

The Impact of Strategic Planning on Crisis Management in Egyptian Ceramic Companies

AbdElaal AbdAllah AbdElaal¹, Mazen J. Al Shobaki², Samy S. Abu-Naser³, Suliman A. El Talla⁴

¹Faculty of Commerce, Al-Arish University, Egypt.

²Faculty of Administrative and Financial Sciences, Israa University – Gaza, Palestine.

³Department of Information Technology, Al-Azhar University, Gaza, Palestine.

⁴College of Intermediate Studies – Al-Azhar University – Gaza, Palestine.

¹drabdelaal2@gmail.com, ²mazen.alshobaki@gmail.com, ³abunaser@alazhar.edu.ps, ⁴Eltallasuliman@gmail.com

Abstract: This study aims to identify the impact of strategic planning on crisis management in Egyptian ceramic companies, where the researchers used the descriptive analytical approach, through a questionnaire. The study reached a set of results, the most important of which are: The results of the study sample revealed that senior management members agreed on all dimensions of strategic planning variables well in the ceramic companies under study. The results showed that crisis management strategies are well applied in the ceramic companies under study, the results revealed that all about the stages of the crisis are clearly applied in the ceramic companies under study. The results also showed the existence of a significant and statistically significant effect of the dimensions of the strategic planning variable as a whole on the variable of crisis management strategies and stages of crisis management from the point of view of senior management members. The study presented a set of recommendations, the most important of which are: the need for all organizational levels to participate in the strategic planning process, work on developing basic steps for the crisis planning process, the need to establish a crisis management unit in the organizational structure of companies and the use of a competent staff.

Keywords: Strategic Planning, Crisis Management, Ceramic Companies, 10th Of Ramadan City, Egypt.

Introduction

Today we live in an era of extreme change and fluctuation, in which peoples have converged, cultures overlap, and political and economic conflicts, intellectual, cultural and social transformations affect individuals, groups, institutions and countries, where business organizations are exposed to many organizational crises that affect their goals and may lead to the failure of these Organizations (Gad Al-Rub, 2011, P: 70). 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 must 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.

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.

Through the pursuit of these companies to achieve success in their activities to build a distinguished strategic and competitive center that guarantees their survival and growth,

they also seek to improve their performance according to the environment in which they arise by adapting to environmental changes and factors, and benefiting from them in order to know what threats and crises they face and how Reducing its severity and seizing available opportunities, and how to take advantage of them.

Problem Statement

Interest in the role of strategic planning as well as crisis management in companies is increasing due to its far-reaching effects on the future of the company, as man has become able to cause disasters of greater magnitude than natural disasters, and if we can predict some natural disasters, we cannot prevent them, all that is possible What we do is prepare for these crises and disasters. As for man-made crises and disasters, they can be foreseen, and they can also be prevented or prepared for.

Through the results of the exploratory study, it is clear that there are many phenomena that the ceramic sector suffers from in the Tenth of Ramadan Industrial City, the most important of which may be the sit-ins and strikes of workers during the year 2012, which led to the suspension of production in most of the companies' production lines, and the demands of the workers that were presented to the Council Corporate administrations represented in the disbursement of profits at the rate of 10%, the payment of meal allowances, the increase in salaries, and the expansion of the health insurance plan for workers to include their families, at a time when most individuals in this sector consider the importance of having an independent crisis management unit, but there is a clear contradiction between what workers believe And what is applied in practice.

And since the study is concerned with strategic planning and crisis issues in companies that are accustomed to developing emergency plans and procedures to confront crises that may be exposed to them during their practice of various activities related to production, storage, transportation and export.

It can be said that the research problem is represented in the lack of clarity of the concept of strategic planning, as well as the lack of clarity of the concept of crisis management, strategies and stages for all workers in the ceramic sector in the Tenth of Ramadan City, which is negatively reflected on improving organizational performance in those companies.

Research Questions

The problem can be formulated in the following questions:

Q1-: What is the level of strategic planning in ceramic companies?

Q2-: What is the reality of crisis management in ceramic companies?

Q3-: How does strategic planning affect crisis management in ceramic companies?

Research Objectives

This study aims to achieve the following objectives:

1. Activating the stages of crisis management before, during and after the crisis to obtain planned results to increase the performance level of ceramic companies in the Tenth of Ramadan City.
2. Adopt the indicated crisis management strategies to implement the plans to obtain the planned results.
3. Raising the level of quality of internal and external communication systems in order to achieve effective communication with senior management, employees and customers
4. Testing the relationship between the strategic planning variables and the stages of crisis management in order to increase the performance level of ceramic companies in the Tenth of Ramadan City.
5. Rooting the intellectual and philosophical framework for strategic planning, crisis management, and the level of organizational performance.
6. Suggesting a set of recommendations that may contribute to the efficiency and effectiveness of strategic planning to increase the application of crisis management stages and strategies in ceramic companies in the Tenth of Ramadan City.

Research Importance

The aspects of the study's importance can be identified from the expected contribution and addition, 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 managing crises in the ceramic sector in Egypt.
2. Through this research, it is possible to identify how to choose or determine the material and human capabilities to ensure the implementation of crisis management plans in the sector under study.

3. Through this research, it is possible to identify the files of previous crises in the ceramics industry, the methods used by the crisis management to confront them, and the results of those methods.
4. This research contributes to increasing the effectiveness of crisis management to contribute to preventing potential crises and preparing to respond to them if they occur in the sector in question.

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 faces many economic, administrative and organizational crises and crises resulting from human errors, and among the most important crises are the strikes of workers, which affected the suspension of production lines in those companies. Disbursing a meal allowance and health insurance to include the rest of their families, which requires the ceramic sector to establish a crisis management unit in the organizational structure of companies.
3. The ceramic sector is characterized as a labor-intensive society, and a high rate of risks faced by workers in this sector. It is also characterized by the rapid turnover of work, and is characterized by material and moral benefits for workers.
4. The research also derives its importance from the expected results that may contribute to supporting the industrial environment of the business organizations in question, so that this is reflected positively on crisis management.

Research hypothesis

In order to provide an appropriate answer to the study questions raised, the study seeks to test the validity of the following hypotheses:

H01: There is no statistically significant effect of the strategic planning variable on the crisis management strategies of ceramic companies in the tenth of Ramadan

H02: There is no statistically significant effect of the strategic planning variable on the stages of crisis management in ceramic companies in the tenth of Ramadan

Research Variables Definitions

In light of the problem and hypotheses of the study, the most important independent, dependent and intermediate variables were identified, and the study variables can be limited to the following:

The Independent Variable: strategic planning and consists of the following dimensions: (Vision, The Message. Objectives, Strategic Analysis, Strategic Choice).

Dependent Variable: Crisis Management

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limits:** The study focused on the impact of strategic planning on crisis management.
2. **Human Limits:** The study was conducted on senior management in ceramic companies in the Tenth of Ramadan City, who responded by filling out a questionnaire.
3. **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.
4. **Spatial Limits:** The study was conducted in the Arab Republic of Egypt.
5. **Time Limits:** This study was implemented in 2021 and therefore represents the reality at this time.

Previous Studies

- Study of (AbdElal A. et al., 2021) aimed to identify the application of the crisis management approach in ceramic companies in the Tenth of Ramadan City, where the researchers used the descriptive analytical method, through a questionnaire that was distributed. The study reached a set of results, the most important of which are: The results clearly indicated the approval of the study sample from the members of the senior management that all of these elements are well applied in the ceramic companies under study. On the stages of the crisis clearly applied in the ceramic companies under study, the study sample of workers in the companies agreed on average on all elements of the strategy to change the direction of the crisis and that it was not applied in a significant way, the study sample of employees agreed to a certain extent on all elements of the crisis division strategy and the strategy Containment of the crisis and that it is widely applied. The study sample of workers agreed in an average way on all elements of the crisis management strategy and that it was applied in a non-significant manner. The approval of the study sample of the workers in a large extent on all the elements of the stage of signals and early warning and that they are applied in a small way, and finally the approval of the study sample of the workers in an average way on all the elements of the stages (damage containment, recovery of activity, learning) and that they are applied in an unclear and inappropriate manner. The study presented a set of recommendations, the most important of which are: the need for companies to be convinced of the importance and usefulness of having a crisis plan, working on developing basic steps for the crisis planning process, forming a crisis management team and selecting it efficiently, the need to address crises by working with plans. Training and preparing individuals to perform efficiently and effectively in crisis situations.
- Study of (AbdElal A. et al., 2021) 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.

- A study of (M. Papadaki et al., 2014) that aimed to explore the effectiveness of risk management in projects, programs, and the environment of organizations in the United Kingdom. The study used observation, personal interviews and surveys as tools in the research methodology, with the aim of identifying the essential factors that increase the effectiveness of project and program risk management. The most important findings of the study were that there is an opportunity to improve risk management by developing awareness of risks in programs and projects, and that the contributing factors are: (support for leadership and senior management, learning and qualification in various fields at all levels of the organization, support from the director of risk management, Communicating and using risk management data in decision-making), and that all the previous factors contribute to increasing the effectiveness of the risk management process in the organization's environment by creating a culture of risk awareness, which increases the opportunity to achieve organizational goals, and the most important contribution is to the risk manager as it ensures the collection, analysis and presentation of risk data to drive.
- The study of (Taneja, 2014), which aimed to identify organizational strategies for crisis prevention, crisis management and crisis management efficiently and effectively, as well as identifying the most important ways and methods that can be followed to sign the crises that these organizations may face. The most important findings of the study were that preparing for the crisis has become a very great necessity to prevent and keep pace with the expected crises in an effective and distinct

- manner. And that the availability of strategies and executive plans to manage and prevent crises from occurring will lead to the protection of the organization from crises or at least mitigate their severity if they occur.
- 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. Furthermore, 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. Furthermore, the independent Kuwaiti institutions achieved parity to achieve the goals.
 - Study (Probst & Sebastian 2012), which aimed to identify the main reasons behind the occurrence of organizational crises and the reasons for the failure of these organizations in crisis management. And finding solutions that companies can resort to to help them manage the organizational crisis efficiently, as these solutions must be appropriate to the capabilities of the organizations. The most important findings of the study were that there is a significant relationship between the organizational culture of employees towards managing organizational crises as one of the main reasons behind the occurrence of organizational crises and the efficiency of managing these crises. And awareness campaigns are being conducted for employees of the organization as a whole about the importance of crisis management culture.
 - A study of (Zenica-Livia et. Al., 2012) that aimed to identify the literature and concepts of changing moral behavior in times of economic crises, and it was applied to Romanian organizations, where the sample size was 265 employees who answered the two survey models, the first designed to identify the reasons that Lead to unethical behavior during economic crises The second is designed to identify the procedures to prevent unethical behavior during economic crises. The most important findings of the study were that in the occurrence of crises, five reasons emerge for the lack of ethical behavior, the most important of which are: wage cuts, loss of benefits and a feeling of job loss, which puts workers under enormous pressure, thus becoming a motive to make any gains at the expense of ethical standards in their behavior. The study concluded that the most important measures to prevent unethical behavior are training managers and employees and developing their culture, especially in the first year of their membership in the facility, to inculcate ethical standards and prevent the root cause of unethical behavior that may result from economic crises.
 - 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. Furthermore, 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.
 - A study of (Thomas & Charles, 2011), which aimed to identify how to develop models based on crisis management (crisis scenarios) in order to confront organizational crises, where a sample of American industrial institutions was selected to conduct this study and reach results that can be blinded to most American industrial organizations. The most important findings of the study were that simulating crisis scenarios has the ability to increase insight into organizational structures as needed according to the escalation of crises. The development of communication with the organization is considered one of the important factors for success in managing organizational crises, as the time factor is one of the important factors that help in managing crises efficiently.
 - Study of (Al-Dajni, 2011), which aimed to identify the reality of strategic planning in achieving quality institutional performance. 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. Develop 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. 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.
 - A study of (Medien, 2010), which aimed to identify the important role of integrated communications during organizational crises, as this represents a modern approach to managing organizational crises. The study highlights modern technical methods in communications that help in managing organizational crises, and that support leadership in making efficient decisions during a crisis. The most important findings of the study were the existence of a relationship between integrated communications and the management of the

organizational crisis successfully, as all marketing, financial, technical and human systems are integrated so that their outputs represent an integrated communications model that helped to confront and manage organizational crises efficiently. The study called for the importance of media communication in a timely manner when a crisis occurs, as this helps to overcome and address it quickly, and the media spokesperson has an important role within the crisis team, as it must be one of its members.

- 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. 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%. Furthermore, school principals practice strategic planning processes with a relative weight of 84.83%.

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 derive the following elements:

- A. The reality of strategic planning in Egyptian, Arab and foreign companies:
 - 1. The study of (Al-Sheikh, 2007), (Noureddine 208), (Abdel-Al-Aal, 2009), agreed that the management of institutions recognized the importance of the strategic planning process and the need to follow practical methods to monitor, employ and manage the available resources to reach the desired goals.
 - 2. Using good training to develop the skills of its employees.
- B. The reality of crisis management in Egyptian, Arab and foreign companies: Arab companies, especially Egyptian ones, suffer from a major shortcoming in crisis management due to several reasons, foremost of which is the interest in the curative aspects without paying attention to the preventive aspects to confront various crises, which makes it a reactionary management and the study of (Jassem, 2011) agrees in this study (Abu Hajeer)., 2014).
- C. Elements of crisis management: Some studies have focused on identifying some of the elements of effective crisis management, and this is represented in:

1. All previous studies mentioned in the field of crisis management agreed that having a good information system, as well as a good communication system, is one of the necessary ingredients for the success and effectiveness of crisis management in any company, and that the low effectiveness of communication systems in providing the accuracy, speed and fluidity required for information exchange represents One of the most important obstacles to crisis management.
2. The study of (medien, 2010, Jassim, 2011, Thomas, 2011, Zenica 2012) agreed on the importance of integrating integrated communications and successful crisis management, as all marketing, financial, technical and human systems are integrated so that their outputs represent an integrated communications model that helps to confront organizational crises. And managing it efficiently, as well as timely media communication when the crisis strikes, and that the media spokesperson has an important role for the crisis management team.

Third: The similarities and differences with the current study and the research gap:

The similarities or differences between this research and previous studies are in the following points:

1. This study focuses on the importance of the strategic planning variable for ceramic companies in the tenth of Ramadan as an "independent variable" and the stages and strategies of crisis management as an "intermediary variable" and organizational performance as a "dependent variable".) dealt with those variables.
2. The study agrees with the study (Taneija, 2014), in the necessity of integrating crisis management within the strategic management of the organization so that the impending crises are prepared and prevented by identifying the factors that lead to crises by studying and analyzing the internal and external environment of the organization and taking the necessary measures to deal with them.
3. The study relied on dividing the strategic planning variable into (vision, mission, objectives, strategic analysis and strategic choice), and this is what I agreed upon with the study (Noureddine, 2008).
4. The study relied on dividing the variable related to crisis management into crisis management stages, which are divided into (the stage of signals and early warning, the stage of preparedness and prevention, the stage of damage containment, the stage of recovery of activity, the stage of learning).

As well as to crisis management strategies (the strategy for changing the direction of the crisis, the crisis assessment strategy, the crisis containment strategy, and the crisis treatment strategy).

Accordingly, the research gap that distinguishes the current research from previous studies is represented in:

1. This research differs from previous studies in that it seeks to determine the relationship between strategic planning as an independent variable, and crisis management as a dependent variable.
2. The field of conducting the field study “ceramic companies in the tenth of Ramadan, where there are no studies related to strategic planning and crisis management” as far as the researchers know.

Theoretical Framework

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 into 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.

A. Basic concepts about strategic planning:-

The interest of institutions in their strategic future requires them to carry out the process of strategic planning to improve their performance in the long run, so we will try through this requirement to define the concept of strategic planning through the various definitions presented to it, starting with planning, ending with strategy and ending with strategic planning, and then the difference between it and the related terms with it.

1. **The concept of planning:** Several definitions of planning have been presented from different points of view and at different times. It covers the gap between where we are and what we want to be.” (Al-Sayegh, 2011, p. 72) believes that planning is “the drawing of future activities based on the facts of the situations, and based on the collection and analysis of those facts.”
2. **The concept of strategy:** Strategy has become the subject of interest by many researchers in the field of management in general. Rather, it has now occupied the first positions of importance since its systematic entry into the framework of business organizations (Al-Zoghbi, 2004, p. 19). Whereas (David, 2012, pp:10-11) defined it as “defining the best future.”
3. **The concept of strategic planning:** Many researchers and thinkers dealt with the concept of planning, and Arafah (Al-Qahtani, 2010, p. 80) is the ability to anticipate and agree between the institution's own capabilities 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 to measure the level of success in achieving it.

Based on the above 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 institution in a number of basic points that will be presented, as well as its objectives:

Many writers and researchers have discussed the importance of strategic planning, including:

1. Strategic planning provides an 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.
2. Achieving the ability to influence and lead, not for the organization's decisions to be a reaction to current events and merely a response to them.
3. Minimizing the negative effects of surrounding conditions that increase efficiency and effectiveness (Atallah, 2005, P: 37)
4. 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.
5. Providing a framework to rationalize management in decision-making (Al-Qarni, 2012).

B. Objectives Of Strategic Planning: The strategic planning objectives were crystallized in a number of the following points:

1. Helps facilitate communication and sharing.
2. Directing senior management to priority issues.
3. Clearly define the vision and goals.
4. Providing information to senior management so that they can make better decisions.
5. Defining and directing the course of action in the organization.
6. Formulation and development of the institution’s mission and its various strategic objectives (Hussain and Ahmad, 2009, Pp: 158-126).

C. Characteristics Of Strategic Planning:

1. 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.

2. 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).

3. Strategic planning aims to bring about fundamental and significant changes in the organization in a long-term period, significant costs, and significant efforts.

4. Strategic planning is characterized by flexibility in order to be able to face potential changes during implementation (Mosaedah, 2013, Pp: 82-83).

D. 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 for the rapid change in the elements of the environment (legal, political and economic) (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.

A. 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.

▪ 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.

▪ 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.54-84).

▪ 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 strategy of the units, and what

distinguishes this level as being short-term is related to the operational aspect of the department.

Dimensions of Strategic Planning:

The Strategic Vision: "It is the future path of the institution that determines the destination it wants to reach, the market position it intends to achieve, and the type of capabilities and capabilities it plans to develop" (Atallah, 2005, P: 50). Thus, the vision shows where the institution is heading and what form the business institution 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). Moreover, the practice of the 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. And the president's guide to all decisions and efforts, and it usually covers a long period of time, and it can be defined as: "The distinguished framework of the institution from other institutions in terms of its field of activity, its products, its customers and its markets, and it aims to explain the fundamental reason for the existence of the institution, its identity, its operations and its practices" (Al-Louh, 2007, P: 22).

Strategic Goals or Objectives: The goals define the organization's directions, and reflect the extent of its ability to interact with its environment. Setting objective, clear, fair and achievable goals (Abdullah, 2009, P: 77).

Strategic Analysis of The Environment: The process of strategic analysis of the environment means reviewing 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 (Al-Qahtani, 2010).

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 (Kermasha, 2010, P: 15).

Second: Crisis Management: Crisis management has recently become one of the important components of management in any organization, and these days there is no organization far from crises (Gad Al-Rub, 2010, p. 224), and at the level of business organizations disasters and crises

occur, as fire accidents, theft, general depression in the market and fluctuations in the market. Prices, currency exchange rates and other labor unrest and sit-ins in European companies are all organizational crises for business organizations, as they affect their objectives and may lead to the failure of these organizations and their exit from the market completely.

Therefore, dealing with crises is one of the axes of interest in management, as it requires the presence of a special type of managers who are characterized by many skills, including: courage, consistency, balance, the ability to think creatively and the ability to communicate and dialogue (Ibrahim, 2002. P: 35).

The Concept of Crisis Management: There are many concepts that define crisis management, including the definition (Suresh & Goel, 2009) as a system that is applied to avoid emergency situations and how to deal with them when they occur, in order to mitigate their devastating effects. (Rudwall & Larson, 2012) defined crisis management as “a group of functions or Operations to identify, study and predict the issue of the crisis.

In this regard, the researchers asked the responsible managers of the ceramic companies about the steps taken to plan for the crisis. The senior management responsible for planning for the crisis clarified the commitment to planning steps through the scientific method used in crisis planning, as well as exploiting all its human and material resources available to confront crises. The researchers found, by discussing the leaders, that companies do not depend in the planning process on the executive management or any other administration in developing crisis management plans, and there is weakness in the process of training programs in the field of crisis management. Companies must participate with all departments concerned with the crisis in planning it and quickly build the organizational structure for crisis management and follow all steps and study the causes of the crisis and build a crisis management model capable of facing crises according to the plans of its subject.

Methodology and Procedures:

Study Methodology

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. It also dealt with the research methodology by defining the type and sources of data, defining the community and the research sample, with defining the methods that the researchers relied on in collecting data, in addition to determining the methods of statistical analysis that were relied upon in analyzing the field study data.

First: Determining The Type and Sources of Data: In light of defining 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, performance and crisis management in the ceramic sector have been relied upon. The most important of these data can be summarized as follows:

- Number of ceramic sector companies in the tenth of Ramadan.
- A statement about the crises that the companies have been exposed to.
- Various data on import, export, sales and purchases.

For all the previous secondary data, the researchers relied on:

- Arab and foreign reports and published and unpublished research related to the research topic.
- Arab and foreign periodicals, bulletins, reports and various statistics.
- Scientific theses and previous studies published online.

2. **Initial Data:** The primary data necessary for research was collected from companies through the survey method, and the opinions and attitudes of employees in companies were relied upon to obtain primary data that served the research requirements and related to the following:

- Recognize the opinions of the vocabulary of the research topic about the shortcomings in the application of the crisis management approach within the organizational structure of companies.
- Identify the opinions of the research community on the concept of strategic planning and crisis management.
- To identify the extent of the keenness of the senior management in the ceramic sector to support crisis management strategies and support crisis management within the organizational structure of companies.
- Learn how to face crises and identify existing plans.
- Assessment of the current situation of crisis management in ceramic companies.
- Recognize the ability of ceramic companies to apply strategic planning in the correct sense to increase performance.

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:

1. **Sample Distribution and Response Rate:** 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 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,
so the sample size = 187, and the following is the

distribution of the sample and the different response rates
in the study categories:

Table 1: Sample distribution and response rate for the senior management category

The Company's Name	Community Size	Sample Volume	Correct Responses	Response Rate%
Cleopatra Group	116	60	55	%91.6
Eldorard	42	22	20	%90.9
Fancy	33	17	16	%94.1
The Prince	79	41	38	%92.6
Al-Rajaa	90	47	46	%97.8
Total	360	187	175	%93.58

Statistical Analysis of the Results of the Field Study:

- Validity And Reliability Coefficient (Cronbach's Alpha):** The reliability coefficient (Cronbach Alpha) was calculated for the survey questions in each category of

the study, in order to examine the reliability of the questionnaire questions and to examine the extent to which these questions could be relied upon in the analysis. The values of the validity and reliability coefficients were in the following tables:

Table 2: 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
Trend Change Strategy	4	0.734	0.856
Crisis Division Strategy	4	0.781	0.883
Crisis Containment Strategy	4	0.776	0.880
Crisis Management Strategy	4	0.829	0.910
Signal Stage And Early Warning	4	0.905	0.951
Preparedness And Prevention Phase	4	0.859	0.926
Damage Containment Phase	4	0.841	0.917
Recovery Phase	4	0.799	0.893
Learning Stage	4	0.803	0.896

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.

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 3: Results of the statistical analysis of the respondents, the senior management category, with regard to the dimensions of the strategic planning 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

Source: Statistical analysis tables.

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.

1. Senior Management Category:

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

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

Table 4: 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

Source: Statistical analysis tables.

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 order 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

to 88.04% and a standard deviation of 0.72 while the last item came in the ranking. We have clear and specific strategic visions for the 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 that the study sample of senior management members agreed on all those elements.

in the last order came the element. Our mission is products for the local and global market according to 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 members of the senior management on all those elements that express the depth of the strategic message of the companies under study.

Table 5: 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

Source: Statistical analysis tables.

With regard to the strategic objectives, in the order of relative importance came in the first order of the element. Our goals motivate the capabilities and skills of workers for the 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 is 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 arrangement 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 6: Descriptive analysis of the respondents, 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

Source: Statistical analysis tables.

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 ambitions of the company with a relative importance of 88.9% and a standard deviation of 0.69 and came in the second arrangement 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 member's senior management on all those elements that reflect the strategic analysis well in the ceramic industry companies in the tenth of Ramadan.

Table 7: 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

Source: Statistical analysis tables.

With regard to the strategic option variable, it came in the order of relative importance in the first order. 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 and came in the second arrangement. The element makes strategic decisions that are consistent and consistent with the plans developed with relative importance it amounted to 90.9% and a standard deviation of 0.65, while in the last

order came the element. The company involved all 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 that the study sample of the members of the senior management agreed on all those elements that express the presence of strategic options in the companies under study.

The Second Axis: Crisis Management:

First: The Company's Crisis Management Strategies:

Table 8: Statistical analysis of the answers of the respondents, the senior management category, regarding the strategy of changing the direction of the crisis

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The crises experienced by the company had an impact on the direction of the company's work performance.	3.79	0.9	%75.9	The Third
2.	The company's management deals with crises based on options appropriate to their severity.	4.10	0.82	%82.1	The First
3.	The company's management uses a strategy to change direction when faced with uncertain crises.	3.97	0.89	%79.9	The Second
4.	The strategy of changing direction has a positive impact on the expected performance of the company.	3.75	0.93	%75.1	The Fourth

Source: Statistical analysis tables.

With regard to the strategy of changing the direction of the crisis, it came in the order of relative importance in the first order. The element of the company's management deals with crises based on the appropriate options for their severity, with

a relative importance of 82.1% and a standard deviation of 0.82. The element came in the second order. The company's management uses a strategy to change direction when faced with unclear crises With a relative importance of 79.9% and a

standard deviation of 0.89, while in the last order came the element of the strategy to change the direction of a positive impact on the expected performance of the company, with a relative importance of 75.1% and a standard deviation of 0.93. In general, all the relative importance values exceeded 70%,

which means the approval of the study sample from the members of the senior management clearly, all those elements that express the strategy of changing the direction of the crisis are well applied in the companies under study.

Table 9: Statistical analysis of the answers of the respondents, the senior management category, regarding the crisis division strategy

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The company's management has sufficient information about the nature of the crisis it is facing.	3.57	0.96	%71.5	The Fourth
2.	The company's management conducts the necessary studies to determine the conflicting interests causing the crisis	4.01	0.86	%80.3	The First
3.	The company's management relies on specialists in the division and segmentation of the crisis.	4	0.88	%80.1	The Second
4.	The company is usually able to successfully segment the crisis.	3.93	0.93	%78.7	The Third

Source: Statistical analysis tables.

With regard to the crisis division strategy variable, it came in the order of relative importance in the first order. The company's management conducts the necessary studies to determine the conflicting interests that cause the crisis, with a relative importance of 80.3% and a standard deviation of 0.86. In the second order, the company's management relies on specialists in dividing and dividing the crisis with relative importance. It amounted to 80.1% and a standard deviation of 0.88, while in the last rank came the element. The company's

management possesses sufficient information about the nature of the crisis it is facing with a relative importance of 71.5% and a standard deviation of 0.96. In general, all the relative importance values exceed 70%, which means the approval of the study sample from the members of the senior management in a way it is clear that all those elements that express the strategy of dividing the crisis are clearly applied in the ceramic industry companies.

Table 10: Statistical analysis of the answers of the respondents, the senior management category, regarding the crisis containment strategy

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The company's management is based on the adoption of specialized teams from within to contain the crisis.	4.07	0.84	%81.4	The Second
2.	Over the past years, the company was able to successfully contain crises.	4.36	0.83	%87.2	The First
3.	The company is negotiating with the cause of the crisis to contain it.	3.69	0.85	%73.8	The Fourth
4.	Employees are making the necessary efforts to help contain the crisis.	3.93	0.86	%78.6	The Third

Source: Statistical analysis tables.

With regard to the crisis containment strategy, it came in the order of relative importance in the first place. The element was able, through the previous years, to successfully contain crises, with a relative importance of 87.2% and a standard deviation of 0.83. In the second place came the element. The management of the company is based on the adoption of specialized teams from within to contain the crisis with relative importance it reached 81.4% and a standard deviation

of 0.84, while in the last order came the element. The company is negotiating with the cause of the crisis because it contains a relative importance of 73.8% and a standard deviation of 0.85. In general, all the relative importance values exceed 70%, which means that the study sample of senior management members clearly agreed that all of these elements that express the crisis containment strategy are widely applied in the ceramics industry.

Table 11: Statistical analysis of the answers of the respondents, the senior management category, with regard to the strategy for dealing with the crisis

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The company's management is able to analyze the contents and content of the crisis and deal with it.	4.15	0.7	%83.1	The Third
2.	The company's management resorts to acknowledging the existence of the crisis initially to ensure that it is addressed.	4.5	0.62	%90.1	The First

3.	The company establishes temporary alliances with the elements causing the crisis in order to address it.	3.86	0.77	%77.2	The Fourth
4.	The company believes that the crisis management strategy is an appropriate solution to confront the crisis	4.47	0.64	%89.4	The Second

Source: Statistical analysis tables.

With regard to the crisis management strategy, it came in the order of relative importance in the first order. The company's management resorts to recognizing the existence of the crisis initially to ensure that it is dealt with with a relative importance of 90.1% and a standard deviation of 0.62. In the second order came the element. The company believes that the crisis management strategy is an appropriate solution to confronting the crisis with importance a relative amount of 89.4% and a standard deviation of 0.64, while in the last order came the element. The company establishes temporary

alliances with the elements causing the crisis in order to treat them with a relative importance of 77.2% and a standard deviation of 0.77. In general, all the relative importance values exceed 70%, which means the approval of the study sample from the members the senior management clearly stated that all those elements that express the crisis management strategy are well implemented in the ceramic industry companies.

Second: Stages of the Crisis:

Table 12: Statistical analysis of the answers of the respondents, the senior management category, regarding the early warning stage

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The company has a special department whose mission is to monitor indicators of crises.	4.34	0.73	%86.9	The Fourth
2.	The company's senior management pays attention to monitoring indicators of crises	4.58	0.64	%91.6	The First
3.	I feel that there is an interest in the company in collecting and detecting danger signs, which may be indicative of a crisis.	4.56	0.64	%91.3	The Second
4.	The company's work environment is comprehensively surveyed to identify indicators of the possibility of a crisis occurring.	4.43	0.71	%88.7	The Third

Source: Statistical analysis tables.

With regard to the stage of signals and early warning of the crisis, it came in the order of relative importance in the first order, the element. The senior management in the company pays attention to monitoring the indicators of the occurrence of crises with a relative importance of 91.6% and a standard deviation of 0.64. In the second order came the element I feel that there is an interest in the company in collecting and discovering danger signs, Which may be an indicator of the occurrence of the crisis with a relative importance of 91.3% and a standard deviation of 0.64, while in the last order came

the element that the company has a special department whose tasks are to monitor the indicators of the occurrence of crises with a relative importance of 86.9% and a standard deviation of 0.73. In general, all values of relative importance exceed 80% of what it means the clear approval of the study sample from the members of the senior management that all those elements that express the stage of warning and early detection of the crisis are widely applied in the ceramic industry companies.

Table 13: Statistical analysis of the answers of the respondents, the senior management category, with regard to the stage of preparedness and prevention

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	Various different teams are formed to solve many potential crises in the company.	3.91	0.81	%78.2	The Third
2.	Investigate mock experiments to deal with potential crises.	3.57	0.81	%71.5	The Fourth
3.	Sufficient and ready-made programs and plans for crisis management are available in the company.	4.07	0.74	%81.4	The Second
4.	There are administrative instructions that specify how and procedures to deal with potential crises.	4.42	0.71	%88.4	The First

Source: Statistical analysis tables.

With regard to the stage of preparedness and prevention, it came in the order of relative importance in the first order of the element. There are administrative instructions that specify how and procedures for dealing with potential crises with a relative importance of 88.4% and a standard deviation of 0.71.

In the second order came the element There are sufficient and ready programs and plans for crisis management in the company with a relative importance of % 81.4 and a standard deviation of 0.74, while in the last rank the element investigated mock experiments to deal with potential crises

with a relative importance of 71.5% and a standard deviation of 0.81. In general, all the relative importance values exceeded 70%, which means that the study sample of senior

management members clearly agreed that all of these Elements that express readiness and prevention are properly present in the ceramics manufacturers.

Table 14: Statistical analysis of the answers of the respondents, the senior management category, regarding the stage of damage containment

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The time factor is taken into account when dealing with crises and with appropriate accuracy.	4.11	0.78	%82.3	The Third
2.	The crisis is controlled when it occurs and its spread and continuation are limited to an appropriate period of time.	4.05	0.79	%80.9	The Fourth
3.	The contingency plan that minimizes and limits the damage caused by the crisis has been used efficiently.	4.48	0.75	%89.7	The Second
4.	Communication operations investigate an accurate and rapid manner to ascertain the extent of the damage caused or caused by the crisis.	4.52	0.72	%90.5	The First

Source: Statistical analysis tables.

With regard to the damage containment stage, the relative importance came in the first order. The element investigated the communication processes in an accurate and rapid way to ascertain the extent of the damage caused or caused by the crisis, with a relative importance of 90.5% and a standard deviation of 0.72. In the second order, the element was used. The emergency plan that reduces and limits of the damage caused by the crisis efficiently, with a relative importance of 89.7% and a standard deviation of 0.75, while in the last order

came the element. The crisis is controlled when it occurs, and its spread and continuity are limited in an appropriate period of time, with a relative importance of 80.9% and a standard deviation of 0.79. In general, all values of the relative importance exceed 80%. Which means the unanimity of the study sample from the members of the senior management clearly that all those elements that express the containment of the damage caused by the crisis are applied very clearly in the ceramic industry companies.

Table 15: Statistical analysis of the answers of the respondents, the senior management category, with regard to the stage of recovery of activity

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
1.	The company maintains the necessary procedures to continue its normal activities without any delay.	4.19	0.74	%83.9	The First
2.	The company's management is identifying the necessary needs for the various sites affected by the crisis to address the effects of the crisis and restore normal activity.	4.15	0.76	%83.1	The Second
3.	Merging with other companies to strengthen the company to face crises.	3.5	0.78	%70.1	The Fourth
4.	The company's management has learned to take all necessary measures to mitigate the effects of the crisis and limit its continued occurrence.	4.07	0.78	%81.5	The Third

Source: Statistical analysis tables.

With regard to the variable of restoring activity, it came in the order of relative importance in the first order, the element. The company maintains the necessary procedures to continue its normal activities without any delay, with a relative importance of 83.9% and a standard deviation of 0.74. In the second order is the element. The company's management determines the necessary needs for the various sites affected by the crisis to address The effects of the crisis and the restoration of normal activity with a relative importance of

83.1% and a standard deviation of 0.76, while in the last arrangement came the element of merging with other companies to strengthen the company to face crises with a relative importance of 70.1% and a standard deviation of 0.78. In general, all the relative importance values exceed 70%, which means the approval of the study sample Members of the senior management clearly stated that all those elements that express the recovery of activity are widely present in the ceramic industry companies.

Table 16: Statistical analysis of the answers of the respondents, the senior management category, with regard to the education stage

#	Item	SMA	Standard Deviation	Relative Importance	Ranking
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1.	The company's management effectively derives lessons, effects, and lessons from the crises it faced previously, in an attempt to benefit from them in the future.	4.28	0.72	%85.6	The Second
2.	The company's management evaluates previous crisis management plans and programs with the intention of developing and improving them in order to deal with future crises.	4.34	0.73	%86.8	The First
3.	The company's management integrates the lessons learned from the shortcomings and gaps in the previous plans with great accuracy into the plans for future crises.	4.12	0.76	%82.4	The Third
4.	Preparing, collecting and distributing information with high transparency.	4.02	0.77	%80.5	The Fourth

Source: Statistical analysis tables.

With regard to the education stage, it came in the order of relative importance in the first arrangement. The company's management evaluates previous crisis management plans and programs with the intention of developing and improving them in order to deal with future crises, with a relative importance of 86.8% and a standard deviation of 0.73. The company's management effectively extracts lessons in the second arrangement. And the effects and lessons from the crises that it faced previously in an attempt to benefit from it in the future with a relative importance of 85.6% and a standard deviation of 0.72, while in the last order came the element of preparing, collecting and distributing information with high transparency, with a relative importance of 80.5% and a standard deviation of 0.77. In general, all values of the

relative importance exceed 80%. Which means the unanimity of the study sample from the members of the senior management clearly that all those elements that express education are applied very clearly in the ceramic industry companies.

Statistical hypothesis tests

This study is based on the main hypotheses that the researchers tested each of them in each of the study categories separately, as follows:

Ho1: There is no statistically significant effect of the strategic planning variable on the crisis management strategies of ceramic companies in the tenth of Ramadan.

The results of the researchers' statistical analysis led to the following:

Table 17: Testing of regression coefficients and results of correlation

Independent Variable	Regression Coefficient	T-Value	Indication Level	Resolution at $\alpha=0.05$	Contrast Inflation Factor VIF	DW Durban Watson Statistic Value
Strategic Planning	0.35	10.72	0.0	Moral	1.103	1.890

Table 18: Analysis of Variance ANOVA

Sources Of Difference	Degrees of Freedom	F-Value	Indication Level	Resolution at $\alpha=0.05$	Coefficient Of Determination r^2	Unexplained Percentage
Regression	2	107.3	0.0	Moral	55.5%	44.5%
The Rest	172					

DI = 1.621 Du = 1.682 DW Tabular values extracted from Durbin Watson's tables

From the previous results it is clear that:

A. **From The Regression Coefficients Test Table:** The sign of each of the regression coefficients for strategic planning and crisis management strategies was a positive sign, which means that increasing reliance on the dimensions of strategic planning leads to an increase in the use of crisis management strategies in the ceramic industry companies on the tenth of Ramadan from the point of view of senior management members.

B. **From ANOVA Table:**

1. The value of the significance level of the test of the quality of fit for the overall model ANOVA was less than the value of the level of significance $\alpha = 0.05$, which means that the results of the sample can be generalized to the study population and depend on those results.

2. The value of the total coefficient of determination was $55.5\% = r^2$, which means that the total impact of the dimensions of the strategic planning variable on the use of crisis management strategies is 55.5%.

From the above, researchers can reject the null hypothesis and accept the alternative hypothesis which states that "there is a significant and statistically significant effect of the dimensions of the strategic planning variable on crisis management strategies in the ceramic industry companies in the tenth of Ramadan from the point of view of senior management members."

Ho2: There is no statistically significant effect of the strategic planning variable on the stages of crisis management in ceramic companies in the tenth of Ramadan.

The results of the researchers' statistical analysis are summarized as follows:

Table 19: Testing of regression coefficients and correlation results

Independent Variable	Regression Coefficient	T-Value	Indication Level	Resolution at $\alpha=0.05$	Contrast Inflation Factor VIF	DW Durban Watson Statistic Value
Strategic Planning	0.393	12.06	0.0	Moral	1.016	1.999

Source: Statistical analysis tables.

Table 20: Analysis of Variance ANOVA

Sources Of Difference	Degrees of Freedom	F-Value	Indication Level	Resolution at $\alpha=0.05$	Coefficient Of Determination r^2	Unexplained Percentage
Regression	2	92.96	0.0	Moral	51.9%	48.1%
The Rest	172					

DI = 1.621 Du = 1.682 DW Tabular values extracted from Durbin Watson's tables

From the previous results it is clear that:

A. From The Regression Coefficients Test Table:

1. The value of the significance level of the strategic planning regression coefficient test was less than the value of the level of significance $\alpha = 0.05$, which means the significance of the effect of strategic planning on the variable of crisis management stages.
2. The sign of each of the regression coefficients for strategic planning and stages of crisis management was a positive sign, and this means that the increase in reliance on the dimensions of strategic planning with the increase in the use of crisis management stages in the ceramic industry companies on the tenth of Ramadan from the point of view of senior management members.

B. From ANOVA table:

1. The value of the significance level of the test of the quality of fit for the overall model ANOVA was less than the value of the level of significance $\alpha = 0.05$, which means that the results of the sample can be generalized to the study population and rely on those results.
2. The value of the total coefficient of determination was $51.9\% = r^2$, and this means that the total impact of the dimensions of the strategic planning variable in the use of the stages of crisis management is 51.9%. It is noted that the total impact in the variable of the stages of crisis management is greater than in the unique effect in the first sub-hypothesis (45.5%) by It was tested morally and has statistical significance.

Conclusions

After analyzing, interpreting and discussing the questions and testing the hypotheses, the following results were reached:

- The results of the study sample revealed that senior management members agreed on all dimensions of strategic planning variables (strategic vision, strategic message, strategic objectives, strategic analysis, strategic choice) well in the ceramic companies under study.
- The results clearly showed the approval of the study sample from the members of the senior management that all crisis management strategies (the strategy of changing the direction of the crisis, the strategy of dividing the crisis, the strategy of containing the crisis, the strategy of dealing with the crisis) are well applied in the ceramic companies under study.

- The results revealed the unanimity of the study sample from the members of the senior management clearly that all those elements that express the stages of the crisis (the stage of signals and early warning, the stage of preparedness and prevention, the stage of crisis containment, the stage of recovery of activity, the stage of learning) are clearly applied in the ceramic companies under study.

Recommendations

- It is necessary 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.
- The importance of the 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 to suit 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.

For crisis management strategies:

- Companies must be convinced of the importance and usefulness of having a crisis plan.
- Working on developing basic steps for the crisis planning process.
- Forming a crisis management team and selecting it efficiently.

- Working on analyzing the sources and effects of crises.
- The necessity of dealing with crises by working with plans.
- Training and preparing individuals to perform efficiently and effectively in crisis situations.
- Using the wisdom and experience of the crisis management team and the most efficient workers, and coordinating between them to limit and avoid the effects of the crisis.

As for the crisis phases

A. Early warning signs stage:

- The necessity of establishing a crisis management unit in the organizational structure of companies and seeking the assistance of an efficient staff.
- Paying attention to the continuous monitoring and detection of early warning signals and their capture.
- Work on assembling efforts to discover and analyze the indicators of the occurrence of the crisis and study all the variables of the internal and external work environment of the company to identify the indicators of the possibility of a crisis as an introduction to an early warning system in ceramic companies that is compatible with the indicators of events that may cause the crisis to occur to reduce its appearance before it occurs and this The best way to manage a crisis.

B. Preparedness and prevention phase:

- Pooling efforts to reduce the continuation of the crisis in its early stages and to manage it effectively.
- That the companies develop a written and comprehensive plan to deal with the crises that may be faced in the future.
- Forming an efficient and effective crisis management team and providing the necessary support to it.
- The necessity of establishing an effective communication system linking the crisis management team, senior management and workers at all functional levels.
- Providing distinctive and specialized training programs in crisis management.

C. Damage containment phase:

- Emphasizing the protection of individuals and property as an important priority during crises.
- Providing all the necessary human, financial, informational and material resources to contain the crisis.
- Providing good means of communication between the different administrative levels and the crisis management team.

D. Recovery stage:

- Work to determine the necessary needs for the sites affected by crises in order to provide the necessary care, compensation and rewards for those affected by the occurrence of the crisis.
- Improving companies' use and provision of media during crises.

- Emphasis on the continuation of production lines to work without delay and the provision of raw materials for them.

- Restore the company's normal situation as soon as possible so as not to lose customers.

E. Learning stage:

- Interest in drawing lessons and lessons from the crises that have been faced.
- Work on evaluating previous crisis management plans and programs in order to develop and improve them in order to deal with future crises.
- Preparing training programs to monitor the development of crisis management science.

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