81	%92.3	The First

3.	The company's goals are flexible and adaptable to unexpected changes.	4.31	0.82	%86.2	The Fourth
4.	The company's objectives are clear and understandable, and all parties responsible for achieving them participate in their formulation.	4.4	0.89	%88.1	The Third

With regard to the strategic objectives, in the order of relative importance came in the first place the element. Our goals motivate the capabilities and skills of workers for development and improvement of the level of performance with a relative importance of 92.3% and a standard deviation of 0.81. In the second place came the element of our long-term goals and we encourage upgrading the product and global competition with a relative importance of 90.8% A

standard deviation of 0.74, while in the last order the item is characterized by flexibility and the ability to adapt to unexpected variables, with a relative importance of 86.2% and a standard deviation of 0.82. In general, all the relative importance values exceed 80%, which means that the study sample of senior management members agreed on all those the elements that express the clarity of the strategic objectives of the companies under study.

**Table 8:** Descriptive analysis of the respondents, including the senior management category, with regard to strategic analysis

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The company analyzes the internal environment to identify weaknesses and strengths.	4.17	0.76	%83.4	The Fourth
2.	The company analyzes the external environment to identify threats and risks	4.36	0.71	%87.2	The Second
3.	Study the internal environment and ensure that it changes, whether increasing or decreasing.	4.28	0.72	%85.6	The Third
4.	We do community partnership and active interdependence and follow the latest technical and scientific developments that reflect the future ambitions of the company.	4.44	0.69	%88.9	The First

With regard to the strategic analysis, it came in the order of relative importance in the first order. The element we do community partnership and active interdependence and we follow the latest technical and scientific developments that reflect the future aspirations of the company with a relative importance of 88.9% and a standard deviation of 0.69 and came in the second order element The company analyzes the external environment to identify threats and risks With a relative importance of 87.2% and a standard deviation of 0.71

while the last item came in the last order, the company analyzes the internal environment to identify weaknesses and strengths with a relative importance of 83.4% and a standard deviation of 0.76. In general, all the relative importance values exceed 80%, which means the consensus of the study sample from members the senior management on all those elements that reflect the strategic analysis well in the ceramic industry companies in the tenth of Ramadan.

**Table 9:** Statistical analysis of the answers of the respondents, the senior management category, with regard to the strategic option

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The company sets appropriate strategic alternatives and applies clear criteria and indicators to judge the implementation of its plans.	4.65	0.62	%93.1	The First
2.	The company participates with all employees in preparing the auxiliary executive plan.	4.26	0.71	%85.2	The Fourth
3.	Make strategic decisions that are consistent with established plans.	4.54	0.65	%90.9	The Second
4.	Management focuses on adapting each strategic option to the variables of the external environment.	4.32	0.7	%86.4	The Third

With regard to the strategic option variable, it came in the order of relative importance in the first rank. The company puts appropriate strategic alternatives and applies clear criteria and indicators to judge the implementation of its plans, with a relative importance of 93.1% and a standard deviation of 0.62. In the second rank came the element that makes strategic decisions that are consistent and consistent

with the plans set with relative importance. It amounted to 90.9% and a standard deviation of 0.65, while in the last rank came the element the company participates in all the employees in preparing the auxiliary executive plan with a relative importance of 85.2% and a standard deviation of 0.71. In general, all the relative importance values exceed 80%, which means the unanimity of the study sample from the

members of the senior management on all those elements that express the presence of strategic options in the companies under study.

### Conclusions

The research aimed to measure the reality of strategic planning in ceramic companies in the Tenth of Ramadan City. The data for the research were collected from the research categories (higher administrations - employees) and analyzed using various statistical methods. In light of this, the researchers reached the following results:

- The results of the study sample, by analyzing the answers of the senior management category, revealed that the members of the senior management agreed on all dimensions of the strategic planning variables (strategic vision, strategic message, strategic objectives, strategic analysis, strategic choice) well in the ceramic companies under study.
- The results showed the agreement of the study sample of the company's employees in a small way that all of those elements are applied well, as the results confirmed the approval of the study sample of the company's employees in an average way with respect to the strategic goals that all elements are applied but not announced by the long-term goals, and the sample approval. The study of the employees of the companies in an average way in relation to the dimensions of the strategic planning variable (strategic analysis, and strategic choice) provided that all the elements are applied in a large and clear manner.

### Recommendations

In light of the findings, there are a set of recommendations, as follows:

- Interest in reviewing the role of strategic planning in ceramic companies and that senior management has a clear understanding and conviction to apply its variables at all organizational levels of the company to increase the level of performance.
- Participation of all organizational levels in the strategic planning process.
- Strengthening the senior management of the principle of efficiency and effectiveness of the administrative levels.
- The need for an effective system of communication between senior management and other administrative levels.
- Availability of modern technology and administrative competencies capable of continuing to draw up strategies, and they have the experience to modify plans in line with the development of companies.
- Follow advanced scientific methods to monitor, employ and manage the available resources to reach the planned goals to increase performance levels.
- Conducting training programs in the field of strategic planning for all employees.

- The existence of a free media system for the employees' voices to reach the higher leadership and to express their needs and demands through legitimate channels.

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