ABSTRACT

Objective: The objective of this study is to explore the nature of strategic planning (SP) in four selected industry sectors (IS) in regard to the SP-IS relationships, the features and aspects that influence SP in and within one industry as well as with the selected industry sectors.

Design/methodology/approach: A total of 28 related studies were selected from electronic academic resources and databases (e.g., Google scholar, Emerald, and Academia ...etc.). The criteria used in selection is based on the easiest and most accessible documents to the researcher by using the title of the study with similar terms and words for the selected industry sectors. Four sectors have been selected: SP in banking, tourism & hospitality, healthcare, and higher education sector. The selected study samples were conducted in different countries of the world. Tables used are divided into columns for summarizing the essential data for each study such as study title, type of industry sector and country, findings, SP components, and its influence on performance. Selected studies have been carefully reviewed and evaluated. The methodology and construct of each study is considered, and the content analysis is used in addition to the researcher’s real-life experiences, as well as the opinions of academic peers were considered.

Findings: The purpose of every examined study for each industry sector was identified and compared with same industry and with other examined industry sectors. The majority of the studies reviewed had similar objectives. The SP and SM concepts are well-known, understood, and used in many industry sectors. The findings show that SP has a favorable influence, and repeated elements and dimensions have been identified. More importantly, all of the evaluated studies have titles that include SP, strategic implementation (SI), or strategic management (SM) either explicitly or implicitly.

Research limitations/implications: The results of the study are related to chosen studies of 4 industry sectors. As such, it is not possible to generalize these findings. The restricted accessibility to the relevant databases, journals, and web resources is another research barrier. Moreover, this kind of study—or one comparable to it—requires a longitudinal research approach. As such, the writer makes every attempt to condense the information that is accessible and comprehensible to him.

Originality/value: This study highlights the SP-IS relationship of four important industry sectors in different countries with varied SP comparative features.

Keywords: strategic planning, strategic management, business strategy, industry sector, sustainable development goals (SDGs).
1 INTRODUCTION

1.1 GENERAL OVERVIEW OF SP & INDUSTRY SECTOR

The terms and concepts of strategic planning or strategic management (SP/SM) are used interchangeably by and for many organizations and industries. They simply illustrate the same process from various perspectives, emphasizing distinct elements. Many definitions of SP have been stated, including: SP is the methodical and organized process by which an organization creates a document explaining how it intends to go from its current position to the desired future situation.

All organizations are exerting immense effort to find and apply the best management tools to gain competitive advantage enhanced by unique and sustainable performance. As SP is one of the most attractive management tools, majority of industrial sectors have applied SP processes. Nevertheless, other sectors have not used SP yet. Some industrial sectors have successfully achieved their strategic visions, missions, and objectives while others have not or failed. The widespread usage of SP concepts with its varied dimensions depends on many reasons and factors. For this paper the term SP will be used in combining with other authors’ concepts and terms within examined studies for 4 industry sectors representing whole varied industry sectors.

This study is trying to find answers for its questions in regard to whether SP concept is used, important and essential. Is the type and nature of industry sector requiring certain SP. Are their purposes and objectives differed? The more issues and factors need to be explored are the type and nature of industrial sector, the purposes, or/and objectives, SP dimensions, the top management and decisions’ makers of the industry, the implemented SP process, and more other issues will be sightseen. Many authors in the field of strategic management (SM) are concerned with the lack of inconsistent definitions for SP concept and measuring its construct (Efendioglu et al., 2010). Therefore, the relationship between SP and type of industry sector is a controversial subject in SM disciplines. Many studies findings are inconsistent (Ali 2016; Hopkins 1997; Mountinho et al., 2002). Some sectors overlooked and
neglected this relationship, such as in the tourism and hospitality management literature (Phillips et al. (2000). In banking and financial sectors, the SM terminology started to be used more frequently in the last decade after the world financial crisis 2007-2009 both by academics and banking professionals (Kryvych et al., 2020). Healthcare and medical sectors are currently operating in an intensely competitive environment, with rising demand to enhance quality and cut costs (Speziale, 2015. In addition to increasing patients’ awareness, increasing number of global populations, lack of resources and healthcare providers are becoming highly qualified with subspecialties, the author of this paper, adds critical factors such as conflicts, wars, and natural catastrophes such as flooding and earthquakes. Higher education institutions today face megatrends such as challenges, the impact of technology, the changing nature of today’s and tomorrow’s students, the cost of attending college, increased competition, changing college curriculum, growing competition of non-college delivery options, changing societal expectations, budgetary constraints, economic fluctuation, the growth of online education, and massive open online courses. All these and others embedded will oblige the decision makers and legislators of higher education sector to search for best tools for leading and managing this sector for prosperous future with its limited resources. Some scholars start launching and discussing the specialized SP in higher education sectors (Immordino et al., 2016; Kazeroony, 2012; Sevier, 2000; Liu, et al., 2018; Yonezawa et al., 2013).

Research questions:

What is the relationship between strategic planning and industry sector (SP-IS)? What is the nature of this relationship and the extent to which the SP/SM concept known and used in these 4 selected industry sectors? The importance of SP to these industry sectors. And whether SP have different impact as per the type and nature of these industry sectors?

1- What is the purpose and objective of each examined study regarding SP process?

2- To what extent the SP or SM concept known and used in these 4 selected industry sectors?

3- What is the SP / SM elements and dimensions of each industry sector?
4. What is the influence of SP on the performance of each examined industry sector?

Figure 1 exhibits the relationship between the SP-IS and its impact on the performance of each sector in light of the findings of each examined study within its industry sector.

The structure of this paper is as follows: first section is an introduction outlining general overview for SP-IS relationship. Also, the study questions and objectives are included. The second section is a literature review, this section includes some definitions and concepts for strategic planning, some selected industry sectors, and the nature of the SP-IS relationship. Section three contains research methodology. Section four is about the selected studies with their findings shown in tables 1, 2, 3, 4 and 5. Section five contains the findings, discussions, and recommendations.

**Figure 1.**

*shows the SP-IS relationship*

Source: designed by the author
2 LITERATURE REVIEW

2.1 DEFINITIONS OF SP

The term and concept of SM or SP and others such as: (strategic planning process, strategy of business, corporate strategy) are used interchangeably by and for different organizations and industries. Tsiakkiros et al. (2002) stated that "strategic planning in the management literature as a notion can also be expressed in terms of business strategy process, SM, or corporation strategy." Every author implies the same thing. They just describe the same process from several angles and emphasize different features”. SP is also defined in the context of the study by Bryson et al. (2018) as a ‘deliberative, disciplined endeavor to make basic decisions and actions that shape and steer what an organization (or other entity) is, what it does, and why’. Perera et al. (2012) described SP as the methodical and organized process by which an organization develops a document outlining how it intends to move from its current position to the desired future scenario.

All organizations (profit or not-for-profit organizations) are exerting immense effort to find and apply the best management tools to gain competitive advantage enhanced by unique and sustainable performance. As SP is one of the most attractive management tools, majority of industrial sectors have applied SP processes. Nevertheless, other sectors have not seriously and systematically used SP yet. Some industrial sectors have successfully achieved their strategic visions, missions, and objectives while others have not or failed. The widespread usage of SP concepts with its varied dimensions depends on many reasons and factors. For this paper the term SP will be used in combining with other authors’ concepts and terms within examined studies for 4 industry sectors representing whole varied industry sectors.

2.2 INDUSTRY SECTORS

Although there are so many industrial sectors, it is impossible to cover, define, and incorporate them all within this study. Separate research for every
sector should be planned. The author will investigate the available and freely accessible studies in these selected areas as study samples. This is to address the issue of the SP/IS interaction. It is nature, SP/SM concept awareness, their objectives, and the impact of practicing SP by and within these sectors. As noted, some sectors use different SP models during any stage of SM processes. Example: study of Littler et al., (2000) presented an experience from one of the big UK banks which is a trial of applying and integrating BSC models with strategic architecture as SP processes, linking strategy formulation and strategy implementation stages.

The relationship between SP and the type of industry has been a topic of research for many years. Argument has been still raising about the most profitable industry and how to sustain that financial performance. According to research by Beard and Dess (1979; 1981), "industry" is a crucial factor of profitability. Robinson et al. (1983), a study of Rue (1973), indicated no permanent difference between planners and non-planners in non-durable firms, while non-planners outperformed planners in service sectors. Other authors, such as Maribel et al., (2023), stressed the importance of SP for their sector, stating that the tourist industry is very susceptible to a number of internal and external impacts, which in turn impacts many other sectors. Also, Verulava (2023) investigated healthcare staff members' SP awareness with regard to of several features.

This study has chosen four industry sectors: banking, tourism and hospitality, healthcare and higher education sectors to explore their relationship with SP process and its dimensions. The relationship could be specified into the following study questions. What is the relationship between strategic planning and industry sector (SP-IS)? To what extent the SP or SM concept known and used in these 4 selected industry sectors. The importance of SP to these industry sectors. And whether SP have different impact as per the type and nature of these industry sectors?
2.3 BANKING SECTORS

A myriad of studies has been conducted exploring the relationship between SP and the banking sector. The SM concept and terminology in banking industry have clearly appeared to the surface during the late of 1995s. It is mentioned by Kryvych et al., (2020) that, the SM terminology in the banking industry started to be used more frequently in the last decade after the world financial crisis 2007-2009, both by academics and banking professionals.

Many studies confirmed the important and strong relationship between SP and the banking industry. Some of these researches, such as Moutinho et al., (2002), pointed to the SP and performance relationship in the banking industry, confirming the correlation that has been the focus of various studies over the last three decades. Robinson et al. (1983), in addition to more recent studies by Jenster and Overstreet (1990) and Hopkins and Hopkins (1997), revealed beneficial links between SP and performance in the banking sector. Hopkins et al. (1997) discovered, using data from 112 banks, that the intensity with which banks engage in the SP process has a direct, beneficial effect on banks’ financial success. The findings also revealed a reciprocal relationship between SP intensity and sectoral performance. The intensity of SP produces improved performance, which leads to a competitive advantage and excellent market positioning.

Also, Hopkins et al. (1997) noted that conflicting outcomes of bank-related studies have not entirely answered the issue of whether SP improves bank financial performance or not. Hopkins stated that one study discovered that banks officially engage in the SP process have much lower ROIs than institutions that engage in the process informally (Gup and Whitehead, 1989). Clausen (1990) credited Bank America’s return to profitability to its explicit commitment to the SP process. The author of this paper and Moutinho indicated to Hopkins’ study findings which demonstrate the link between formal SP and organizational performance. (See Ali, 2018; a & Moutinho et al., 2002).

These inconsistent findings lead the author of this paper to raise some questions in align with Hopkins et. La., (1997), such as: Why results and findings of SP studies for bank sector have been varied? According to Hopkins, the
disparities in these results could be referred to false research results, which resulted from researchers focusing on the wrong performance measures and failing to take into account the length of time banks have been involved in formal SP, as well as extraordinary environmental pressure and other bank-specific factors. Hopkins et al. attributed the reasons for these inconsistencies to the fact that researchers failed to investigate critical aspects of the relationship between SP and financial success in the banking industry. Particularly, previous research has ignored the impact of SP intensity on financial success. Also, the author of this paper adds that, the misunderstanding and different uses of concepts and definitions for SP is another strong reason for these inconsistent results. Also, the uncertainty of the future and vast rapid environmental changes to such industry sectors; example: covid-19 pandemic and its consequences to these sectors and all other sectors. In addition to improper way of managing this sector. Kryvych et al. (2020) stated that, banking history shows that banks have experienced large losses as a result of a lack of effective SM. Beltratti and Stulz (2009) noticed inadequate and flexible management and a very low risk appetite, resulting in major liquidity and financial concerns for banks.

2.4 TOURISM AND HOSPITALITY SECTOR

Throughout history, numerous social, ecological, cultural, and economic issues have impeded the tourism and hospitality industries globally. Maribel et al., (2023) stated that the COVID-19 pandemic has caused a global and synchronized recession, which has had a substantial impact on the tourist sector due to restrictions on people's mobility and the inability to offer and demand tourism services. These unpredictable factors and alike require looking for new innovative method of management thinking which synthesis the events of yesterday, the current and the uncertain future.

According to Phillips et al. (2000), the SP has gotten little attention in tourism and hospitality management research. Recently, two empirical studies have made progress in the study of SP in tourism and hospitality (Athiyaman and Robertson 1995; Phillips 1996a).
As reported by Athiyaman et al. (1995), tourism enterprises use SP at a lower rate than manufacturing firms. Because tourism firms are no less exposed to environmental hazards than manufacturing firms, it is presumed that their SP methods are as sophisticated as those used by manufacturing organizations. This assumption was evaluated using data from a small sample of large Australian corporations. The findings support the idea that tourism companies have well-developed SP procedures. Okumus (2002) found that there is not only a significant gap between the mainstream strategy and the strategic hospitality management literature, but that this gap is growing. Strategy literature in hospitality management is still in its early stages. Phillips (1996b) used a model with multiple dimensions to conduct an exploratory inquiry on the relationship between SP and company performance in the UK hotel sector. His research findings revealed a statistically significant association between corporate performance and the major planning criteria of formality, participation, sophistication, and thoroughness.

In the study of Olsen et al., (1998), which based on reports, revealed that, if the SM in the hospitality sector is rapidly expanding, much more work still to be done. More study should be done to develop the relationships between the essential aspects of the co-alignment principle, not as individual investigations of each element, but as synthesized perspectives of how they combine to produce successful solutions. Further investigation into the most appropriate research procedures must be carried out in order to align the most appropriate approaches with the types of research problems that require improved solutions.

2.5 HEALTHCARE SECTOR

The initial starting date of SP in healthcare known as management discipline goes back to the 1960s outside of healthcare and the late 1970s within the healthcare sector. Over the last 25 years, SP in this sector has developed and is used by all types and sizes of healthcare in the USA (Zuckerman, A. M., 2006).
One obstacle of this study is the lack of sufficient previous studies in the field of healthcare and medical sectors. No doubt, the healthcare sector needs a new leadership and management approach to be adapted with global environmental rapidly changes. Healthcare and medical sectors since the late devastated pandemics covid-19 require new tools for leadership and management. It must be based and built on innovative predicting and forecasting thinking. It is strategic thinking and strategic planning. This aligns with many thoughts of scholars. Examples: Swaidi et al., (2022) who assured that all kinds of businesses, including those in the healthcare industry, may be guided by SP, which is a legitimate and practical technique. Perera, et al., (2012) Also stated that SP is a completely valid and useful tool for guiding all types of organizations, including healthcare organizations. (Speziale, 2015) claimed that hospitals and healthcare firms are now functioning in a highly competitive environment, with rising pressure to enhance quality and cut costs for enhancing good health and well being for all at all ages (SDG3). Also, author of this paper adds other pressuring factors, such as: increasing patients’ awareness, increasing number of global populations, lack of resources and healthcare providers are becoming highly qualified with subspecialties, and in addition to wars and natural catastrophes such as flooding and earthquakes. In responding to this dynamic situation, transformation of organization requires the will to organize delivery around the needs of patients. Esfahani et al. (2018) made the statement that "healthcare managers and leaders should adopt new approaches to adapt their organizations with changing internal and external environments and match the complexity of the healthcare industry". SM is an effective response to these challenges, allowing managers to capitalize on any environmental change and produce optimal results." Sollenberger (2006) confirmed that SP in a hospital in the United States enhanced patient satisfaction, reduced personnel turnover, and raised profits.
2.6 HIGHER EDUCATION SECTOR

The author of this paper argued that public education, in particular, and higher education in general, have been focal points for generations and their countries. Its availability and accessibility in acceptable quality for everybody have been challenging issues. In accordance with SDG4, it is essential to ensure that quality education is accessible and available to everyone, as well as to support lifelong learning for all. Even though, the demand for higher education is massively increasing compared with costs complaining and challenging for quality requirements. Liu et al. (2018) stated that, the literature of SP on university has grown in proportion; many books and articles have discussed the values and theoretical frameworks of SP in the context of higher education, as well as the important factors in the process of formulating and implementing a plan, and have provided guidelines for university planning.

This will oblige the decision makers of higher education sector to search for best tools for leading and managing this sector for prosperous future with its limited resources. The new generations of learners, technological innovations, budgetary constraints, and economic factors have given rise to the need for re-evaluating strategies employed in higher education (Kazeroony, 2012). According to Immordino et al. (2016), there are "numerous texts address the complex issues facing the entire system of post-secondary education including, but not limited to, the rising cost of higher education, new federal policies and initiatives, increasing competition, shared governance, public accountability, advancements in technology, the growth of online education and massive open online courses, educational quality and assessment, and student accountability". Furthermore, Sevier (2000) identifies nine "megatrends" impacting the higher education environment, including the impact of technology, the changing nature of today's and tomorrow's students, the cost of attending college, increased competition for donated dollars, changing college curriculum, growing competition of non-college delivery options, changing societal expectations, a shift in power structures, and "blur," an accelerated and unprecedented.
SP in universities is frequently positioned as vital for clarifying future directions, providing a coherent basis for decision-making, establishing priorities, and improving organizational performance (Albon, et al., 2016). As noted by Kelly et al. (1987), “in recent years, administrators of academic institutions have become increasingly concerned with optimizing the use of institutional resources. Society does not provide adequate resources to any academic institution to accommodate all competing demands, therefore institutions are under pressure to allocate resources more in line with their long-term goals. Academic institutions must make decisions about future activities and budget allocations that challenge their established goals and priorities. Some scholars start launching and discussing the specialized SP in higher education sectors, and paths to a world-class university for example: internationalization universities (Liu, et al., 2018; Yonezawa et al., 2013)

3 RESEARCH METHODOLOGY

3.1 SAMPLE

A total of 28 related studies were selected from well-known electronic academic resources and databases. (e.g., Google scholar, Emerald, and Academia ...etc.). The selection criteria for finding is based on the easiest and most accessible documents to the researcher by using the title of this study resembling it with similar words and terms for the targeted industry sector. Four industry sectors have been chosen, which are: SP in banking, tourism and hospitality, healthcare, and higher education sector, (table 1). Also, the methodology and construct of each study is considered. The selected study samples were conducted in different countries in the world (Yemen, Ukraine, Nigeria (3), Jordan (2), Indonesia, UK (2), Different countries (2), Egypt, Greek, Australia, Kingdom of Saudi Arabia, Turkey, Iran, Spain, USA (3), France, China, Canada, Latvia, Finland, and Portuguese (table 1). Also, references of selected studies have been utilized. Tables used are divided into columns for summarizing essential data for each study such as study title, type of industry sector and country, aim/purpose, SP dimension/s, SP influence on
performance, and findings (tables, 2, 3 & 4). These researches have undergone extensive evaluation and analysis. The methodology and construct of each study is considered, and the content analysis is used in addition to the researchers’ real-life experiences, as well as the opinions of academic peers, were carefully considered and used.

Table 1.
shows type of industry sector, number of study & countries for each sector

<table>
<thead>
<tr>
<th>#</th>
<th>Type of Industry Sector</th>
<th># Studies</th>
<th>Studies by countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Banking sector</td>
<td>7</td>
<td>Yemen, Ukraine, Nigeria (2), Jordan, Indonesia &amp; UK</td>
</tr>
<tr>
<td>2</td>
<td>Tourism and Hospitality</td>
<td>7</td>
<td>Different countries (2), Egypt, Greek, Jordan, UK &amp; Australia</td>
</tr>
<tr>
<td>3</td>
<td>Healthcare</td>
<td>7</td>
<td>KSA, Turkey, Iran, Spain, USA (2) and France</td>
</tr>
<tr>
<td>4</td>
<td>Higher Education</td>
<td>7</td>
<td>China, Canada, USA, Latvia, Nigeria, Finland &amp; Portuguese</td>
</tr>
<tr>
<td>Total studies</td>
<td>28</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author

4 FINDINGS

4.1 BANKING SECTOR

As it is shown in table 2, the study of Samad et al., (2021) investigated the effect of transformational leadership style and SP on bank performance. The SP dimension includes strategic planning level, strategic implementation and strategic barriers. The SPL composed of: planning values, environmental analysis, operating plan and evaluating and control. The SI composed of clear vision and mission, periodical plan revision and amendment. And the strategic barriers composed of communication, scarce of resources and uncertainty. It was found that, SP level, strategic implementation and SP barriers are positively related to banking performance. The study by Kryvych et al. (2020) reviewed the degree of understanding for strategic management (SM) concept in the banking business. It was found out that banking SM is popular and from 2009 forward the number of papers devoted to SP issues have notably increased. This raised attention to the notion that SP has been immensely increased. Also, it was found that business strategy, profitability and strategic risk management had been priority components of banking SM. Also, banking risk management
and market position are found to be a part of SM and planning is very closely connected with business model, performance, and profitability. In a study of Babatunde et al., (2020) which examined the impact of SP on firm performance in banking industry. The study found that, SP has significant impact on banking sector performance, with statistically significant impacts on firm goals, employees, substantial influence of long-term plan on business survival, significant effect of SP on employee turnover. Also, it confirmed that SP was appropriate, suitable, reasonable, and acceptable to the organization.

The study of Aljuhani et al. (2017) identified the roles of SP on Jordanian banks during crisis. The study found that banks pay special attention to the factors related to internal and external influences which would have to establish an environmental analysis for a clear strategy plan to face and avoid any crisis when occurs. It was found that, SP was being articulated to all bank employees within departments and units. The study of Ridwan, (2015) examined the SP practices carried out in the high-performing banking industry in the Indonesian context. The study showed those banks have accomplished all the common SP activities. The CEOs have great roles in SP and managers’ commitment to and involvement in the SP process (particularly managers in the division of SP and planning members). The study of Adegbie et al., (2013) aimed to find the extent of SP impact on the performance of Nigerian banking sector. Findings showed that there is a strong relationship between SP, performance and sustainability and stability of business in the banking industry. Also, the study proved that good corporate governance is a determinant for corporate existence and performance. The practical study of Littler et al., (2000) used the experience of one of the major UK banks by linking BSC as strategic implementation with strategic architecture as strategic formation process. This practical experience came up with valuable results as it provides a pragmatic, implementable strategic information framework which promotes communication, consensus, and business functional goals alignment for the bank.
Table 2.
shows strategic purposes/aims of Banking Sector’s studies

<table>
<thead>
<tr>
<th>#</th>
<th>Study</th>
<th>Purpose/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Samad et al., (2021)</td>
<td>Investigated transformational leadership &amp; SP dimensions on performance</td>
</tr>
<tr>
<td>4.</td>
<td>Aljuhani et al., (2017)</td>
<td>Identified the roles of SP in firm crisis on Jordanian banks</td>
</tr>
</tbody>
</table>

Source: author

4.2 TOURISM & HOSPITALITY

As it is shown in table 3, the study of (Kalipci et al., 2018) which explored most SM issues raised in literature for tourism sector. The study found that, the era of globalization (during the 1990s) led to the introduction of the SM concept in tourism till it became one of the most important fields of study among tourism scholars and commonly used by and within this sector. It is also preferred the reactive and proactive approach for responding to any environmental change or investing any appearing opportunity in this sector. Participants of SP process were found to be senior managers and other stakeholders who have been involved in SP stages. Even though the study signified to both (mixed) positive and negative influence of SP on its performance.

Karam, M. G. (2018) investigated the relationship between SP and crisis management in hotels from the perspective of hotel managers. The study discovered that there is a statistically significant correlation and effect relationship between SP processes and crisis management styles (escaping, confronting, cooperation, and containment). The study emphasized the relationship between SP and crisis management methods in order to increase hotels' ability to survive and prosper in a crisis. Through SP, time and available resources can be successfully utilized and invested to the fullest extent possible.
to cope with the crisis if it occurs. The study of Gkliatis, et al., (2013) aimed to investigate the nature and extend of SP in Greek Hospitality. The study found that managers for hotels synonymously showed positive agreement of SP process and highlighted its benefits for hotels. Also, some strategic concepts and terms were found such as: formality of SP process, internal and external factors (strategic analysis), top management involvement in SP and the time horizon for objectives was ranged between 1-3 years. The study of Aldehayyat, et al., (2011) examined the organizational characteristic on SP practices in Jordanian hotels. It was found that decision makers engage in SP process and a number of strategic tools and techniques were used in SP. A study for Phillips et al., (1999) aimed to investigate the interactive impacts of SP on hotel performance. The study discovered that the depth and sophistication of the SP approach has a direct positive impact on the entire hotel performance. Also, the degree of participation in SP has a positive effect on performance and the extent of integration between financial and business planning is also positive. The Study of Olsen, et al., (1998) explored SP dimensions from the perspective of studies and literature in four areas: SP, competition and competitive advantage, internationalization, and strategic implementation. Based on classical view of SP where in fact SP is highly complex with varied strategic dimensional constructs which demand more interdisciplinary models and approaches. The study assured the importance of SP for this sector, even though it is more developing. In another study of Athiyaman et al., (1995) which aimed at evidencing that the tourism business sector has well developed SP process as manufacturing sector. It was found there were no statistically significant differences between tourism and manufacturing companies in relation to the four SP dimensions, these dimensions include internal, external aspects, use of techniques and functional integration.
Table 3.
shows strategic purposes/aims of Tourism & Hospitality Sector’s studies

<table>
<thead>
<tr>
<th>#</th>
<th>Study</th>
<th>Purpose(s) /aim(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.</td>
<td>Athiyaman et al., (1995)</td>
<td>Aimed at verifying the tourism sector have well developed SP process.</td>
</tr>
</tbody>
</table>

source: author

4.3 HEALTHCARE SECTOR

As shown in table 4, the study of Mikhno et al., (2020) aimed to analyze the current situation of SM of healthcare sector. It concluded that, SM of healthcare development should constantly monitor the effectiveness of implementation of changes and develop flexible system which required strategic dimensions such as formation of an innovative strategy and adaptability in SM of healthcare institutions. Demir et al. (2019) studied whether public and private hospital executives are aware of SM tools, what types of SM tools they use, how satisfied they are with these tools, and what tools they want to use in the future. The study discovered that private hospital executives use significantly more SM tools than public hospital executives. Most SM tools are used more by executive directors who have received SM training and who see themselves as competitors. The hospital executives that participated in the study lack sufficient expertise of the SM tools. Training in SP should be provided to any medical doctors who are candidates for executive positions.

The study of Esfahani et al. (2018) was aimed to measure success of SP in healthcare organizations. The study found that SP is instructed by government authority for healthcare sector. SP positively relates to, and enhances organizational performance. It is also reported that more obstacles are embedded in the strategic implementation stage than formulating stage. In the study conducted by Perera et al. (2012) aimed to identify SP practices and
its stages. The study found that SP is valid and useful for healthcare sector and units’ leaders are responsible of SP supported by steering group. In general planning is considered as systematic, rational, and integrative process directing the firms on necessary, relevant and sustainable future transformation. The dimensions identified for SP process are five stages: defining mission, vision, and value, strategy formulation, operational planning, assessing results and reformulating the strategy. The study of Kaissi, et al. (2008) objective was to come up with evidence on the extent of SP practices and hospital performance. It was found that, majority of hospitals have SP, and CEOs were assigned responsible for SP. The strategic dimensions are positively associated with financial performance. A study of Zuckerman, A. M. (2006) based on a review study trying to find and answer for the question, what should healthcare sectors do to increase the rigor and sophistication of their SP practices? It was found that, healthcare organizations use SP regularly and effectively, planners and executives believe that healthcare SP practices are effective and provide appropriate focus and direction for their organizations and the sizable gaps appear in level rigor and sophistication of SP process when compared to advanced SP outside healthcare sector. Also, SP components and dimensions are found used such as: vision, focused and cleared strategy and thinking strategically.

The study of Cueille, et al. (2006) which aimed to define French public hospitals based on their strategic behavior. Based on Miles and Snow’s typology hospitals have been classified into one of the following four strategic perspectives: defenders, reactors, prospectors, and analyzers. SP positively influences the sector’s performance. Also, SP dimension focuses on the content of the strategic orientations which fit with its environment (internal & external), firm structure, facets of strategy and hospital size.
Table 4.

shows strategic purposes/aims of Healthcare Sector’s studies

<table>
<thead>
<tr>
<th>#</th>
<th>Study</th>
<th>Purpose(s) /aim(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Demir et al., (2019)</td>
<td>sought to determine out if executives at public and private hospitals were familiar with SM tools</td>
</tr>
<tr>
<td>4.</td>
<td>Perera et al. (2012)</td>
<td>Found that, SP is valid and useful for healthcare sector and units’ leaders are responsible of SP supported by steering group</td>
</tr>
<tr>
<td>6.</td>
<td>Zuckerman, (2006)</td>
<td>To answer the question, what should healthcare sectors do to increase the rigor and sophistication of their SP practices?</td>
</tr>
</tbody>
</table>

Source: author

4.4 HIGHER EDUCATION INSTITUTIONS (HEIS) SECTOR

As indicated in table 5, Hu et al. (2018) sought to identify disparities in SP among universities of various levels and types. It is clear that, the existence and practice of SP in this sector. More evidence is the study findings which include the five-year plan launched by HEIs. Also, it is found that the top management of these institutions are more ambitious in their mission and more influential in HEIs. The SP dimensions concentrated on the awareness of: SP, types of strategic plans, influential group in SP, coverage of plan text and the method of assessment. The study of Bieler et al., (2017) examined that sustainability is presented in Canadian higher education institutions’ strategy plans. 41 strategic plans are evidence for well-established practicing of SP in higher education. Their SP focus and domain are governance, education, campus operations, research, and community outreach. Also, a study for Immordino et al. (2016) which aimed to explore and evaluate the efficacy of a specific model for SP at State University. The study’s findings indicated that SP program has been successful in assisting departments and programs of universities in developing vision, mission statements, goals, and action plans. Also, the strategic plans dimensions and components have been identified such as: environmental scanning, vision, values, goals, strategies, and action plans. The study of Stukalina, Y. (2014) seeks to identify and explain some fundamental principles of strategy-making in a modern university in a customer-
driven education framework. According to the report, one of the most important jobs is to design an effective strategy for organizational development. Strategy-making is involved with developing and implementing strategies that promote "superior alignment between the organization, its environment, and achieving strategic goals." In addition, SM focuses on an organization's long-term survival and development. These SP practices produced positive results. The study of Owolabi, et al., (2012) examined the effects of SP on corporate performance. The study found that, employees involved in SP has significant effect on how effective the plan is being accepted, better workers’ participation in SP which will bring about a consistent better performance, level of compliance with SP has significant effect on corporate performance, and to that end, there is a significant relationship between the extent of SP and corporate performance. Kettunen (2006) was another study that attempted to demonstrate how higher education institutions might create regional plans to increase their external influence on the environment. This study confined that, SP process produced positive results, and planning regional strategies are useful for achieving strategic themes and objectives. Another empirical study of Machado et al., (2004) with a purpose of measuring the degree of HEI engagement in institutional planning, as perceived by rectors and presidents of Portuguese higher education institutions. According to the report, numerous institutions are planning to varying degrees. 48 of the 61 polled said they were actively involved in the overall planning process and had a formal planning process. 13 HEIs stated They did not have a formal planning procedure, but three said that they had some planning in place. Interestingly, the intentions, objectives, and findings of these investigations align with one another.
Table 5.

shows strategic purposes/aims of HIEs' Studies

<table>
<thead>
<tr>
<th>#</th>
<th>Study</th>
<th>Purpose(s)/aim(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hu et al., (2018)</td>
<td>Demonstrated disparities in SP between universities of various levels and types.</td>
</tr>
<tr>
<td>3</td>
<td>Immordino et al. (2016)</td>
<td>Explored and evaluated the effectiveness of a model for SP at State University.</td>
</tr>
<tr>
<td>6</td>
<td>Kettunen (2006)</td>
<td>Demonstrated how HEIs develop regional initiatives to increase their environmental impact.</td>
</tr>
<tr>
<td>7</td>
<td>Machado et al., (2004)</td>
<td>Assessed the level of institutional planning engagement at HEIs based on rectors' and presidents' perspectives.</td>
</tr>
</tbody>
</table>

Source: author

Table 6 shows the most frequent results for important strategic determinants and elements that SP processes influence and are influenced by these SP components. Leadership and top management roles were identified in all of the studies reviewed for four sectors. Except in healthcare, the internal and external causes have been found in three sectors. Except for higher education, all three sectors have shown financial performance. Except for tourism and hospitality, all evaluated sectors have shown evidence of sustainability. Only healthcare and higher education have formal and systematic SP. Employee participation was identified in both banking and higher education, but strategic risk was detected only in banking.

Table 6

shows most repeated findings of strategic elements in four sectors

<table>
<thead>
<tr>
<th>#</th>
<th>Most Repeated findings (Strategic elements / dimensions)</th>
<th>Banking</th>
<th>Tourism &amp; Hospitality</th>
<th>Healthcare</th>
<th>Higher Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Roles of Leadership/managers (decision makers)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>2</td>
<td>Internal and external environment scanning/analysis</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
<td>✓</td>
</tr>
<tr>
<td>3</td>
<td>Financial performance (budget/funding)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>4</td>
<td>Strategic sustainability</td>
<td>✓</td>
<td>x</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>5</td>
<td>Formal/systematic SP</td>
<td>x</td>
<td>x</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>6</td>
<td>Employees' involvement</td>
<td>✓</td>
<td>x</td>
<td>x</td>
<td>✓</td>
</tr>
<tr>
<td>7</td>
<td>Strategic risk management</td>
<td>✓</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

Source: author
5 DISCUSSION, CONCLUSION & RECOMMENDATION:

5.1 DISCUSSION

The objective of this study is to explore the nature of SP in four selected industry sectors (IS) in regard to the SP-IS relationships, the features and aspects that influence SP in and within one industry as well as with the selected industry sectors. 28 studies within four industry sectors have been investigated. Banking, Tourism and Hospitality, Healthcare and Higher Education sector. The relationship between SP and performance in these four sectors have been confirmed. The concepts of The SP or and SM have been found known, used and practiced associated with other strategic dimensions and aspects. The nature of SP investigated and evaluated include the purposes, findings of selected studies, strategic planning components, dimensions, and the impact of this relationship on each industry sector (referring to Tables 2, 3,4 & 5). A direct relationship has been found between SP/ SM and the performance of these four sectors; nevertheless, it has been discovered that this relationship exists in other forms and types related with SP / SM in the researched sectors.

5.1.1 Banking sector

The majority (5 studies) of studies on the banking sector focus on the influence of SP on bank performance. The remaining two studies, one study focuses on the knowledge of strategic management in banking sector and the other was a practical experience of integrating two strategic model of formulating and implementing strategic plan. The findings of these studies reviewed revolve around these objectives and objectives. Where the Samad et al., (2021) study found that SP level, strategic implementation and strategic barriers are positively related to the banking performance. Also, examined studies have identified SP dimensions such as: conducting strategic analysis, environmental scanning for external and external factors, feedback, and evaluation to face any crisis (ref: Aljuhmani et al., 2017 and Ridwan et al., 2015). This is in coincidence with what is cited in the study of Babatunde et al.,
(2020) an argument of an empirical review theory as conceptualized, that, firms would have better performance when effectively embraced SP process. Studies of Babatunde, Kryvych, Aljuhani, Ridwan, Adegbie and Little, all their findings proved the positive influence of SP and SM on the performance of this sector (ref to their findings in this study). Therefore, the relationship between SP and IS performance was positively tested and approved. These findings are in coincidence with what was found and cited by Samad et al., 2021 in their study (Al Shaikh 2001; Elbanna 2010; Alkehyya and Al Khattab 2010; and Roberston 2011).

within the banking sector. The objectives of banking sector studies are primarily concerned with the practice or existence of SP or and SM in the banking industry. Furthermore, strategic dimensions and accompanying strategic models have been applied in some form or another. Strategic dimensions include SP level, implementation, and obstacles. The degree to which SM terms are used in banking has been identified and evolved. Other concepts, such as banking risk management and marketing position were identified as part of SP process. In addition, the roles of CEOs in SP have been exposed, as well as their impact on firm performance through various employee engagement strategies. SP, performance, sustainability, and good corporate are all innovative phrases and concepts associated with SP / SM in the banking sector. In addition, integrating architectural models for strategic formation with BSC models for strategic implementation was observed in the banking industry.

5.1.2 Tourism & hospitality

The objective of all examined studies in hospitality and tourism focused on SP and SM concerns that influence the performance of this vital sector. The findings of these examined studies showed that, SP have been used with its great impact on this sector and positively influences its performance (i.e., Kalipci, et al., 2018; Karam et al., (2028); Gkliatis et al., 2013; Phillips et al., 1999). Also, it is noted, this sector is visible and vulnerable to external factors, therein, it requires periodical environmental scanning to face and benefit from
these influencing factors within their internal resources (i.e., the study of Maribel et al., (2023); P. Gkliatis et al., 2013). The strategic dimensions illustrated, and models used for tourism and hospitality sector in all selected studies are generally found in strategic analysis. The SP techniques, such as SWOT, PEST or STEP analysis, Porter’s five forces analysis, are commonly used in tourism and hotels. As known by default, environmental scanning is a backbone for the first stage of SP processes and procedures, therefore, this sector continuously follows tracking the external factors adjusting with internal capabilities and competencies. Olsen et al., (1998) focused on the entire SP areas such as: SP phase, competitiveness and competitive advantage, internationalization, and strategic implementation where strategy analysis is included within the SP process.

The author’s observations are that, the purposes and objectives of these studies are obviously exploring the SP or SM impact on the performance of this sector or by using SP in association with other strategic terms and concepts. These such like; reactive and proactive approaches to respond to any environmental changes. Also, top managers’ roles have been shown in SP. Also, strategic crisis management in hotels via SP for time and resources has been identified. Varied concepts and terms have been commonly used such as: SP formality process, internal and external factors, strategic analysis and time horizon for strategic objectives (1-3 yrs.). Firms in this sector exploited strategic dimensions (competition and competitive advantage, internalization, and strategic implementation). Furthermore, the outcomes of these research have proven that the value of SP/SM is reinforced by the responsibilities of decision makers, with the more detailed and sophisticated having a direct positive impact. Also, the findings call for additional study and studies in this industry.

5.1.3 Healthcare sector

All examined studies in the healthcare sector had objectives that focused on the influence of practicing and applying SP on the sector’s performance. The knowledge and roles of decision makers in hospitals regarding SP and SM have
been identified. Most hospitals and healthcare centers have been found conducting SP processes and positively these processes are associated with their performance. SP is found valid and useful. Some are instructed by the government to establish and formulate strategic plans (i.e. Mikhno et al., 2020; Esfhani et al., 2028, and Perera et al., 2012). The decision makers, departments and units are committed to SP processes. The focus of SP dimensions and elements are also being practically considered and applied in this sector. To mention some of these such as: formation of innovative strategic plans with SM adaptation to external and internal factors. Also, the SP stages have been much reflected in scientific and organized management methods, such as stages of SP process: defining mission, vision and value, formulation, implementation with operational plans, and control and assessment of strategy. These findings are in concurrence with many studies such as: Mikhno et al., (2020); and Jimenez et al., (2020).

The author states that, while the findings are generally highlighting the importance of SP/SM and the breadth of hospitals' engagement in SP and strategic implementation processes, they continuously started monitoring the effectiveness of implementing changes and developing flexible systems including SP and SM as innovative tools. Studies have emphasized the necessity of leaders and decision makers in enforcing SP activities and procedures. Nonetheless, the majority of countries began enacting laws to implement SP/SM in the medical and healthcare sectors to ensure healthy lives for mankind and well-being for all (SDG3). However, more challenges have been found during the strategic implementation phase than during the formulation stage. Strategic dimensions have been defined, such as mission, vision, and values development, strategic formulation, strategic implementation, results assessment, and strategy revision.

5.1.4 Higher education sector

The objectives of the investigated studies in HES had explicitly applied SP with variable emphasis. The studies' aims are as follows: Hu et al. (2018) aimed to detect disparities in SP amongst universities. Bieler et al. (2017) aimed
to demonstrate the sustainability of SP in HES, Immordino et al. 2016, Owolabi et al. 2012, and Kettunen, 2006 attempted to explore the impact of SP on university performance, Stukalina (2014) aimed to establish the fundamental principles of strategy formulation in modern universities, whereas Machado et al. 2004 aimed to assess the level of SP engagement in universities.

The higher education institutions have been found paying great attention to SP. Study of Bieler et al., (2017) searched 41 higher education institutes and found they had SP. However, in this sector, planning for strategies is found useful approach in accomplishing the strategic themes and objectives enhanced by producing positive results (e.g., Hu et al., 2018; Bieler et al., 2017; Immordino, et al., 2016) and Kettunen, 2006). This is not only concluding to the positive useful of SP, but to the level of commitment by university leaders, top professors, and school heads, all of whom have significant influence in all HEIs. Also, strategic principles for strategic components and dimensions have been practiced and tackled such as: missions, visions, values, goals, performance measurement methods.

It is apparent that the practice of SP or SM in the higher education sector has been documented and proven. Decision makers play important roles in setting long-term visions and goals. SP has been linked to other strategic factors, such as sustainability and creative SP models employed in various units and departments at these universities. The more notable researched topic is the alignment of the higher education sector's resources and environment. Furthermore, equal educational quality, as well as accessible and lifelong learning opportunities for all people, are becoming increasingly important around the world. 4. Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

5.1.5 Most repeated findings in examined studies

As shown in table 6, the roles of leadership and top management are vital to SP processes in all examined studies. Since they have great and direct impact to all the strategic management stages. The leader of each department and unit is responsible of promoting the SP process and they choose the levels
and areas in which the firm must focus (Perera et al., 2012). Leaders and top management must have the ability to forecast and enhanced self-confidence for all their employees towards achieving the organization’s mission and vision (Samad et al., 2021). Scanning the internal and external environment is a critical pillar for any SP process. Any industry sector should have to anticipate, prepare and response to the external challenge continuous changes through having the suitable and compatible internal resources (Aljuhmani et al., 2017). Having well formulated strategic plan is tied and linked with the financial performance, and there is a relationship between SP and financial performance (Kaissi et al., 2008; & Phillips 1999). It is evidenced the existence of strong connection between SP and performance sustainability (Adegbie et al., 2013). The findings of the Bieler et al., 2017 study revealed a robust association between institutional social responsibility and sustainability. The relationship between formal strategy planning and performance is a topic of dispute that has not been resolved (Falshaw et al., 2006; Ali 2018). Employee participation in SP is undeniably important for the achievement of the strategic plan since it fosters commitment as well as loyalty to its successful strategic implementation (Ali 2017).

5.1.6 Observation

It is observed that, titles of all these examined studies are clearly and literally including SP, strategic implementation or and SM in the title or within title context. Also, the author of this study notes that SP has been applied in different stages of SM in these examined sectors: strategic analysis, strategic formulation, implementation or in controlling and evaluation. Example study of Littler et al., (2000) used defined strategic objects as building blocks to bring together both strategic architecture and a BSC framework (formulation and implementation stages). These combined models provide an innovative method, implementable strategic information framework and endorse the communication, consensus, and functional alignment of firm’s strategy.
5.1.7 Time horizon for SP

In addition to the above, the author of this study observes that the results among all these sectors show that the time horizon for SP is different among similar and same sectors and between other sectors. For example, in tourism and hotels, time horizons are different which range from 1-3, 3-5, and 3-7 years (Aldehayyat, J. S. (2011)). In some literature, it is believed that the size of business firms determines the time horizon, if the business firm is larger the time horizon is going to be larger and vice versa. But, the question raised, how about the extent of complexity of the industry sector and its stability within highly environmental competitiveness. Peng and Litteljohn (1997) argued that the complexity of hotel organizations should be analyzed from a broader or different set of parameters.

5.1.8 SP shifting in Higher education

Higher education institutions require shifting from business tradition strategic making process to an innovative strategic making process. As in business SP process focuses on four levels of strategy (corporate, business, functional and operating strategy). According to the nature of higher education institutions, educational institutions’ aims are meant to be somewhat immaterial; nevertheless, because HEIs focus more on knowledge generation, information exchange, value formation and numerous goals can be achieved over time (Hechanova, Cementina-Olpoc, 2013).

5.2 CONCLUSION

The objective of this study is to explore the literature and previous studies the nature of SP in four selected ISs in regard to the SP-IS relationships, the features and aspects that influence SP in and within one industry as well as the other four selected industry sectors (banking, tourism & hotels, healthcare, and Higher education sectors respectively). It is impossible to cover all these important sectors in a single study over a short period of time. As a result, the
The author makes every attempt to summarize what he can find and understandable to him.

The findings of this study revealed the strong relationship between SP & IS, it cannot be separated or ignored it is like water to plant. The purposes of the selected studies are directly handling the title of this study or a complementary part to this study. All the findings show the positive impact on the performance of these sectors. Also, the SP construct of each examined study is based on some basics SP or SM dimensions and aspects. These findings are consistent with many previous studies, for examples: in banking sector such as: (Khrais, Ibrahim 2015; and Hopkins, et al., 1997), in tourism and hospitality such as (Varelas et al., 2020; and Harrington et al., 2014;), in healthcare (Samad et al., 2017; and Mikhno, I., Koval, V., & Ternavskyi, A. (2020) and in higher education such as: the study of Hussein et al., (2021). In addition, seven participative strategic aspects were also disclosed by the four sectors' study findings.

5.3 RECOMMENDATIONS

Based on the findings, this study recommends the following:

1. Global financial sectors might sponsor a cooperation initiative to provide long-term finance for HIEs and the healthcare sector;
2. An individual study for each industry is strongly advised. Particularly in the healthcare, tourism, and hospitality industries;
3. More SM papers should be encouraged and sponsored by each sector, in banking, healthcare and tourism and hospitality sectors. This could be done through increasing methods, and securing funding and required resources;
4. Researchers from different disciplines and backgrounds should conduct studies and research together.
5.4 Limitations

The results of the study are related to chosen studies of four industry sectors from various countries. As such, it is not possible to generalize these findings. The restricted accessibility to the relevant databases, journals, and web resources is another research barrier. Lack of nearby companies to perform an empirical investigation. Moreover, this kind of study—or one comparable to it—requires a longitudinal research approach. As such, the writer makes every attempt to condense the information that is accessible and comprehensible to him.
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