



Arab American University

Faculty of Graduate Studies

**Strategic Planning in the Palestinian
Telecommunication Sector and its Impact on
Competition**

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**This Thesis was Submitted in Partial Fulfillment of the
Requirements for the Master`s Degree in Strategic
Planning and Fundraising**



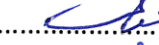

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Thesis Approval

Strategic Planning in the Palestinian Telecommunication Sector and its Impact on Competition.

This thesis was defended successfully on 3-2-2019 and approved examination committee:

1. Muath Sabha (Chief Supervisor): 
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4. Shaher Obaid (External Examiner): 

Declaration

I declare that this Master dissertation has been composed by me and is based on my own work, unless stated otherwise. I confirm that this Master's thesis is my own work and I have documented all sources and material used; no other person's work has been used without due acknowledgement.

All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged. To my best knowledge, this Master dissertation has not been accepted in any other previous application for a degree, in whole or in part.

Name: Mohammad Al Ardabi

Signature: Mrah

Dedication

To ,,,,,,

To my mother and father who planted in me the love of homeland and knowledge- seeking;

To my brothers and sisters

To my wife and my children for whom I love

To all my friends and all those who supported me in this effort, I dedicate this work.

Acknowledgement

Now as my thesis has been completed, I would like to extend my heartfelt thanks to all those who supported the study from the very beginning. I am also indebted to the people who have made the required information accessible to me. My gratitude especially goes to my supervisors, Dr. Muath Sabha and Dr. Ihab Al-Qubbaj.

Finally, I would like to deliver my sincere thanks to my colleagues and friends.

Abstract

This research examined to what extent telecommunication sector in Palestine use strategic planning as a competition tool. Also the study identified the serious obstacles of Palestinian telecommunication companies, and to identify the impact of strategic planning on competitive advantage at the Palestinian Telecommunication sector. This study adopted a cross- sectional design, based on questionnaires. The study design involved observation of a representative sample of directors in Palestinian telecommunication sector and employees of the planning Dept. at the ministry of telecommunications. It employed descriptive and inferential design. The questionnaire consisted of (101) questions distributed in (4) sections (demographic variables, the reality of strategic planning, level of competitive advantage and obstacles to strategic planning). This study used different statistical techniques to analyze the data, once the data was collected; they were analyzed using the following data analysis techniques. The findings have provided empirical support for the debate that competitive advantage is positively and significantly impacted by strategic planning by different dimensions particularly vision & mission, internal environment, external environment and strategic control and performance evaluation. These dimensions were found to be the most applied and practiced in telecommunication sector in Palestine. On the other hand, managers and the employees in these sector should highly focusing on having the capability to orient employees to implement the company's vision, also what are the necessary practices for making an effective competitive advantage using the employees vision to unify all employees' efforts toward achieving organization purposes, in order to reach a superior competitive advantage and finally having the capability to read the future to develop strategies on the long term.

Based on the data analysis and the discussion demonstrated before, the study recommended that the necessity for the Palestinian Telecommunication Sector to comply with the plans, and the organization's interest in quick gains must be less important, the weakness of the Palestinian network in certain areas because of several factors must be treated and solved, and organizations should rely on continuous strategic planning for their future operations in order to achieve a competitive advantage that will help the organization achieve its future objectives.

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Chapter One

Introduction

1.1 Introduction:

Strategic Planning is the essence of strategic management and a management tool that enables the organization to deal with the future successfully. It provides the ability to control its resources, enables them to respond effectively to environmental changes, enhances their capacity to develop strategies to create values, and creates values strategies through which organizations seek to achieve the advantage competitiveness (Fossen, Korn & Rothstein, 2006).

Strategic planning began in 1950s in a very simple level. During 1960s and 1970s, strategic planning was thought to solve all problems because of the growing interest in it. However, they did not generate financial returns for the organizations. During 1980s and 1990s, they began to take more important dimensions; their operations are becoming an essential vehicle for success in the business world (Lawlor, 2006).

Achieving competitive advantages is the production of a number of societal determinants. These advantages are basic factors (production, industries complementary and nutrition, domestic demand, and structure of the organization and strategy), and secondary factors (the role of government policies, the role of unexpected factors). Thus, strategic planning is one of the determinants of the organizations to achieve competitive advantages through a strategy that will allow the organization to achieve balance between the external environment and internal capabilities (Al- Salman, 2014).

Strategic planning is not about taking on extra tasks, it is about taking all those various every day decisions and dealing with them as part of combined processes. It is a business term that is beneficial to all businesses and institutions, regardless its size or resources (Olsen, 2007).

Nowadays, strategic planning is seen as a constituent part of the strategic management, one of fundamental management methods of organization management, and one of the elements of the planning system of the organization (Lawlor, 2006), particularly the growth target (in small and moderate enterprises), in addition to the goal of achieving the highest levels of profitability. Strategic planning provides solutions and alternatives to difficulties and obstacles that the organization may face in the long term (Binsfeld, 2016).

Competitive advantage is government's performance of its activities in a more efficient and effective manner, that makes it unique in creating value that the other competitor cannot achieve in the performance of their activities. It also can be maintained for a long period if it is based on cognitive processes with a clear management methodology (Rashidirad, Salimian, Soltani & Fazeli, 2017).

The telecommunications sector involves companies that make communication possible on a global scale, whether it is through the phone or the Internet. These companies create the infrastructure that allows data to be sent anywhere in the world (Abdi & Sasaka, 2017).

The largest companies in the sector are wireless operators, satellite companies, cable companies and Internet service providers (Rashidirad, & et al, 2017).

The telecommunications industry is undergoing a radical transformation, creating exciting new opportunities and new challenges for infrastructure and service providers. The established value chain is increasingly being deconstructed with the entry of powerful new players and radical restructuring of the industry (Li & Whalley, 2002).

The telecommunications sector in Palestine has developed very rapidly. New competitors are entering the telecommunication sector and having their own influence on the sector as a whole (Giachetti & Marchi, 2017).

The Palestinian Telecommunications sector consists of:

- **Palestine Telecommunications Company (PALTEL)**, founded in (1995), a leader in the ICT sector in Palestine provides a variety of services, including fixed communications, home networking services, data connectivity and data transmission services for the business, and other added services.
- **Palestine Cellular Communications Co., Ltd “Jawwal”**, established in (1999), the first mobile operator in Palestine (PALTEL group Annual report, 2016).
- **Ooredoo, (Wataniya Mobile Palestine Telecommunication Company)**, it is one of the companies in the Palestinian telecommunication sector, established in 2009. 48.45% of it is owned by Ooredoo, 34.03% is owned by the Palestine Investment Fund, and the rest 17.52% is freely traded.
- **Hadara Technologies:** Founded in 2005, as a part of Paltel Group, Hadara today is the leading Internet Service Provider in Palestine with the biggest internet capacity and number of subscribers. The company played a major role in building the Internet services in the Palestinian Territories.

- **Reach Company:** established in (2009), is the first contact center in Palestine that present services with high and distinct quality and performance at competitive costs.
- **Palmedia:** is one of the largest production companies and the most prominent news service provider in Palestine, founded in 2004 as a media center belonging to the Palestinian Telecommunication Group (PALTEL group Annual report, 2016).

In Palestine, the Israeli occupation is playing a major role in changing the market. New Israeli applications of technologies on mobile and fixed communications are entering the market, forcing the Palestinian telecommunication companies to be always one or two steps behind (Giachetti & Marchi, 2017). Israeli companies provide high quality of services for less money compared to Palestinian telecommunications companies because of the technological advantage.

In this unfortunate situation, it is necessary for any telecommunications company to have insight in the dynamics and growth patterns of these developments and in the effects of certain strategies of the company. The question that the company is facing is: can any telecom company put flexible plans for business in spite of doubts in the industry field (Giachetti & Marchi, 2017).

1.2 Problem Statement

Telecommunication industry consists of several markets (mobile, fixed, data, etc.). Recent developments showed that the telecommunication markets are getting related more and more. New services like fixed mobile integration and broadband

access on mobile phones are being introduced in the market. Strategic planning is often not present effectively in Telecommunication sector as a tool for improving competition, which is one of the tools used to gain competitive advantage, this depends on the views of these firms for this kind of sectors, for example, telecommunication companies suffer from the lack of quick response on the part of management structures that lack the strategic planning skills and long-term strategic decisions.

This situation could be of a normal condition in some countries, but it is very dangerous for telecommunication sector in Palestine who are facing strong and influencing competitors from the Israeli telecommunication sector, whereas, Palestinian telecommunication sector faces many obstacles, including the increase in the number of users of Israeli companies, despite the presence of two telecommunications companies in Palestine (Jawwal) and Ooredoo Palestine, as well as the decision taken by Israeli companies to expand their networks in the West Bank.

This study will try to discuss the strategic planning in the Palestinian Telecommunication Sector and its impact on competition

1.3 Study Questions

The study will try to find answers for the following questions:

1. To what extent does Palestinian Telecommunication sector practice strategic planning dimensions (vision & mission, internal environment, external environment and strategic control & performance evaluation)?
2. To what extent does Palestinian Telecommunication sector achieve competitive advantage dimensions (cost advantage, and differentiation strategy)?

3. To what extent does Palestinian Telecommunication sector face obstacles to achieve competitive advantage through strategic planning and what are the types of these obstacles?
4. Is there a relationship between strategic planning and competitive advantage in the Palestinian telecommunication sector?
5. Is there an impact of strategic planning on competitive advantage in the Palestinian telecommunication sector?

1.4 Study Objectives

The study seeks to achieve the following objectives:

1. To examine to what extent Palestinian telecommunication sector uses strategic planning as a competition tool.
2. To reveal to what extent Palestinian telecommunication sector achieves competitive advantage.
3. To identify the serious obstacles of Palestinian telecommunication sector.
4. To identify the impact of strategic planning on competitive advantage at the Palestinian Telecommunication sector.

1.5 Study Significance:

This study will examine the extent to which Palestinian telecommunication sector uses strategic planning as a competition tool and the perceptions about this tool. A complete strategic planning process for telecommunications involves assessing needs,

identifying goals for addressing the most critical issues, and creating an appropriate action plan.

This study will be significant due to its purpose of identifying gaps in existing telecommunications infrastructure by revealing the problems that limit economic development, service delivery, or quality of life.

The results and the recommendations of this study will be useful to the Palestinian Telecommunication Sector.

1.6 Study Hypothesis:

This study will try to test the following hypothesis:

H0.1: There is no significant relationship between strategic planning and competitive advantage among the Palestinian Telecommunication Sector.

H0.2: There is no significant differences in strategic planning and its impact on competitive advantage in the Palestinian Telecommunication Sector according to (gender, age, current position, work experience, educational level, and place of work).

H0.3: There is no statistically significant impact of strategic planning dimensions (vision & mission, internal environment, external environment, strategic control and performance evaluation) on competitive advantage in the Palestinian Telecommunication Sector.

H0.3.1: There is no statistically significant impact of strategic planning dimension (vision & mission) on competitive advantage in the Palestinian Telecommunication Sector.

H0.3.2: There is no statistically significant impact of strategic planning dimension (internal environment) on competitive advantage in the Palestinian Telecommunication Sector.

H0.3.3: There is no statistically significant impact of strategic planning dimension (external environment) on competitive advantage in the Palestinian Telecommunication Sector.

H0.3.4: There is no statistically significant impact of strategic planning dimension (strategic control and performance evaluation) on competitive advantage in the Palestinian Telecommunication Sector.

1.7 Study Model:

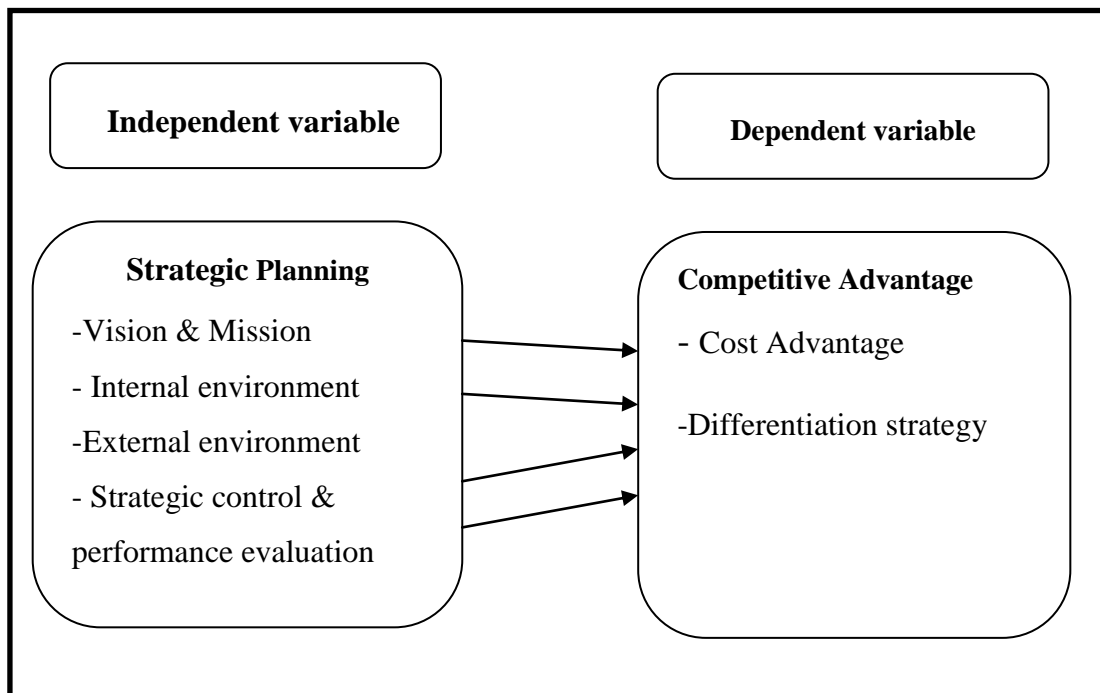


Figure (1): Research Model

1.8 Study Terminology:

Strategic planning: is a process to define organization's strategy, or orientation, and making decisions on specifying its resources to follow this strategy. It may also expand to control techniques for directing the application of the strategy (Giachetti & Marchi, 2017).

Competitive advantages: terms that allow a firm or country to output a product or service at a lower price or in a more desirable style for customers. These terms allow the productive unit to create more sales or better margins than its competition. Competitive advantages are attributed to a diversity of elements including cost structure, brand, quality of product offerings, distribution network, intellectual property and customer support (Asimakopoulos & Whalley, 2017).

Dimensions: Strategic planning covers all the company's sensitive activities and facilitates the handling of changes in the company's environment. Therefore, there are key dimensions that must be included in any definition of strategic planning, such as (mission statement, vision statement, values statement or guiding principles and Long-term/ short term strategic objectives) (Abdi & Sasaka, 2017).

Chapter Two

Theoretical Frame & Empirical Studies

2.1 Introduction

Strategic planning is one of the main stimulating and exciting practices an institution can carry out. Strategic planning allows an organization to make essential decisions or selections by taking a long- range view of what it wants to achieve and how it will do so. A strategic plan is based on a complete analysis of the organization's current structure, governance, staff, program or service mix, cooperation's, and resources (financial, human, technical, and material). This analysis is important because it allows an institution to observe which of its above aspects it must modify in order to achieve its aims. A developed strategic plan helps as a plan for making these modifications because it describes the following (Marr, 2006):

- A vision for the future.
- Strength and weakness points of the organization.
- The nature of the changes expected for future possible development and growth.
- The arrangement of these changes.
- Those who are accountable for controlling change.
- The resources wanted, whether they exist in the organization or must be created from external sources (pathfinder international institute, 2012).

2.2 Strategic Planning

2.2.1 Definition of Strategic Planning

Strategic planning is an instrument for planning the present based on the expectations of the wanted future. So, the strategic plan is a roadmap to guide the institution from now to where it wants to be in five or ten years (Foundation for community Association, 2014).

Strategic planning is a set of ideas, actions and instruments that institutions utilize when defining their total strategic direction and the resources needed to accomplish strategic purposes (Bryson, 2011).

2.2.2 Importance of Strategic Planning:

Strategic planning is vital since it shapes measurable goals. It is an instrument that is suitable for guiding daily decisions, and for assessing changing methods when moving forward. In order to benefit from strategic planning, the firm should carefully consider the strategic objectives it identifies and then support these objectives with rigorous, precise and measurable criteria to evaluate results (Mckay, 2001).

2.2.3 Benefits of Strategic Planning:

Benefits of strategic planning can be shown in the following points:

- **Creating a simple and clear vision and direction:** A strategy may be somewhat complex on the highest level, but the closer it gets to the front line of the market, the simpler it has to be (Mitchell, 2006).

- **A Good Plan:** Is well thought out presumptions, and it is formed with inputs from within and outside the organization's sources (Olsen, 2007).
- **Great Execution:** Needs obligation from the very high. This obligation must be presented by behavior, investment, communication and responsibility. The plan is an effective document that must become part of culture and efficient to reveal environmental changes (Mitchell, 2006).
- **Communicate, Communicate, and Communicate! Continuously:** Using various media that connect persons and their roles to vision and success builds ways to test the worker on each level in the area in the enterprise (Jureviciene, 2013).

2.2.4 Stages of Strategic Planning:

Strategic planning have stages as follows (Abdulhameed, 2015):

- At the beginning, the organization must prepare for the plan.
- Identify and revise vision, message, activities and values of the organization.
- Conduct an environmental survey analysis covering both (strengths and weaknesses) and (opportunities and threats).
- Determine strategic cases.
- Improve strategic aims and purposes.
- Create application plans to accomplish aims and conduct purposes.
- Observe and assess periodically and continuously if necessary (NRCOI, 2011).

2.2.5 Components of Strategic Planning (Jureviciene, 2013):

- **Mission statement:** The mission statement is an overall, eternal expression of goal and ambition, treating both what individual seeks to achieve and the method in which the organization seeks to achieve it. It's an announcement of why individuals exist as an organization (Olsen, 2011).
- **Vision statement:** This short, brief statement of the organization's future answers the question of what the firm will appear in (5) or more years.
- **Values statement or guiding principles:** These statements are continuing, emotional, and characteristic essential beliefs. They're instructing principles that never change and are part of the strategic basis.
- **SWOT:** Is a brief overview of the firm's current situation and is to identify strengths and weaknesses as well as opportunities and threats.
- **Competitive advantage:** competitive advantage contains the best in compared to competition (Pathfinder international institute, 2012).
- **Long- term strategic objectives:** These long- term strategic concentrated areas span a 3 or more years in time horizon. Long- term strategic objectives answer the question of what you must emphasize on to accomplish vision.
- **Strategies:** Strategies are the overall umbrella approaches want to use to reach vision.
- **Short- term goals/ priorities/ initiatives:** These items shift strategic purposes to specific performance targets that fall in the time horizon from one to two years (Jureviciene, 2013).

- **Action items/ plans:** These specific items clarify how an objective will be achieved. They're the areas that transfer the strategy to operations and are normally performed by groups or persons within (1-2) years.
- **Scorecard:** To report key performance indicator data and performance against the selected monthly goals.
- **Financial assessment:** Depending on historical record and future expectation, this evaluation helps plan and predict the future, allowing much better control over the financial performance of the institution (Olsen, 2011).

2.2.6 Strategic Planning Dimensions:

2.2.6.1 Vision Statement:

A vision statement is a perfect characterization of the required result that makes and helps create a mental picture of goal. Creating a vision statement is articulating dreams and hopes for Centre. It is a uniting statement which reminds group striving to reach (Pollanen, Andrews & Elbanna, 2016).

Benefits of Visioning:

The process and results of visioning may not appear directly 'useful'. The long-term benefits are significant. Visioning:

- Stays away from limited thinking.
- Offers continuousness and averts the stutter impact of planning fits and starts.
- Recognizes direction and aim.
- Alerts stakeholders to required change.

- Enhances concern and obligation (Darbi, 2012).
- Enhances laser- like concentration.
- Promotes openness to unique and innovative solutions.
- Promotes confidence.
- Promotes loyalty through participation (ownership).
- Results in proficiency and productivity (Pollanen & et al, 2016).

2.2.6.2 Mission Statement

Once the vision has been clarified, it must be built upon to explain the mission statement, which is a goal and function statement. The mission statement portrays the organization in a clear and simple language that motivates the obligation of all participants in the organization. It is a statement of what will be done to bring the task closer. The two must contact, by carrying out our mission, our vision will be realized (Genc, Beynon & Andrews, 2017).

- The mission statement should be forward- oriented and presented to the organization as it is, as if it already existed.
- Mission statement must concentrate on one combined goal.
- Mission statement must be particular to the organization, not general.
- Mission statement must be short not more than one or two sentences only.
- Mission should contain the reason for the organization's existence.
- The aim of function organization wants to achieve, who the primary user is? and the primary system through which the organization intends to achieve its goal (Ibid, 2017).

2.2.6.3 Internal & External Strategic Planning:

Internal and external assessments are the first steps in the strategic evaluation process that include classifying the strengths and weaknesses of the organization as well as opportunities and risks (the SWOT analysis). This is useful building a strong basis of knowledge to assure the development of a strategic plan that still appropriate, meets the requirements of the changing client population, and makes the best of the available resources (Adebisi & Babatunde, 2012).

2.2.6.3.1 The Internal Assessment:

The process of identifying organizational strengths and weaknesses, including human and material resources, as well as identifying customer and stakeholder satisfaction, and evaluating the effectiveness of both the board and staff. As a result of an internal evaluation that reveals the strengths and weaknesses of the Organization (Ingram, 2009).

2.2.6.3.2 The External Assessment, or External Environmental Scan:

Is an inventory of the political, economic, social and technological forces that affect the mission and objectives of the organization. It includes analysis of current environment and trends that may affect it. It also contains an analysis of competitive forces, agents and collaborators. As a result of an external assessment the opportunities and threats facing the organization are revealed (Adebisi & Babatunde, 2012).

2.2.7 Planning telecom industry:

Although, industry of telecommunications is instable, that does not turn planning into a difficult process; it makes it more important. This is true in improving a company's competitive advantage. Competition is an important concept because it is the basis of innovation, efficiency, prices. Competitors are organizations that offer the same, substitutable products or services in the business area (Giachetti, & Marchi, 2017).

Competitive Advantage is the condition, which enables a company to operate in a more efficient and higher-quality manner than the companies it, competes with, and which results in benefits to that company (Alghamdi, 2016).

The strategic planning of the competitor is a powerful tool that depends on knowledge of competitors' offers and future plans and ideas. In essence, competitive advantage is simply putting all attention on customer value. This is a main component in any corporate strategy (Bourreau, Sun & Verboven, 2017).

The relationship between strategic planning and competition is based on three aspects; revealing strategic weaknesses in competitors, predicting the strategic reaction and giving the firms strategic planning (Rashidirad, & et al, 2017).

Strategic planning can be classified into several areas, for example, offensive strategy can be applied faster in order to take advantage of chances and get benefit of strengths, and defensive strategy can be used more skillfully in order to encounter the threat of competitors from taking advantage of the company's own weaknesses area (Giachetti & Marchi, 2017).

The main components of a typical strategy are to formalize mission, vision and future direction, performance targets (objectives) and strategy. Other aspects of planning include performance, strategic performance, sales revenue, profitability, production growth, technical evolution, effectiveness, shareholder value added, economic value added and human resource capital, etc.

2.2.8 Obstacles of Strategic Planning

- **Lack of accountability:** When plans are not revised regularly then no corrective measures could be made, and as a result, plans become inappropriate to the business processes. Revising plans is very essential for business plans, and successful employment of plans needs that those who are accountable for examining a plan must be responsible, so that they could be rewarded or punished as needed. When responsibility is not found then it became an obstacle in efficient strategic implementation (Latif, Gohar, Hussain & Kashif, 2014)
- **Lack of commitment:** When management doesn't interest in preparation and achievement of strategy then all other problems create restricted responsibility, firm time limits on revises and a rigorous scheduled for revising the plans all are the problems just refers to lack of administration commitment (Adebisi & Babatunde, 2012).
- **Insufficient instructions to employees:** Managers commonly flop to sufficiently provide the needed training and instructions for the workers in order to give them the desired skills for the application of strategy. Sometimes, designers don't link worker's performance with the rewarding system during employment stage, in general, there is a gap between expected time for

application which is considered during strategy formulation phase and the really time required to take it to full performance of the strategy (Alghamdi, 2016).

- **Power & Influence:** The way in which institutions commonly carry out businesses supplies some individuals in the company with force and impact. Any strategy that could result in a change in the organization and which could damage their force and impact is generally opposite. Individuals have their concern with status co, sometimes such modification threatens to top management because of strangeness with new rolls and analytical techniques. When organizations are separated in different business units then some top managers feel that their control over company and their impact will be reduced, that's why they create obstacles in implementation of strategic plans.
- **Culture:** In order to effectively implement a strategy, culture must be modified. As in governments, usually culture does not back the risk taking. Culture, which supports risk taking, and business cannot avert risk by saying that we will not address it. If culture is not supporting then enforcement will be limited only toward general strategies instead of a specific strategy needed by company to collaborate with challenges (Adams, 2003).

Some other most common obstacles to efficient strategic planning are (Beer & Eisenstat, 2000):

1. Deficiency in understanding the role of implementation process.
2. Irregularity of planned aim.
3. Lack of clarity of modifications in duties of employees.
4. Lack of rewards for the implementation of plans.

5. Insufficient directions given by departmental managers.
6. Insufficient information system used for application.
7. Lack of clear overall goals (Beer & Eisenstat, 2000).

2.2.9 Strategic Planning and Control

Strategic planning and control is the responsibility of the organization's head. In big and complex firms, also occurs in sub-units acting as independent institutions. According to Anthony, strategic planning and control includes the following:

1. Identifying and adjusting the organization's purposes.
2. Setting the resources that would be dedicated to achieving these purposes.
3. Determining the organization's rules concerning gaining and utilizing these resources (Latif & et al, 2014).

2.2.10 Ways of Strategic control

First, strategic planning is a system of control. Management restriction at decrease levels in the pyramid is limited by the strategic plan. In other words, the restrictions of the practicable space for managerial decision-making are clear and restricted by the strategic plan. Moreover, the behavior of lower-level managers is influenced by the nature and amount of their participation in the strategic planning exercise (Nickols, 2016).

Second, strategic plans transformed into reality not only by their impact on the management control activity, but also by the main decisions concerning the distribution of resources. The capital budgeting exercise, as called the formal resource allocation

process, is thus a main form of strategic control. Capital budgeting or resource allocation systems illustrate the method of certain sorts of planning and control activities. These systems are at the same time involved in planning and control.

Third, while capital budgeting systems (CBS) can respond to requests for resources that are compatible with the accepted strategic plan, the time between formal comprehensive strategic planning exercises can give increase to unexpected changes in the environment or unforeseen internal crises. The CBS cannot normally respond suitably to the necessary adjustments to existing resource allocation priorities, because the strategic plan wanted to guide these decisions may have been reduced obsolete and irrelevant (Adams, 2003).

Furthermore, insensitivity to early signs of unexpected improvements is typical of strategic planning systems. These systems must called strategic issue management systems (SIMS). These systems create a fatefully important component of strategic control (Nickols, 2016).

2.2. 11 Types of strategic control:

2.2.11.1 Premise Control

Each strategy is based on some planning premises or predictions. Premise control is prepared to check methodically and continually whether the premises on which a strategy was grounded on are still valid. If an important hypothesis is found to be no longer effective, the strategy may be different. The faster to recognize and refuse an invalid premise, the better. This is because the strategy can be modified to reflect the reality (Wanjohi, 2013).

2.2.11.2 Special Alert Control

A special alert control is the strict and fast reassessment of an institution's strategy because of a quick, unexpected event such as the acquisition of competitor by a stranger. Such an event will activate a fast and intensive reassessment of the company's strategy. Crisis crews to treat company's primary response to the unexpected events must be formed (Adams, 2003).

2.2.11.3 Implementation Control

Applying a strategy requires place as a sequence of steps, activities, investments and actions that occur over a long period. The manager must gather resources, perform special projects and employ or reassign staff. Application control is a kind of strategic control that must be conducted as events explain. There are two kinds of implementation controls: Strategic thrusts provide information that helps to determine if the overall strategy is shaping up as planned, while milestone reviews monitor the development of the strategy at different periods or milestones (Wanjohi, 2013).

2.2.11.4 Strategic Surveillance

Strategic surveillance is prepared to monitor a wide range of events in and out institution that are likely to impact the track of institution's strategy. It's based on the notion that can reveal significant yet unexpected information by observing multiple information sources. Such sources contain trade magazines, journals such as The Wall Street Journal, trade conferences, and conversations and observations (Nickols, 2016).

2.3 Competition

2.3.1 Definition of Competition:

The process of competition between companies struggling to gain sales and make profits is the pushing force behind markets. Effective and impartial markets are important for stimulating private sector development and economic development. Yet, while markets work impartially well much of the time, efficient competition is not automatic, and can be damaged by unsuitable government policies and legislations and by the anti- competitive behavior of companies (Listra, 2015).

2.3.2 Objectives of competition:

There are three important points to keep in mind when thinking about the objectives of competition:

- Basic variable of competition (price, quantity, quality etc.).
- Goal of achievement level.
- A competitive process that is at least partially determined by the strategic objectives of the factors (Porter, 2008).

2.4 Competitive advantage

2.4.1 Definition of Competitive advantage:

A competitive advantage occurs when the company is able to provide the same advantages as competitors, but at a lower cost (cost advantage), or provide advantages

that surpass those of competing products (differentiation advantage) (Chien, Hung & Cheng, 2011).

Competitive advantage is a theory that aims to treat some of the criticisms of comparative advantage. Competitive advantage theory suggests that states and businesses should follow policies that make high- quality goods to sell at high prices in the market (Moses, 2010).

2.4.2 Types of Competitive Advantage:

The competitive advantage strategies are:

1. Strategy– Differentiation: This strategy includes choosing one or more standards used by purchasers in a market and then locating the business exclusively to meet these standards. Differentiation is about charging a best price that more than covers the extra production costs, and about giving consumers obvious reasons to choose the product over other less differentiated products (Chien & et al, 2011).
2. Strategy- Cost Leadership: Through this strategy, the purpose is to be the lowest- cost producer in the industry. Many market segments in the industry are provided with the concentration placed reducing costs. If the accomplished selling cost can at least be similar (or near) the average for the market, then the lowest- cost producer will (in theory) enjoy the best profits. This strategy is usually related with large-scale businesses providing standard products with comparatively little differentiation that are fully suitable to the majority of customers (Chien & et al, 2011).

3. **Strategy - Differentiation Focus:** In the differentiation focus strategy, business aims to differentiate in just one or a small number of target market sections. The private customer needs of the section mean that there are chances to offer products that are obviously different from competitors who may be targeting a wider group of customers. Companies depending on concentrated differentiation strategies produce customized products for small market sections. They can be effective when either the quantities concerned are too small for industry- wide competitors to grip economically, or when the extent of customization (or differentiation) demanded is outside the competences of the industry- wide differentiator (Pirtea, Nicolescu & Botoc, 2009)

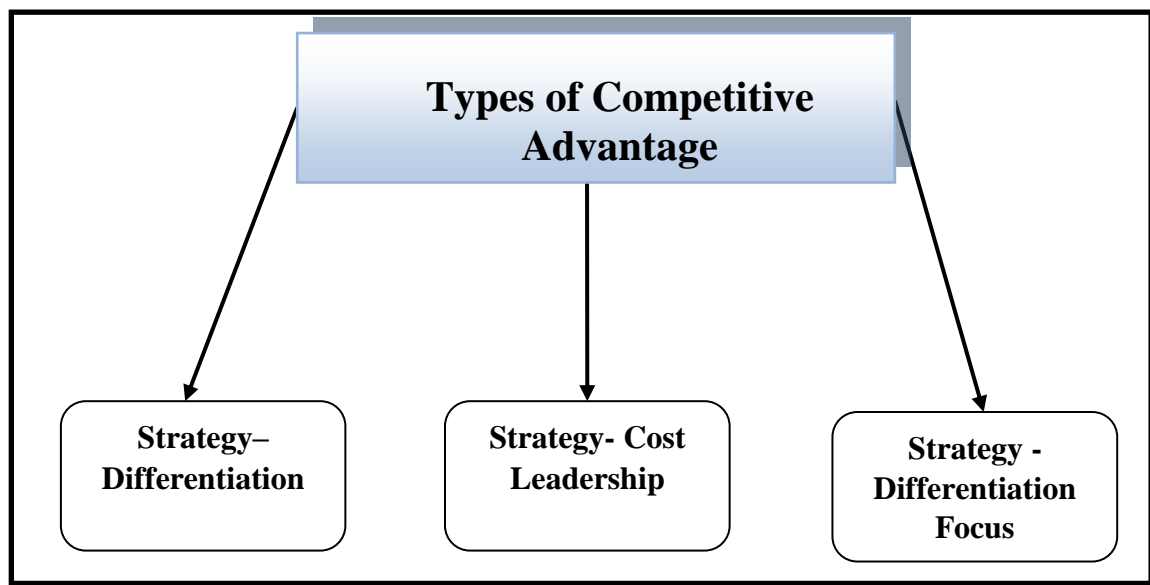


Figure (2): Types of Competitive Advantage

2.4.3 The Israeli Obstacles faced by the Palestinian Telecommunication Sector:

The Palestinian Telecommunication Sector faces internal obstacles including the failure to comply with the plan, the reliance on personal experience as a basis for achieving objectives, the difficulties in obtaining information about the external perimeter of the institution (competitors, suppliers), and the concentrating on daily processes and practices and neglecting planning processes (PALTRADE, 2010) .

The Palestinian Telecommunication sector also faces external obstacles represented in the fact that a large proportion of Palestinian citizens continue to use and acquire equipment for Israeli communications companies, the prevailing culture that the Israeli is a competitor rather than an occupier must be boycotted, the heavy losses caused by the Israeli policies which have inflicted on Palestinian companies, the weakness of the network in the areas and the external roads which stands out as a dilemma and a major challenge for the Palestinian telecommunications companies, and the fact that since 1999, Israel has not granted Palestinian companies licenses for erection and construction of reinforcement towers in designated areas (C) (Abudaka, 2018).

2.4.4 The effect of Strategic Planning on Competitive Advantage:

Without obviously known strategy, a business will have no possible base for creating and preserving a competitive advantage in the industry where it operates. The efficient planning and implementation has positive contribution to the financial performance of organizations. Competitive Advantage is the institution and the backbone of strategic plan, it is what firm or department does better than anyone else,

it's what makes it unique, it's why you're in business, and more importantly, why your business remains to flourish over time (Olsen, 2007).

Strategic planning is a technique of accomplishing competitive advantage, the utmost goal of the firm is to accomplish a long- term competitive advantage beyond its competitors in all activities. This competitive advantage is the outcome of understanding the internal forces in the environment (e.g. strengths and weaknesses points), external forces in the environment (such as opportunities and threats), which allow the firm to obtain a crossing point between the external environment and internal capabilities (Nickols, 2016).

Competitive advantage enables a firm to operate in more efficient or otherwise higher-quality manner than the companies it competes with and which results in benefits accruing to that company. It can also be defined as superiority gained by a firm when it can provide the same value as its competitors but with more benefits. A firm can achieve this through giving customers more benefits, the same at lower cost, access to cheaper raw materials, better staff, cheaper labor, better brand recognition and proprietary technology, a competitive advantage enables the firm to create superior value for its customers and superior profits for itself (Otungu & Nyongesa, 2011).

2.5 Empirical Studies:

Asimakopoulos & Whalley (2017) study was conducted in Europe; it confirmed that a big installed customer foundation in network industries is considered a main strategic asset that gives rise to a potential competitive advantage. The study aimed to discuss the function of technological development as an important environmental

element that could change the market leadership-relative performance relations. The two-stage design that was made by Simar & Wilson (2007) was utilized to estimate performance identifiers in the mobile telecommunication industry in Europe. The study findings revealed that leaders enjoy performance benefits. The outcomes also showed that the leader's relative performance is compromised in the case of technological development.

Ndambuki, Bowen, & Karau (2017) study aimed to analyze the business strategies of Telkom Kenya Limited and the way this has assisted the firm earn market ration. The study used a descriptive research method, and the results revealed that the impact of strategies to earn market ration were effective, and strategies like culture alteration, economizing, product variation, product amendment, and hostile marketing operation had a main influence on the market ration of the firm. Moreover, the results revealed that the strategies at Telkom Kenya influence the firm earnings positively.

Alizadeh & Farid (2017) study conducted in Australia, debated that infrastructure inequality rigidifies into more permanent structures of socio-economic and political privilege and benefit. It concentrated on telecommunication infrastructure as the core of the rapid-developing digital economy. The study raised a question about the level to which voting in the early NBN discharge places has swung following presenting infrastructure. To answer this question, the study explored the voting methods in the earlier NBN discharge places against all voters in the Federal elections in 2007–2013 using the data obtainable by Australian Electoral Commission. The outcomes of the study revealed the orientations of politically purposed funding, then vote swing in the next election.

Bourreau & et al (2017) study was made in France, it aimed to discuss a new admission in the French mobile telecommunications market through 2011-2014 to analyze the incumbents' motivations to put in a fighting brand and its wellbeing consequences. The study evaluated consumer demand and product supply in a structure where the network service suppliers contend in wholesale and retail markets. In addition, the study emulated different entry and output line decisions to gauge their market influences. The study concluded that the motivation for the fighting brand was present when the incumbents together raise the earnings by the harmonic fighting brand strategy. The results also revealed that the consumer wellbeing earning was available firstly from the availability of the participant's service. Furthermore, the market entry created a bigger net wellbeing earning by encouraging the fighting brands than by the decreased market power.

Abdi & Sasaka (2017) study aimed to create the function of strategic planning in organization performance with particular references to Hormuud telecommunication in Mogadishu Somalia. The descriptive method was applied in this study. The study sample consisted of (374) employees from various sections in the organization. The study had reached to several results, which are: 11.7% of performance of Hormuud telecommunication is affected by merging of all independent elements in this study, and there was a positive and important relation between strategy accomplishment and organization performance, while there wasn't an important relation between strategy forming and performance and business procedures with performance of Hormuud telecommunication.

Craveirinha, Clímaco & Girão- Silva (2016) study was made in Portugal, it concentrated on the involvement between a compound socio-economical surroundings and the very quick speed of progress of new telecommunication technologies and services justifies the attention of multi-norm assessment in decision-making procedures related to many stages of network planning and styling. The study determined and debated challenges and cases about the utilization of multi-norm analysis in telecommunication network planning and styling troubles depending on an overview of present and predicted developments in telecommunication network technologies and services.

A study was conducted by Abdulhameed, (2015), it aimed to determine the role played by strategic planning in reinforcing services in commercial banks in the town of Dongola, and if strategic planning participates in reinforcing banking services in banks. A questionnaire used to gather data and information that was specially made for this reason, where the field study was conducted to examine the opinions of the study sample of the banking staff at banks in the town of Dongola, consisted of (47) employees. The analytical descriptive technique was used and the data was statistically dealt with by using (SPSS) program. The results showed that there wasn't a theoretical relation between the strategic planning in banks and the success of the promotion services procedure, and there is a theoretical relation between the bank strategic analysis and the success of the banking service promotion. The results also showed that there is a relation between strategic marketing goals and the success of the banking promotion services procedure. Recommendations included that the bank's research and planning department should have strategic plan for the bank, and the bank's marketing

department should search the customers by the banking service study obtained in the bank.

Danso, (2014) study that made in Ghana stated that in the past two decades the telecommunication industry has seen substantial alterations. The study aimed to assess the strategies implemented by mobile telecommunication operators to earn competitive advantage in the industry with specific reference to the Ghanaian market. The study findings showed that maintaining investments in the region of infrastructure, human capital, technology, sales and marketing actions and necessary resources were crucial to possess a competitive advantage and enhance performance.

(Al- Salman, 2014) study discussed that strategic planning is the core of strategic management and a management tool that enables the organization to successfully manage the future, provide it with the ability to control its resources, enable it to respond effectively to environmental change, and enhance its capacity to develop creating values strategies. The study focused on the role played by the strategic planning of these companies in achieving competitive advantage in light of the rapid technological developments in mobile services, the development of customers' wishes and their diversity, and the government legislations which are the requirements of the Communications and Information Technology Commission (CITC) to issue a license to provide mobile phone services which is the framework by which these companies provide their services to the public and develop a strategic plan to achieve their competitive advantages.

Kituu (2013) conducted a study that aimed to realize the strategic planning practices used in companies in the telecommunication sector in Kenya. The descriptive method was used in this study which was conducted on a sample of (5) companies in the sector by using a questionnaire. The data was analyzed quantitatively and qualitatively and the results revealed that different strategic planning practices were used in all the companies. The results also indicated that the strategic practices were highly efficient in meeting the companies' goals. Furthermore, the strategic management practices were influenced by some challenges that were noticed to be preventable if real measures are noticed at the strategy conception degree. Recommendations included that utilization of these strategic management practices in all companies in the sector as the companies can get use from them.

Mryan (2012) study was conducted in Jordan and aimed to offer the necessary factors of strategic planning through the structure of an elastic strategy, and to reveal its significance as a competitive advantage and an important way to improve and strengthen this way to be enduringly acclimatized by the business institutions. The study sample included 14 banks in Jordan to examine the effect of strategic planning on the performance of the Jordanian trade banks by using 138 questionnaires. The study findings suggested that there was a statistically important relationship between research and development procedures and the central bank observation regarding to the bank's competitive advantages. The study recommended giving financial shares for the strategic planning with the necessity to draw the specialized human competences and to give new technologies essential for the success of strategic planning procedures.

El-Mobayed (2006) study aimed to investigate the level to which strategic planning is associated with development in small industrial businesses in Palestine. The Gaza Strip-case. The study used the analytical descriptive and the field study designs, the sample was a total of (200) of the small industrial businesses in the Gaza Strip and the collected data was analyzed by applying the (SPSS) software application. The study findings revealed that 41.2% of companies put strategic plans; while, %58.8 of companies do not. The companies do not have an official plan of its aims; moreover, there was not a large management contribution in formulating the company aims. The study recommended concentrating on utilizing strategic planning as a significant administrative tool to enhance the capabilities of these companies to acclimatize with the inner and outer environments.

2.5.1 Comment on the empirical studies

The previous empirical studies dealt with the subject of the current study, they discussed the strategic planning in the Telecommunication Sector and its impact on competition. The results revealed that there was a positive and important relation between strategy accomplishment and organization performance, also that there is a relation between strategic marketing goals and the success of the organization promotion services procedure.

Furthermore, the previous studies findings showed that maintaining investments in the region of infrastructure, human capital, technology, sales and marketing actions and necessary resources were crucial to possess a competitive advantage and enhance performance.

The previous studies were done in different countries in the world such as Europe, Kenya, Australia, France, Ghana, Jordan, Palestine ... etc, they all supported the strategic planning in the Telecommunication Sector and its impact on competition. They also supported the existence of a strong relationship between strategic planning dimensions and complete advantage.

The current research deals with this subject and the study is implemented on the Palestinian Telecommunication Sector, taking in consideration different variables that may affect the directors and employees viewpoint about the study subject.

Chapter Three

Methodology

Introduction

This chapter is devoted to specifying the steps and the methodology used in carrying out the research endeavor. This section discusses research design, study population and sample, instrument and its validity and reliability, data collection procedures, and the statistical analysis.

3.1 Study Design

This study will adopt a cross- sectional design, based on questionnaires. The study design involves observation of a representative sample of directors and employees in Palestinian telecommunication sector. It employs descriptive and inferential design. The primary goal is to provide as comprehensive description as possible, whereas the cross sectional is focused on individuals at fixed events during life.

3.2 Data and Information Collection Methods and Statistical Testing

Data for this study were obtained from two sources:

3.2.1 Sources of Secondary Information

Sources of secondary information included journals, books, publications, case studies, and master theses, provided creditable resources.

3.2.2 Sources of Primary Data

The primary data was collected through a self-generated questionnaire of (101) questions.

3.3 Instruments

After conducting an extensive literature review on strategic planning in the Palestinian Telecommunication Sector and its impact on competition, data was collected via a structured questionnaire developed in Arabic language which consists of items in several parts, organized to measure the art of giving strategic planning in the Palestinian Telecommunication Sector and its impact on competition.

The questionnaire is used as the instrument to gather data from the target population for research study. The questionnaire included items to measure the respondents' views toward each indicator of strategic planning (vision and mission, internal environment, and external environment) and indicators of competitive advantage (Cost advantage, and Differentiation Strategy) in addition to the obstacles of strategic planning (internal obstacles, and external obstacles). Basic information regarding the respondents was requested. The questionnaire used a Likert-type scale with five scale categories: 1- strongly disagrees, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

This structured questionnaire consists of (101) questions distributed in (4) sections. Section (1) included demographic items about the respondent's gender, Age, his/ her current position, work experience, educational level, and place of work.

Section (2) contains items about the reality of strategic planning. Respondents were asked to evaluate the extent to which the company or organization develops and applies strategic planning, they were asked to evaluate the extent to which the company develops and applies strategic planning dimensions.

Items about the level of competitive advantage are involved in section (3). Participants were asked to assess the extent to which the company or organization develops and achieves competitive advantage, they were asked to evaluate the extent to which the company develops competitive advantage dimensions.

Section (4) contains items about the obstacles to strategic planning. Respondents were asked to evaluate which obstacles are facing the company in applying strategic planning and achieving competitive advantage.

3.4 Validity and Reliability

Validity is about accuracy and whether the instrument measures what it is intended to measure. Reliability is about consistency and stability; it is the expectation that there will not be different findings each time the measures are used, assuming that nothing has changed in what is being measured (Sekaran & Bougie, 2009).

A number of specialized experts and academics in the field judged the whole questionnaire to avoid the following weaknesses: ambiguities in the phrasing of questions, complexity in the language that was used, inappropriate response categories for some questions, and if there was any redundant questions, and to ensure that the questionnaire was well designed and the items were able to measure the relevant dimensions. Inappropriate items or questions were removed. The questionnaire was

reviewed by (5) academic lecturers; the questionnaire was translated into Arabic for easy understanding.

Reliability: It refers to the possibility of obtaining the same results if the measurement was re-evaluated under the availability of similar circumstances. The reliability was measured by Cronbach's coefficient alpha that is a statistical measure that indicates whether the items that were supposed to measure the same thing are positively correlated to one another.

Cronbach's alpha reliability coefficient is normally ranging between 0.0 and +1.0. The closer Cronbach's alpha is to 1, the higher the internal cohesion reliability.

The Cronbach's alpha coefficients for the independent variables, are self-regulation dimension of 0.881, self-motivation dimension of 0.807, self-awareness dimension of 0.843, social skills dimension of 0.824. The Cronbach's alpha coefficients for dependent variables, strategic intelligence, are foresight of 0.890, visioning of 0.797 and motivation of 0.906.

Table (1): Cronbach's alpha coefficients of the research variables

Cronbach's Alpha Coefficients Construct	Number of items	Cronbach's alpha
Strategic planning	49	.938
vision& mission	15	.954
internal environment	20	.967
external environment	8	.947
strategic control& performance evaluation	6	.937
Competitive advantage	34	.965
cost advantage	12	.960
differentiation strategy	22	.941
Obstacles	18	.820
Internal obstacles	6	.705
External obstacles	12	.857
Total	101	.938

3.5 Population of the Study:

This study was conducted on the directors in telecommunication companies and employees of the planning Dept. at the ministry of telecommunications to measure strategic planning and its impact on competition: A case study of Palestinian telecommunication sector. A representative stratified sample of (n=100) are selected.

3.6 Response Rate

A total of (115) questionnaires were distributed to the directors. The numbers of the questionnaires were distributed by the researcher under the cooperation of human resource department in the telecommunication companies. (100) of the (115) were returned. The total number of usable questionnaires was (100), with a response rate of (87%).

3.7 Statistical Analysis

The Statistical Package for Social Science (SPSS) version 20 was used for data analysis. Various statistical tests and procedures were used including (means, frequencies, standard deviation, cross-tabulation, t-test for independent samples, OneWayANOVA, LSD test, and correlation & simple linear regression tests). P-value of less than or equal to 0.05 was used to test the significance in testing the study hypothesis.

3.8 Ethical Issues

This study is conducted on human subjects, and to assure that the ethical issues are taken into consideration, permission to conduct this study was obtained, in addition, respondents were informed about the purpose of the study before the interview and were told that their participation was voluntary, and any information obtained would be confidential and would be used for scientific research purposes only.

Chapter Four

Data Analysis

4. Data Analysis

4.1 Data Analysis Introduction

This chapter aims to show the analysis resulted from collected data; firstly, the population characteristics related to demographic characteristics of participants. Secondly, this chapter shows the descriptive statistics of the variables used. Thirdly, it states the assumptions of regression analysis and finally the findings in regard of the hypothesis inferential statistics techniques mainly simple regression analysis.

4.2 Demographical Data

Six demographic items listed in (Table 2) were asked to provide more information about the respondents. The items are also useful for describing the nature of the companies.

Table (2): Demographic variables

1	Respondent' gender
2	Respondent' Age
3	Position
4	Educational Level
5	Work Experience
6	Place of work

To determine the Level of Practice of the questionnaire items, ordinal scale was developed to give meaning to the arithmetic mean in order to benefit from them in the

next chapter, data analysis chapter. Table 3 shows the scale of the Level of Practice of the items.

Table (3): The correction key according to a five-point Likert scale

very high	high	moderate	low	very low
4.21 - 5	3.41 – 4.20	2.61 – 3.40	1.81 – 2.60	1 – 1.80

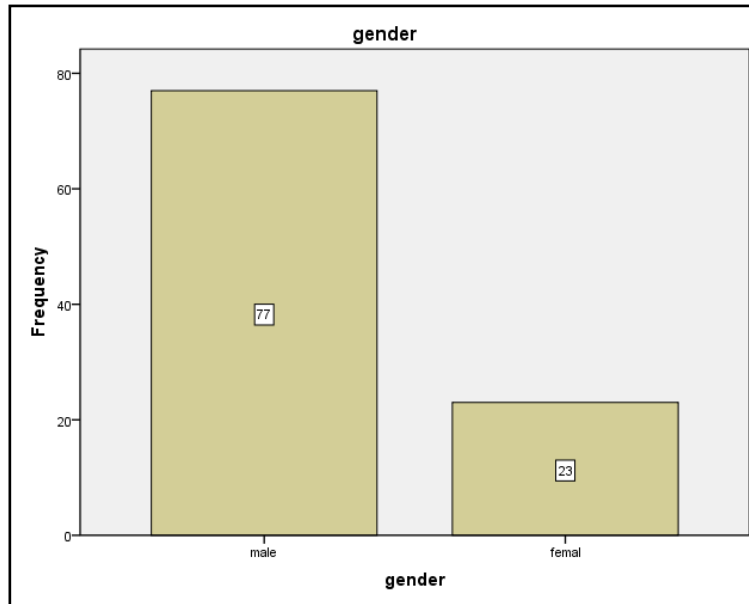
4.3 Participants' Characteristics

The table below shows the frequency, percentage and characteristic of the participants

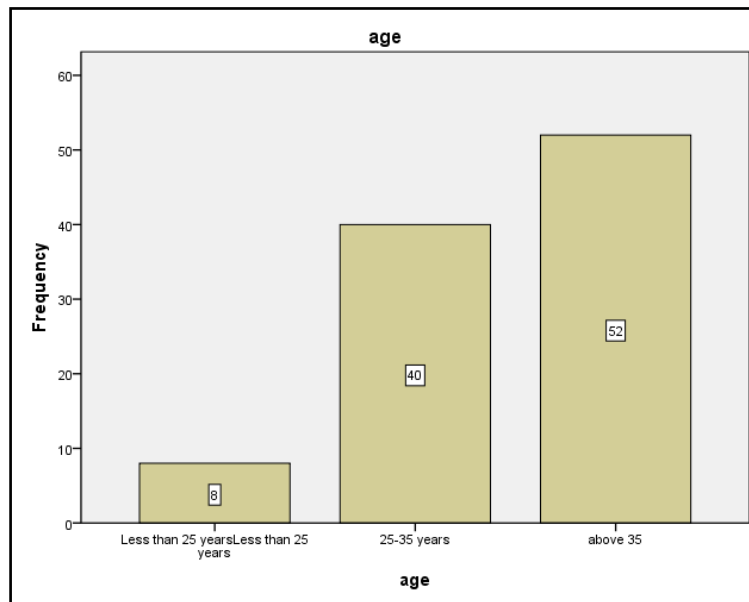
Table (4): Characteristics of the research sample

Respondent's characteristics	Frequency	Percentages
Respondent's Gender		
Male	77	77%
Female	23	23%
Respondent's Age		
Less than 25 years	8	8%
25-35 years	40	40%
Above 35	52	52%
Respondent's position		
Employee	29	29%
Director	71	71%
Working experience		
Less than 5 years	22	22%
5 to10 years	40	40%
Above 10 years	38	38%
Educational Level		
Bachelor or less	77	77%
Master or above	23	23%
Place of work		
Telecommunications company	79	79%
Planning Dept. at the Ministry of Telecommunications	21	21%
Total	100	100.0

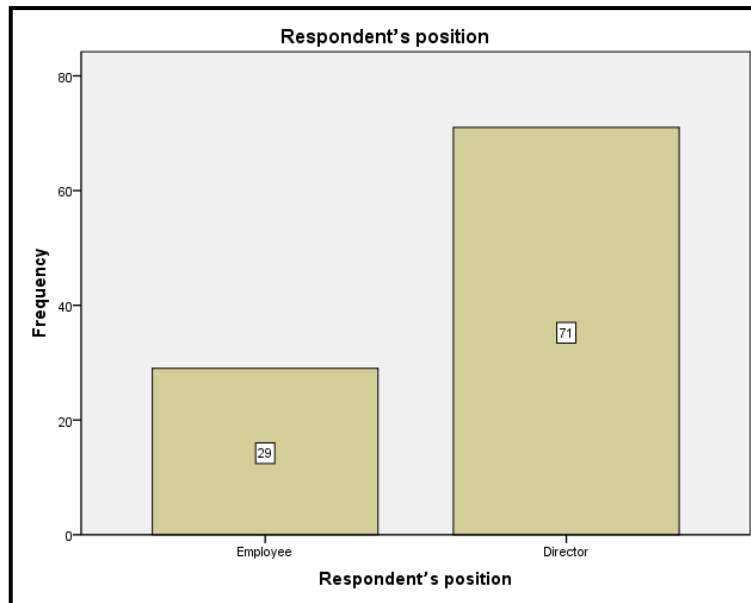
The following diagrams show the sample distributions:



The above chart shows that males consisted 77% from the total sample and the females consisted 23%. Males had the largest percentage of the research sample.



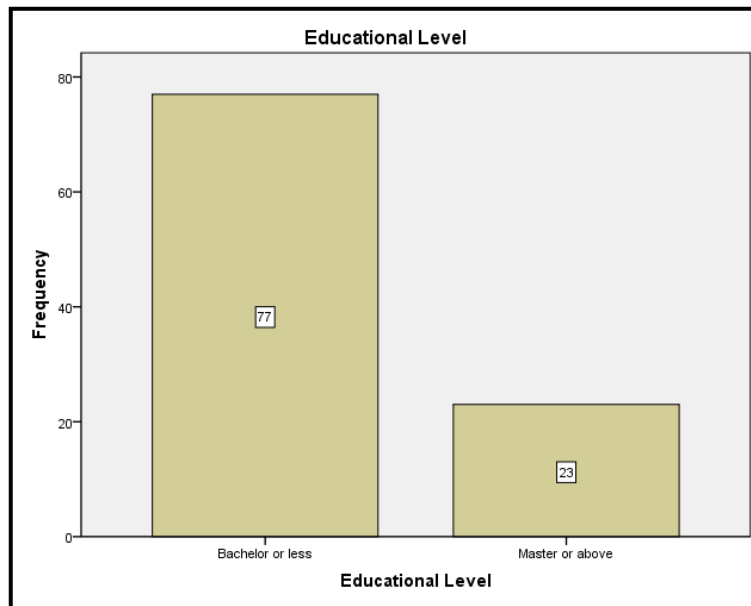
The above chart shows that the age (less than 25 years) consisted 8%, (from 25 to 35 years) consisted 40% and (35 years and above) consisted 52% and were the largest percentage.



The above chart shows the current position of employee, and director, the percentage values of which were 29%, and 71% respectively where the director had the largest percentage.



The above chart shows the work experience of less than 5 years, 5 to 10 years, and more than 10 years, the percentage values of which were 22%, 40%, and 38% respectively where the 5-10 experience had the largest percentage.



The above chart shows the education level of Bachelors or less, and Master or more. The percentage values 77% and 23% respectively, where the Bachelors had the largest percentage.



The above chart shows the place of work of telecommunication sector, and Planning Dept. at the Ministry of Telecommunications. The percentage values were 79% and 21% respectively, where the telecommunication company had the largest percentage.

4.4 Descriptive Statistics

Descriptive statistics were used to summarize the overall trends in the data. These will include measures of central tendency (means) and variability (standard deviations) for the independent and the dependent variables.

Table 5 shows the descriptive statistics of the study variables.

Table (5): The means and the standard deviations of the study variables

Type of variable	Variables	Mean	Std. D	Level
Independent variables	Strategic Planning	4.02	.604	high
	Vision & Mission	4.12	.679	high
	Internal environment	3.86	.609	high
	External Environment	4.07	.721	high
	Strategic control and performance evaluation	4.05	.648	high
	Obstacles	2.65	.338	moderate
	Internal Obstacles	2.40	.496	low
	External Obstacles	2.90	.348	moderate
Dependent variables	Competitive advantage	3.94	.566	high
	Cost advantage	4.07	.677	high
	Differentiation Strategy	3.82	.530	high

As shown in the above table, the Level of Practice of the overall strategic planning variables were high which gave an indication that the participating respondents have a positive view towards the dimensions of strategic planning and competitive advantage.

For more in-depth analysis, the researcher used descriptive statistics for all items of each dimension of independent variables (vision & mission, internal environment, external environment, strategic control and performance evaluation) and dependent variables (cost advantage, and differentiation strategy) as shown in tables below.

4.4.1 Independent variable:

4.4.1.1 Strategic Planning:

Vision & Mission dimension: Table (6) shows the descriptive statistics of the vision & mission items.

1. **To answer the question:** "To what extent does Palestinian Telecommunication sector practice strategic planning dimensions (vision & mission, internal environment, external environment and strategic control & performance evaluation)?"

Table (6): The mean, the standard deviation and the level of Vision & Mission

Vision & mission dimension Items (1 - 15)	Mean	Std. Deviation	c
1. Desired image	4.45	.833	v. high
2. Dreams and ambitions can be achieved	4.08	.774	high
3. Objectives, immediate and future goals	3.88	.769	high
4. Programs, activities and services in general	4.08	.872	high
5. Follow-up scientific and technological developments	4.18	.833	high
6. Support achievement and excellence performance	4.09	.888	high
7. The company provides a future vision for its services.	3.97	.880	high
8. The company's mission is a vision for the future.	4.08	.906	high
9. The company's mission is to identify services.	3.98	1.03	high
10. Vision for the future based on reality data	4.07	.934	high
11. Objective study of new and creative ideas being put forward.	4.27	.802	v. high
12. Finding solutions to problems and submitting appropriate suggestions to solve them.	4.20	.864	high
13. To make balanced suggestions for the effective use of available resources	4.12	.913	High
14. Search for alternatives that help in achieving the objectives of the company	4.17	.853	high
15. Achieve goals according to specific performance criteria	4.18	.845	high
Vision & Mission dimension	4.12	.679	high

The overall mean value for **Vision & Mission dimension** was (4.12) with a high level of practice. The highest mean value is for item number (1) and with a value of (4.45). On the other hand, the lowest mean value is for item number (7) with a value of (3.97).

Internal environment: Table (7) shows the descriptive statistics of **internal environment** dimension items.

Table (7): The mean, the standard deviation and the level of practice of internal environment dimension

internal environment dimension Items (16 - 35)	Mean	Std. Deviation	Level of Practice
16. Financial resources are available	3.55	.857	high
17. Administrative and training staffs and their efficiency	3.94	.693	high
18. Availability of buildings and suitable training places.	3.96	.709	high
19. The problems and obstacles facing the company are identified.	4.00	.738	high
20. Providing staff needs with programs, plans and training camps.	3.84	.646	high
21. System of material and moral incentives for administrators and employees	3.59	.933	high
22. Areas of the company's power that distinguish it from its competitors.	3.77	.802	high
23. The company works to increase its efficiency to acquire distinctive resources.	3.92	.630	high
24. Reinforcement the strength points of the company.	3.91	.683	high
25. Qualified human staffs to participate in the preparation and implementation of strategic planning.	4.02	.710	high
26. The presence of qualified staffs for the development of strategic planning.	3.81	.800	high
27. Preparation of continuous training programs to increase the effectiveness of employees to invest them in strategic planning processes.	3.92	.761	high
28. Efforts of providing the staff with the expertise of other companies in the field of strategic planning.	3.91	.766	high

29. Assessing the company need for qualified human resources for the success of the strategic planning process.	3.93	.794	high
30. The degree of prediction of future changes taking into account previous experiences.	3.87	.836	high
31. The provision of financial allocations for strategic planning	3.80	.816	high
32. Looking for alternative sources of funding for successful strategic planning processes.	3.81	.812	high
33. Taking into account emergencies and changes that may occur when implementing strategic planning processes.	3.88	.807	high
34. Financial incentive system for strategic planning efforts and achievements.	3.94	.850	high
35. Pay attention to finding solutions to the problems of lack of funding for strategic planning.	3.97	.809	high
internal environment dimension	3.86	.609	high

The overall mean value for **internal environment dimension** is (3.86) with a high level of practice. The highest mean value is for items number (25) with a mean value of (4.02). While the lowest mean value is for item number (16) with a mean value of (3.55) and high level of practice.

External environment: Table (8) shows the descriptive statistics of **External environment** items.

Table (8): The mean, the standard deviation and the level of practice of external environment

external environment Items (36 – 43)	Mean	Std. Deviation	Level of Practice
1. Economic conditions and variables of society	4.17	.932	high
2. Technological advances in communications	4.08	.860	high
3. Public expectations and community needs	4.09	.853	high
4. Relationship of sponsoring companies and financiers with the company	3.96	.931	high

5. The views of those with experience and competence in communications	3.99	.858	high
6. The company seeks to strengthen the market position of the region in order to sustain adaptation with environmental variables.	4.15	.770	high
7. The company creates value for the target market faster than its competitors.	4.05	.770	high
8. The company manages business efficiently and effectively.	4.09	.753	high
external environment dimension	4.07	.721	high

The overall mean value for **external environment dimension** is (4.07) with high level of practice. The highest mean value for **external environment dimension** is for item number (36) with a mean value of (4.17). While the lowest mean value is for the item number (39) with a value of (3.96).

Strategic control and performance evaluation: Table (9) shows the descriptive statistics of strategic control and performance evaluation items.

Table (9): The mean, the standard deviation and the level of practice of strategic control and performance evaluation variable

Strategic control and performance evaluation Items (44 – 49)	Mean	Std. Deviation	Level of Practice
9. Performance control standards in different activities and areas	4.10	.703	high
10. Review and evaluate goals periodically and continuously	4.07	.728	high
11. Review and evaluate plans, programs and activities are regular.	4.10	.717	high
12. Take remedial and remedial actions where required.	3.97	.731	high
13. Performance evaluation in terms of results which has been accomplished.	4.04	.764	high
14. Reviewing the control and evaluation system and developed it.	4.05	.808	high
Strategic control and performance evaluation	4.05	.648	high

The overall mean value for strategic control and performance evaluation is (4.05) with a high level of practice. The highest mean value for strategic control and performance evaluation are for items number (44, 46) with a mean value of (4.10), while the lowest mean value is for the item number (47) with a value of (3.97) and a high level of practice.

Table (10): The mean, the standard deviation and the level of practice of Strategic Planning dimensions

Strategic Planning Dimensions	Mean	Std. Deviation	Level of Practice
Vision & Mission dimension	4.12	.679	high
Internal Environment dimension	3.86	.609	high
External environment dimension	4.07	.721	high
Strategic control and performance evaluation dimension	4.05	.648	high
Strategic Planning	4.02	.604	high

All dimensions of Strategic Planning have a high level of practice, which indicates that the telecommunication company is paying a high attention to strategic planning.

4.4.1.2 Competitive Advantage:

2. **To answer the question:** "To what extent does Palestinian Telecommunication sector achieve competitive advantage dimensions (cost advantage, and differentiation strategy)?"

Cost advantage: Table (11) shows the descriptive statistics of the cost advantage.

Table (11): The mean, the standard deviation and the level of practice of cost advantage

Cost advantage (50-61)	Mean	Std. Deviation	Level of Practice
50. The company seeks to benefit from the high utilization of energy.	4.18	.796	high
51. The company offers different types of offers to motivate subscribers.	4.06	.862	high
52. The company aims to provide production requirements at the lowest cost whenever possible.	3.95	.845	high
53. Strong and centralized control exercised on the company's spending.	4.15	.845	high
54. The company is very interested in increasing the productivity of workers.	4.19	.800	high
55. The company seeks to gain advantages in price to enhance its chances of competition.	4.10	.731	high
56. The company tends to focus research and development to reduce costs and not to expand spending in that area.	4.19	.800	high
57. The Company is working to reduce the cost of investments in energy and equipment.	4.07	.843	high
58. The Company's production processes are subject to continuous improvement in order to reduce costs.	4.08	.734	high
59. Reducing the cost of service is one of the first priorities in the company's goals.	3.99	.797	high
60. The company depends on calculating costs at real market prices.	3.94	.801	high
61. The company seeks to have specialized expertise.	3.95	.868	high
Cost advantage	4.07	.677	high

The overall mean value for cost advantage is (4.07) with a high level of practice. The highest mean value for cost advantage **items** are items number (54, 56) with a mean value of (4.19). While the lowest mean value is for the item number (52) with a value of (3.95) and a high average level of practice.

Differentiation strategy: Table (12) shows the descriptive statistics of the cost advantage.

Table (12): The mean, the standard deviation and the level of practice of differentiation strategy

Differentiation strategy items (62-83)	Mean	Std. Deviation	Level of Practice
62. The techniques used in production are described as very sophisticated.	4.00	.635	high
63. The company gives great attention to promotion and advertising in order to build reputation and status of product and company.	3.92	.787	high
64. The company seeks to have a wide distribution network.	3.99	.797	high
65. The company's quality control system and quality specifications include a high level of product quality.	3.88	.714	high
66. The company seeks to attract individuals with high technical and scientific qualifications.	3.98	.765	high
67. The company tends to purchase the basic supplies of production from well-known global sources.	4.04	.803	high
68. The company gives great attention to the innovation of new products and methods.	3.90	.810	high
69. Relatively low prices compared to competitors are a key advantage of a company that outperforms competitors in the markets it seeks.	3.89	.874	high
70. The company is characterized by its competitors in some of the non-price characteristics favored by the subscriber and the basis for achieving superiority over competitors in the markets that seek.	3.92	.787	high
71. The company's services cost less than the cost of competing products.	3.64	.915	high
72. The company is characterized by low wages, salaries and other costs.	3.29	.987	moderate
73. The company is characterized by access to raw materials from its main cheap sources.	3.60	.876	high

74. The company is characterized by lower costs and other expenses without direct production costs.	3.70	.846	high
75. The company's products are characterized by quality and effectiveness.	3.91	.726	high
76. It is easy to get the company's products by subscribers.	3.93	.890	high
77. The company is quick to respond to requests.	3.92	.646	high
78. The company is characterized by innovation and rapid development of new products.	3.84	.692	high
79. The company is characterized by rapid response to customers' requests.	3.85	.641	high
80. The advantages of the service provided make customers determined to deal with the company at any price.	3.66	.713	high
81. The company seeks to deliver its services to the farthest point in the country.	3.83	.766	high
82. Despite the typical services offered but difficult to imitate by competitors.	3.76	.805	high
83. The company allocates huge amounts to the research, development and continuous improvement of its services.	3.65	.880	high
Differentiation strategy	3.82	.530	high

The overall mean value for **Differentiation strategy** is (3.82) with a high level of practice. The highest mean value for **Differentiation strategy items** is item number (67) with a mean value of (4.04). While the lowest mean value is for the item number (72) with a value of (3.29) and a high average level of practice.

Table (13): The mean, the standard deviation and the level of practice of competitive Advantage dimensions

Competitive Advantage	Mean	Std. Deviation	Level of Practice
Cost Advantage	4.07	.677	high
Differentiation Strategy	3.82	.530	high
Competitive Advantage	3.94	.566	high

All dimensions of Competitive Advantage Dimensions have a high level of practice, which indicates that the telecommunication company are achieving a high level of competitive advantage.

4.4.1.3 Obstacles to Strategic planning:

- To answer the question:** "To what extent does Palestinian Telecommunication sector face obstacles to achieve competitive advantage through strategic planning and what are the types of these obstacles"?

Internal Obstacles: Table (14) shows the descriptive statistics of the internal obstacles.

Table (14): The mean, the standard deviation and the level of practice of internal obstacles:

Internal obstacles Items (84-89)	Mean	Std. Deviation	Level of Practice
84. Failure to comply with the plan	2.85	1.10	moderate
85. The organization's interest in quick gains because they are more important.	1.99	.777	low
86. Reliance on personal experience as a basis for achieving objectives.	1.84	.677	low
87. Lack of funds for the strategic planning process.	1.99	.670	low
88. Difficulties in obtaining information about the external perimeter of the institution (competitors, suppliers)	1.99	.681	low
89. Concentrating on daily processes and practices and neglecting planning processes	2.59	.683	low
Internal obstacles	2.40	.496	low

The overall mean value for internal obstacles is (2.40) with a low level of practice. The highest mean value for internal obstacles is item number (84) with a mean value of (2.85). While the lowest mean value is for the item number (86) with a value of (1.84) and a low average level of practice.

External Obstacles: Table (15) shows the descriptive statistics of the Israeli obstacles.

Table (15): The mean, the standard deviation and the level of practice of External obstacles

External obstacles (90-101)	Mean	Std. Deviation	Level of Practice
90. A large proportion of Palestinian citizens continue to use and acquire equipment for Israeli communications companies.	1.96	.680	low
91. The prevailing culture that the Israeli is a competitor rather than an occupier must be boycotted.	2.52	.746	low
92. The Israeli side puts many obstacles and difficulties in the face of Palestinian ICT companies.	2.65	.625	moderate
93. The Israeli authorities are obstructing the progress of Palestinian companies by holding equipment's and devices at their ports for long time.	2.83	.427	moderate
94. Israeli companies seek to disrupt the work of Palestinian companies by refusing to introduce the equipment for security concerns.	2.88	.326	moderate
95. Israeli policies have inflicted heavy losses on Palestinian companies.	2.83	.427	moderate
96. Israeli competition is unfair and unequal.	2.79	.518	moderate
97. Israeli competition is not a job competition and provide better services to customer, its political.	2.85	.435	moderate
98. The weakness of the Palestinian network in certain areas because of several factors are the most important observations taken on Palestinian companies.	2.85	.557	moderate
99. The problem of the weakness of the	2.77	.620	moderate

network in the areas and the external roads stands out as a dilemma and a major challenge for the Palestinian telecommunications companies.			
100. Since 1999, Israel has not granted Palestinian companies licenses for erection and construction of reinforcement towers in designated areas (c).	2.68	.617	moderate
101. There is fierce competition between Palestinian and Israeli companies.	2.71	.573	moderate
External obstacles	2.90	.348	moderate

The overall mean value for external obstacles is (2.90) with a moderate level of practice.

The highest mean value for external obstacles is item number (94) with a mean value of (2.88). While the lowest mean value is for the item number (90) with a value of (1.96) and an average level of practice.

Table (16): The mean, the standard deviation and the level of practice of Obstacles to strategic planning dimensions

Obstacles to strategic planning	Mean	Std. Deviation	Level of Practice
Internal obstacles	2.40	.49655	low
External obstacles	2.90	.34863	moderate
Obstacles to strategic planning	2.65	.33872	moderate

The dimension of obstacles to strategic planning have a moderate level of practice, which indicates that the telecommunication are facing a moderate level of obstacles to strategic planning and to achieving a higher level of competitive advantage.

To answer question 4: Is there a relationship between strategic planning and competitive advantage in the Palestinian telecommunication sector?

4.5 Correlation Matrix

The table below shows the overall relationship between all variables and testing the first main hypothesis of "there is no significant relationship between strategic planning and competitive advantage among the Palestinian Telecommunication Sector".

Table (17): Pearson correlation matrix of the relation between the strategic planning and the competitive advantage

		Competitive advantages
Vision & mission	Pearson Correlation	.857**
	Sig. (2-tailed)	.000
	N	100
Internal environment	Pearson Correlation	.827**
	Sig. (2-tailed)	.000
	N	100
External environment	Pearson Correlation	.838**
	Sig. (2-tailed)	.000
	N	100
Strategic control & performance evaluation	Pearson Correlation	.811**
	Sig. (2-tailed)	.000
	N	100

**** Correlation is significant at the 0.01 level (2-tailed).**

The table above shows that the value of the correlation coefficient between the vision and mission and the competitive advantage was (0.857) and the statistical significance value was (0.000). This value is lower than the assumed value (0.05), i.e there is a relationship between the vision and mission and competitive advantage.

The value of the correlation coefficient between the internal environment and the competitive advantage was (0.827) and the value of the statistical significance (0.000). This value is lower than the assumed value (0.05), i.e there is a relationship between the internal environment and competitive advantage.

The value of the correlation coefficient between the external environment and the competitive advantage was (0.838) and the value of the statistical significance (0.000). This value is less than the assumed value (0.05), ie, there is a relationship between the external environment and the competitive advantage.

The value of the correlation coefficient between the strategic control and performance evaluation and the competitive advantage was (0.811) and the value of the statistical significance (0.000). This value is less than the assumed value (0.05), meaning that there is a relationship between strategic control and performance evaluation and competitive advantage.

The table shows that there is a good and strong relationship between study variables regarding the r values at significant value of 0.01 it is clearly shown that the greatest relationship had recorded between vision and mission and competitive advantage due to the r value of 0.857 and the lowest r value was recorded to the relationship between strategic control & performance evaluation and competitive advantage.

4.6 Inferential Statistics: Hypotheses Testing

The probability value (p-value) obtained from the statistical hypothesis test formed the basis of the decision-making process. If the p-value was less than or equal to a predetermined level of significance (α -level), the null hypothesis would be rejected. By contrast, if the p-value was greater than the α -level, the null hypothesis could not be rejected.

In order to determine if Strategic planning variables have a statistically significant effect on competitive advantage. Two main hypotheses were tested, the first one related to the

demographic variables which had been tested using SPSS tools such as t-test (between group and within group), and one way ANOVA test. The second hypothesis was about the simple regression techniques that are defined as “a method of analysis for assessing the strength of the relationship between each of a set of explanatory variables (independent variables), and (dependent) variable” were used. The model fit was tested by the model summary of the simple regressions, and the analysis of variance (ANOVA).

Two main hypotheses were suggested to investigate the effect of strategic planning on competitive advantage. six sub-hypotheses stemmed from the main hypothesis.

4.6.1 Second Main Hypothesis:

H0.2: There is no significant differences in strategic planning and its impact on competitive advantage in the Palestinian Telecommunication Sector.

- **Gender as a demographic variable:**

The below tables shows that there are differences recorded regarding the gender depending on the sig value T test which is 0.001.

Table (18): Results of T test according to Gender Variable

Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
	Male	77	3.54	.342	.039
	Female	23	3.14	.486	.101

Table (19): Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Strategic planning	Equal variances assumed	7.126	.009	3.993	98	.000
	Equal variances not assumed			3.403	29.595	.002
Competitive advantages	Equal variances assumed	8.701	.004	3.940	98	.000
	Equal variances not assumed			3.297	29.053	.003
Obstacles of strategic planning	Equal variances assumed	.508	.478	1.949	98	.054
	Equal variances not assumed			1.791	32.230	.083

It is obvious that the differences were for the benefit of males who gained the higher mean.

- **Age as a demographic variable:**

The below table shows that there are statically differences regarding the Age which explained in the sig value of 0.003.

Table (20): Results of One Way Anova Test according to age

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	1.933	2	.967	6.268	.003
	Within Groups	14.957	97	.154		
	Total	16.890	99			

Table (21): Results of Multiple Comparison of Age**LSD**

Dependent Variable	(I) Age	Mean	(J) Age	Mean Difference (I-J)	Sig.
Strategic planning	Less than 25	3.7771	From 25-35	-.09955-	.663
			More than 35	-.40773-	.071
	From 25-35	3.8766	Less than 25	.09955	.663
			More than 35	-.30819 [*]	.014
	More than 35	4.1848	Less than 25	.40773	.071
			From 25-35	.30819 [*]	.014
Competitive advantages	Less than 25	3.7216	From 25-35	-.06420-	.762
			More than 35	-.38367-	.068
	From 25-35	3.7858	Less than 25	.06420	.762
			More than 35	-.31946 [*]	.007
	More than 35	4.1053	Less than 25	.38367	.068
			From 25-35	.31946 [*]	.007
Obstacles of strategic planning	Less than 25	1.9896	From 25-35	-.38750 [*]	.002
			More than 35	-.45272 [*]	.000
	From 25-35	2.3771	Less than 25	.38750 [*]	.002
			More than 35	-.06522-	.335
	More than 35	2.4423	Less than 25	.45272 [*]	.000
			From 25-35	.06522	.335

* The mean differences is significant at the 0.05 level

In the field of strategic planning, the differences were in favor of those aged over 35, because the mean was higher, with a value of (4.18). In all fields of study, the differences were for the benefit of those aged over 35 were the mean value was more than others.

- **Current Position as a demographic variable:**

Table (22): Results of T test according to current position

	Position	N	Mean	Std. Deviation	Std. Error Mean
	Employee	29	3.1251	.45287	.08410
	Director	71	3.5854	.31131	.03695

The below table shows that there are statically significant differences regarding the current position which is explained in the sig value of 0.000.

Table (23): Results of T Test according to current position

Independent Samples Test					
	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)
Equal variances assumed	12.239	.001	-5.843-	98	.000
Equal variances not assumed			-5.012-	39.266	.000

It is obvious that the differences were for the benefit of directors who gained the higher mean.

- **Years of experience as a demographic variable:**

The below table shows that there are statically differences regarding the years of experience which explained in the sig value of 0.002.

Table (24): Results of One Way ANOVA Test according to years of experience**ANOVA**

	Between Groups	2.101	2	1.051	6.891	.002
	Within Groups	14.789	97	.152		
	Total	16.890	99			

Table (25): Results of Multiple Comparison of years of experience

Dependent Variable	(I) Duration of service in the current job	Mean	(J) Duration of service in the current job	Mean Difference (I-J)	Sig.
Strategic planning	dimension2	Less than 5 3.7171	From 5-10	-.40730 [*]	.010
			More than 10	-.39174 [*]	.015
		From 5-10 4.1244	Less than 5	.40730 [*]	.010
			More than 10	.01556	.907
		More than 10 4.1089	Less than 5	.39174 [*]	.015
			From 5-10	-.01556	.907
Competitive advantage	dimension2	Less than 5 3.6591	From 5-10	-.36411 [*]	.014
			More than 10	-.37380 [*]	.013
		From 5-10 4.0232	Less than 5	.36411 [*]	.014
			More than 10	-.00969	.938
		More than 10 4.0329	Less than 5	.37380 [*]	.013
			From 5-10	.00969	.938
Obstacles of strategic planning	dimension2	Less than 5 2.1629	From 5-10	-.24025 [*]	.006
			More than 10	-.31848 [*]	.000
		From 5-10 2.4031	Less than 5	.24025 [*]	.006
			More than 10	-.07823	.283
		More than 10 2.4814	Less than 5	.31848 [*]	.000
			From 5-10	.07823	.283

* The mean differences is significant at the 0.05 level.

In the field of strategic planning the differences were in favor of those who have years of experience of 5-10 years.

In the field of competitive advantages, the differences were in favor of those whose years of experience were more than 10 years, and 5-10 years.

In the field of obstacles of strategic planning, the differences were in favor of those who have years of experience of 5-10 years and more than 10 years.

In the overall field, the differences were in favor of those who have years of experience of 5-10 years and over 10 years.

- **Educational level as a demographic variable:**

Table (26): Results of T test according to Educational Level

Educational level	N	Mean	Std. Deviation	Std. Error Mean
Bachelor or less	77	3.4656	.39550	.04507
Master and above	23	3.4059	.47381	.09880

The below table shows that there are no statically differences regarding the educational level which explained in the sig value of 0.384.

Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
	Equal variances assumed	.766	.384	.607	98	.545
	Equal variances not assumed			.550	31.713	.586

- **Place of work as a demographic variable:**

Table (27): Results of T test according to place of work

Place of work		N	Mean	Std. Deviation	Std. Error Mean
	Telecom. company	79	3.5859	.31181	.03508
	Strategic Dept. at Ministry of Telecomm.	21	2.9478	.35710	.07793

The below table shows that there are no statically differences regarding the place of work which explained in the sig value of 0.200.

Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
	Equal variances assumed	1.667	.200	8.083	98	.000
	Equal variances not assumed			7.467	28.627	.000

4.6.2 Third Main Hypothesis:

H0.3: There is no statistically significant impact of strategic planning dimensions (vision & mission, internal environment, external environment, strategic control and performance evaluation) on competitive advantage in the Palestinian Telecommunication Sector.

The results of testing this main hypothesis are demonstrated in tables as follows:

Table (28): Results of Simple Regression Analysis for the third main hypothesis

Variables	Model summary			ANOVA		Coefficients(a)		Standardize d coefficients
	R	R Square	Adjusted R Square	f-value	Sig	T	Sig.(P- value)	Beta
Vision & mission	.857 ^a	.734	.732	270.89 0	.000 ^a	5.540	.000	.857
Internal environment	.827 ^a	.685	.682	212.83 5	.000 ^a	4.719	.000	.827
External environment	.858 ^a	.702	.699	231.08 3	.000 ^a	7.084	.000	.858
Strategic control and performance evaluation	.811 ^a	.658	.655	188.79 5	.000 ^a	5.075	.000	.811

* The dependent variable is competitive advantage.

The multiple correlation coefficient $R = 0.857$ indicates that there is a strong positive effect of vision and mission on competitive advantage. This means that the independent variable and dependent variable are changing in the same direction.

The value of $R^2 = 0.734$ indicates that vision and mission account 73% of the variation in competitive advantage. So, changing in the competitive advantage results from the changing in vision and mission.

The adjusted $R^2 = 0.732$ concerns the generalizability of the model. It allows generalizing the results taken from the sample to the whole population. It is noticed that the value of adjusted R^2 is very close to the value of R^2 . If the adjusted R^2 is excluded from R^2 ($0.734 - 0.732$), the value will be 0.002. This little shrinkage (0.002) means that if the model has been fitted when the whole population participates in the study, there will be 0.2% less variance in the outcome.

The next part of output is the analysis of variance (ANOVA) which is used to statistically test the main null hypothesis. It is concluded that the F-ratio for the data is 270.890 which is significant at $p < 0.05$ (Alpha in this case equals $\text{sig} = .000$). This result indicates that there is less than 0.05% chance that an F-ratio of this value would happen by chance alone. In conclusion, there is a statistically significant impact of strategic planning (vision & mission, internal environment, external environment, and strategic control and performance evaluation) on competitive advantage and thus reject the null hypothesis.

The other part of simple regression analysis is about testing the impact of each predictor included in the model on the dependent variable. Standardized beta coefficients β and α significance levels were used to test the impact of strategic planning (vision & mission, internal environment, external environment, and strategic control and performance evaluation) on competitive advantage. In other words, the value of standardized beta coefficient can identify the most and least dimension of strategic planning that affects the competitive advantage.

Table (28) shows the standardized coefficients for each strategic planning dimension. On the one hand, all of these variables (vision & mission, internal environment, external environment, and strategic control and performance evaluation) the β coefficients were statistically significant and relatively high and due to their significant level of which is less than (0.05)

Highlighting the strongest impact of strategic planning on competitive advantage, it is clear that the external environment dimension has the strongest effect with a β value of (0.858) and significance level of (0.000). It is also clear that the Strategic control and

performance evaluation dimension has the weakest effect with a β value of (0.811) and significance level of (0.000). Accordingly, the level of effect of these variables depends on the β value, the higher β value the higher effect on dependent variable.

According to the hypothesis testing rule that was discussed above, the testing results of sub-hypotheses of the third main hypothesis are illustrated in table (29).

Table (29): Results of testing the sub-hypotheses of the third main hypothesis

Null Sub-hypothesis	Result
H_{0.3.1}: There is no statistically significant impact of vision and mission on competitive advantage.	Rejected
H_{0.3.2}: There is no statistically significant impact of internal environment on competitive advantage.	Rejected
H_{0.3.3}: There is no statistically significant impact of external advantage on competitive advantage.	Rejected
H_{0.3.4}: There is no statistically significant impact of strategic control & performance evaluation on competitive advantage.	Rejected

4.7 Discussion

In this section, we will discuss the main results explored in the previous chapter (Data Analysis) in order to answer the questions of the research problem regarding the nature of the relation between strategic planning and competitive advantage and to identify the most influential dimensions of strategic planning in enhancing competitive advantage in the telecommunication companies in Palestine.

The study discussed the most important obstacles to strategic planning and its role in achieving competitive advantage in these companies.

Regarding the findings of this study, I will organize and discuss them according to the study questions and hypotheses.

Employees in the telecommunication companies and the planning dept. in the Ministry of communications having the capability to use their personal experience and their qualifications to deal with upcoming events, they are having the capability to figure out the opportunities and use it to achieve organizational goals, they can monitor the external environmental changes and its effects on decision making process, they are having the capability to convert the vision into reality under the umbrella of organizational goals and missions, they have a comprehensive vision that enables them to identify the direction of businesses, also the companies create a positive competition between employees to receive more achievements, furthermore, the managers using several kinds of incentives to motivate employees and finally encourage effective communication among employees and formulating team works.

This result is supported by the study of Danso, (2014) which showed that maintaining investments in the region of infrastructure, human capital, technology, sales and marketing actions and necessary resources were crucial to possess a competitive advantage and enhance performance in telecommunication companies. This result is also supported by Ndambuki & et al, (2017) which revealed that the impacts of strategies to earn market ration were effective, and strategies like culture alteration, economizing, product variation, product amendment, and hostile marketing operation had a main influence on the market ration of the firm.

Regarding the first question: To what extent does Palestinian Telecommunication sector practice strategic planning dimensions (vision & mission, internal environment, external environment and strategic control & performance evaluation)?

The overall mean of the vision & mission dimension is (4.12) which means that the telecommunication companies practice this dimension in a high rate, the desired image is very high, the dreams and ambitions which can be achieved are high, the objectives and the programs in general are high .

The overall mean of the internal environment dimension is (3.86) which means that the telecommunication companies practice this dimension in a high rate. The financial resources are available, the administrative and training staffs have a high efficiency, the availability of buildings and suitable training places is high, and the problems and obstacles facing the company are identified.

The overall mean of the external environment dimension is (4.07) which means that the telecommunication companies practice this dimension in a high rate. The relationship of sponsoring companies and financiers with the company are high, the views of those with experience and competence in communications are high, and the companies manage business efficiently and effectively. However, the economic conditions and variables of society, and the public expectations and community needs are also high. This means that the companies face economic variables and community needs in a high rate.

Finally, the overall mean value for strategic control and performance evaluation is (4.05) with a high level of practice. The Performance control standard in different activities and areas is high, and review and evaluation of goals are done periodically and continuously.

Depending on these results, it is clearly defined that the telecommunication companies in Palestine are positively enhancing strategic planning practices regarding the vision & mission, internal environment, external environment, and Strategic control & performance evaluation.

This result is supported by the results of Kituu (2013) outcomes, which revealed that different strategic planning practices were used in all the companies and indicated that the strategic practices were highly efficient in meeting the companies' goals.

This result was also supported by that of El- Mobayed (2006) which revealed that 41.2% of companies put strategic plans.

Regarding the second question: To what extent does Palestinian Telecommunication sector achieve competitive advantage dimensions (cost advantage, and differentiation strategy)?

The overall mean of the cost advantage dimension is (4.07) which means that the telecommunication companies achieves this dimension in a high rate. The companies seek to benefit from the high utilization of energy, they offer different types of offers to motivate subscribers, they aim to provide production requirements at the lowest cost whenever possible, and they seek to gain advantages in price to enhance chances of competition.

The overall mean value for Differentiation strategy is (3.82) with a high level of practice. The techniques used in production are described as very sophisticated, the companies give great attention to promotion and advertising in order to build reputation and status of product and company, the companies' quality control system and quality

specifications include a high level of product quality, and the companies are characterized by rapid response to customers' requests.

Depending on these results, it is clearly defined that the telecommunication companies in Palestine are achieving competitive advantage regarding the cost advantage and the differentiation strategy dimensions. This result indicates that the Palestinian companies are capable to utilize the dimensions of strategic management in achieving competitive advantage, but there are other reasons that reduce their capability and obstacle them to achieve higher ambitions in this regard.

In relation to the result of testing the third question: To what extent does Palestinian Telecommunication sector face obstacles to achieve competitive advantage through strategic planning and what are the types of these obstacles?

The results showed that the degree of obstacles that face the Palestinian companies is moderate and that they face private obstacles including the failure to comply with the plan, the reliance on personal experience as a basis for achieving objectives, the difficulties in obtaining information about the external perimeter of the institution (competitors, suppliers), and the concentrating on daily processes and practices and neglecting planning processes. The degree of these internal obstacles is low.

The Palestinian Telecommunication companies also face external obstacles in a moderate degree. These obstacles are represented in the fact that a large proportion of Palestinian citizens continue to use and acquire equipment for Israeli communications companies, the prevailing culture that the Israeli is a competitor rather than an occupier

must be boycotted, the heavy losses caused by the Israeli policies which have inflicted on Palestinian companies, the weakness of the network in the areas and the external roads which stands out as a dilemma and a major challenge for the Palestinian telecommunications companies, and the fact that since 1999, Israel has not granted Palestinian companies licenses for erection and construction of reinforcement towers in designated areas (C). These obstacles are in a moderate degree.

The results related to the fourth question: Is there a relationship between strategic planning and competitive advantage in the Palestinian telecommunication sector? Showed that there is a correlation between the four dimensions of strategic planning (vision & mission, internal environment, external environment, and strategic control& performance evaluation) and the variable of competitive advantage.

This result is more clarified in the results of the fifth question: Is there an impact of strategic planning on competitive advantage in the Palestinian telecommunication sector?

One of the main purposes of this study was to investigate the impact of strategic planning on competitive advantage in telecommunication sector in Palestine; the findings proved that there is a statistically significant and positive relationship between both variables.

The strongest impact of strategic planning on competitive advantage was for the dimension of external environment, which with a β value of (0.858) and significance level of (0.000). Followed by vision and mission ($\beta = .857$), internal environment ($\beta = .827$). It was also clear that the Strategic control and performance evaluation

dimension has the weakest impact with a β value of (0. 811) and significance level of (0.000). This finding is consistent with previous related studies (e.g. Khandekar and Sharma, 2006; Hernaus, et al. 2008; Cegarra Navarro, et al. 2016; Ho, 2008; Yang, 2012; Kuo, 2011; Pérez López, et al. 2005).

This result confirmed what earlier studies have found concerning the presence of a significant and positive relationship between strategic planning and competitive advantage as mentioned before.

These results are supported by the results of Abdulhameed, (2015) which showed that there is a relation between strategic marketing goals and the success of the banking promotion services procedure, and the study of Mryan (2012) which revealed that there was a statistically important relationship between research and development procedures and the central bank observation regarding to the bank's competitive advantages.

The results of testing the hypotheses indicated the following:

There is no significant differences in strategic planning and its impact on competitive advantage in the Palestinian Telecommunication Sector according to (gender), the differences were for the benefit of males.

There is no significant differences in strategic planning and its impact on competitive advantage in the Palestinian Telecommunication Sector according to (age), the differences were in favor of those aged over 35.

There is no significant differences in strategic planning and its impact on competitive advantage in the Palestinian Telecommunication Sector according to (current position), the differences were for the benefit of directors.

There is no significant differences in strategic planning and its impact on competitive advantage in the Palestinian Telecommunication Sector according to (years of experience) in favor of those who have years of experience of 5-10 years.

There is no significant differences in strategic planning and its impact on competitive advantage in the Palestinian Telecommunication Sector according to (educational level).

There is no significant differences in strategic planning and its impact on competitive advantage in the Palestinian Telecommunication Sector according to (place of work).

Chapter Five

Conclusions and Recommendations

5.1 Introduction

Strategic planning dimensions are seen as a way to develop and maintain a great competitive advantage in an organization. Strategic planning is also considered to be the corner stone to achieve sustainable competitive advantage, it is very important for telecommunication companies in Palestine to realize how to develop and explore a good practice for strategic planning to realize competitive advantage through confronting the private and the external obstacles that make it difficult to utilize strategic planning in achieving a more sustainable competitive advantage.

5.2 Conclusions

This study has developed a theoretical framework to examine the impact of the strategic planning on competitive advantage in telecommunication companies in Palestine.

The findings have provided empirical support for the debate that competitive advantage is positively and significantly impacted by strategic planning different dimensions particularly external environment, vision and mission. Clearly, these strategic planning dimensions were found to be the most applied and practiced in telecommunication companies in Palestine. On the other hand, managers in these companies should highly focus on having the capability to orient employees to implement the company's vision, also what are the necessary practices for making an

effective competitive advantage using the employees vision to unify all employees' efforts toward achieving organization purposes in order to reach a superior competitive advantage and finally having the capability to read the future to develop strategies on the long term.

5.3 Recommendations

Based on the data analysis and the discussion demonstrated before, the following recommendations are suggested:

- 1- The necessity for the Palestinian Telecommunication Sector to comply with the plans, and the organization's interest in quick gains must be less important.
- 2- There must be reliance on personal and external experiences as a basis for achieving objectives.
- 3- It is necessary for the Palestinian Telecommunication Companies to provide plenty of funds for the strategic planning process.
- 4- The importance of obtaining information about the external perimeter of the institution (competitors, suppliers), it is necessary to focus on daily processes and practices in addition to planning processes.
- 5- The weakness of the Palestinian network in certain areas because of several factors must be treated and solved.
- 6- Organizations should rely on continuous strategic planning for their future operations in order to achieve a competitive advantage that will help the organization achieve its future objectives.

5.4 For Future Research

1. The researcher proposed to conduct a similar study in other Palestinian regions other than the regions included in the current study since no literature is found for this context in this area. This will offer an opportunity to compare different results and implications.
2. The researcher also suggested going further on this study by investigating other strategic planning dimensions that are not considered in this study.

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Appendices

Appendix (1): Questionnaire



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The researcher is conducting a thesis entitled: "Strategic Planning in the Palestinian Telecommunication Sector and its Impact on Competition" Pls. reply the following questions according to your opinion since this information will be used only for scientific research purposes.

Researcher:

Mohammad Ahmad Al-Ardah

Part One: Personal Information

- **Gender:** ☐ Male ☐ Female
- **Age:** ☐ Less than 25 years ☐ 25-35 years ☐ More than 35 years
- **Current career status:** ☐ Employee ☐ Director
- **Duration of service in the current job:** ☐ Less than 5 ☐ From 5-10 ☐ More than 10 years
- **Academic qualification:** ☐ Bachelor's degree or less ☐ Postgraduate studies
- **Place of Work:** ☐ Telecommunication Company ☐ Ministry of Communications

Part Two: Place a sign (✓) in the appropriate box in front of each paragraph:

First: Strategic Planning:

#	A- Vision and Mission	Degree				
		V. High	High	Moderate	Low	V. low
1.	Desired image					
2.	Dreams and ambitions which can be achieved.					
3.	Immediate and future goals.					
4.	Programs, activities and services in general.					
5.	Follow-up scientific and technological developments					
6.	Achievement and excellence performance support					
7.	The company provides a future vision for its services.					
8.	The company's mission is a vision for the future.					
9.	The company's mission seeks to identify services.					
10.	Vision for the future based on reality data					
11.	Objective study of new and creative ideas being put forward.					
12.	Finding solutions to problems and submitting appropriate suggestions to solve them.					
13.	Presenting balanced suggestions for the effective use of available resources					
14.	Searching for alternatives that help in achieving the objectives of the company					
15.	Achieving goals according to specific performance criteria					

#	B- Internal environment	Degree				
		V. High	High	Moderate	Low	V. low
16.	Financial resources are available					
17.	Efficiency of administrative and training staffs .					
18.	Available buildings and suitable training places.					
19.	Identifying the problems and obstacles facing the company					
20.	Providing staff needs with programs, plans and training camps.					
21.	System of material and moral incentives for administrators and employees					
22.	Areas of the company's power that distinguish it from its competitors.					
23.	The company works to increase its efficiency to acquire distinctive resources.					
24.	Reinforcement of the strength points of the company.					
25.	Human staffs qualified to participate in the preparation and implementation of strategic planning.					
26.	The presence of qualified staffs for the development of strategic planning.					
27.	Preparation of continuous training programs to increase the effectiveness of employees to invest them in strategic planning processes.					
28.	Efforts of providing the staff with the expertise of other companies in the field of strategic planning.					
29.	Assessing the company need for qualified human resources for the success of the strategic planning process.					
30.	The degree of prediction of future changes taking into account previous experiences.					
31.	The provision of financial allocations for strategic planning					

32.	Looking for alternative sources of funding for successful strategic planning processes.					
33.	Taking into account emergencies and changes that may occur when implementing strategic planning processes.					
34.	Financial incentive system for strategic planning efforts and achievements.					
35.	Paying attention to finding solutions to the problems of lack of funding for strategic planning.					

#	C- External environment	Degree				
		V. High	High	Moderate	Low	V. low
36.	Economic conditions and variables of society					
37.	Technological advances in communications					
38.	Public expectations and community needs					
39.	Relationship of sponsoring companies and financiers with the company					
40.	The views of those with experience and competence in communications					
41.	The company seeks to strengthen the market position of the region in order to sustain adaptation with environmental variables.					
42.	The company creates value for the target market faster than its competitors.					
43.	The company manages business efficiently and effectively.					

#	D- Strategic control and performance evaluation	Degree				
		V. High	High	Moderate	Low	V. low
44.	Performance control standards in different activities and areas					
45.	Review and evaluation of goals periodically and continuously					
46.	Review and evaluation of plans,					

	programs and activities regularly.					
47.	Taking remedial and remedial actions where required.					
48.	Performance evaluation in terms of results which has been accomplished.					
49.	Reviewing the control and evaluation system and developing it.					

Second: Competitive features:

#	A- Minimum Cost Strategy	Degree				
		V. High	High	Moderate	Low	V. low
50.	The company seeks to benefit from the high utilization of energy.					
51.	The company offers different types of offers to motivate subscribers.					
52.	The company aims to provide production requirements at the lowest cost whenever possible.					
53.	Strong and centralized control is exercised on the company's spending.					
54.	The company is very interested in increasing the productivity of workers.					
55.	The company seeks to gain advantages in price to enhance its chances of competition.					
56.	The company tends to focus research and development to reduce costs and not to expand spending in that area.					
57.	The Company is working to reduce the cost of investments in energy and equipment.					
58.	The company's production processes are subject to continuous improvement in order to reduce costs.					
59.	Reducing the cost of service is one of the first priorities in the company's goals.					
60.	The company depends on calculating costs at real market prices.					

61.	The company seeks to have specialized expertise.					
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#	B- Differentiation Strategy	Degree				
		V. High	High	Moderate	Low	V. low
62.	The techniques used in production are described as very sophisticated.					
63.	The company gives great attention to promotion and advertising in order to build reputation and status of product and company.					
64.	The company seeks to have a wide distribution network.					
65.	The company's quality control system and quality specifications include a high level of product quality.					
66.	The company seeks to attract individuals with high technical and scientific qualifications.					
67.	The company tends to purchase the basic supplies of production from well-known global sources.					
68.	The company gives great attention to the innovation of new products and methods.					
69.	Relatively low prices compared to competitors are a key advantage of the company that outperforms competitors in the markets it seeks.					
70.	The company is characterized by its competitors in some of the non-price characteristics favored by the subscriber and the basis					

	for achieving superiority over competitors in the markets .					
71.	The company's services cost less than the cost of competing products.					
72.	The company is characterized by low wages, salaries and other costs.					
73.	The company is characterized by access to raw materials from its main cheap sources.					
74.	The company is characterized by lower costs and other expenses without direct production costs.					
75.	The company's products are characterized by quality and effectiveness.					
76.	It is easy to get the company's products by subscribers.					
77.	The company is quick to respond to requests.					
78.	The company is characterized by innovation and rapid development of new products.					
79.	The company is characterized by rapid response to customers' requests.					
80.	The advantages of the service provided make customers determined to deal with the company at any price.					
81.	The company seeks to deliver its services to the farthest point in the country.					
82.	Despite the typical services offered but it is difficult to imitate them by competitors.					

83.	The company allocates huge amounts to the research, development and continuous improvement of its services.					
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Third: Obstacles of Strategic Planning:

No.	A- Internal Obstacles	Low	Moderate	High
84.	Failure to comply with the plan			
85.	The organization's interest in quick gains because they are more important.			
86.	Reliance on personal experience as a basis for achieving objectives.			
87.	Lack of funds for the strategic planning process.			
88.	Difficulties in obtaining information about the external perimeter of the institution (competitors, suppliers)			
89.	Concentrating on daily processes and practices and neglecting planning processes			

No.	B- External Obstacles	Low	Moderate	High
90.	A large proportion of Palestinian citizens continue to use and acquire equipment for Israeli communications companies.			
91.	The prevailing culture that the Israeli is a competitor rather than an occupier must be boycotted.			
92.	The Israeli side puts many obstacles and difficulties in the face of Palestinian ICT			

	companies.			
93.	The Israeli authorities are obstructing the progress of Palestinian companies by holding equipment's and devices at their ports for long time.			
94.	Israeli companies seek to disrupt the work of Palestinian companies by refusing to introduce the equipment for security concerns.			
95.	Israeli policies have inflicted heavy losses on Palestinian companies.			
96.	Israeli competition is unfair and unequal.			
97.	Israeli competition is not a job competition that provides better services to customer, its political.			
98.	The weakness of the Palestinian network in certain areas because of several factors are the most important observations taken on Palestinian companies.			
99.	The problem of the weakness of the network in the areas and the external roads stands out as a dilemma and a major challenge for the Palestinian telecommunications companies.			
100.	Since 1999, Israel has not granted Palestinian companies licenses for erection and construction of reinforcement towers in areas designated (c).			
101.	There is fierce competition between Palestinian and Israeli companies.			

الاستبانة: (2) Appendix



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يقوم الباحث بإجراء أطروحة ماجستير بعنوان: "التخطيط الاستراتيجي في قطاع الاتصالات الفلسطينية وأثره في المنافسة". الرجاء الإجابة عن الأسئلة التالية وفقا لرأيك علماً بأن هذه المعلومات سوف تستخدم فقط لأغراض البحث العلمي.

الباحث:

محمد أحمد العارضة

القسم الأول: المعلومات الشخصية

- الجنس: ☐ ذكر ☐ أنثى
- العمر: ☐ أقل من 25 سنة ☐ من 25-35 سنوات ☐ أكثر من 35 سنوات
- المركز الوظيفي الحالي: ☐ موظف ☐ مدير
- مدة الخدمة في الوظيفة الحالية: ☐ أقل من 5 ☐ من 5-10 ☐ أكثر من 10 سنوات
- المؤهل العلمي: ☐ بكالوريوس فما دون ☐ دراسات عليا
- نوع العمل: ☐ شركة اتصالات ☐ وزارة الاتصالات

القسم الثاني : واقع التخطيط الاستراتيجي

التخطيط الاستراتيجي بالنسبة لكم هو :

- ☐ قدرة المؤسسة على التنبؤ باحتياجاتها ومبيعاتها المستقبلية
- ☐ عملية تحديد الوضع المستقبلي حسب الإمكانيات المتاحة في المؤسسة
- ☐ وضع خطة عمل توضح أهداف المؤسسة في المستقبل
- في حالة صياغة خطة تتحقق أهدافكم السنوية: ☐ دائماً ☐ أحياناً ☐ نادراً
- بعد 5 سنوات تتوقعون: ☐ الاستمرار في تنويع النشاط
- ☐ الاتجاه نحو التخصص أكثر في النشاط
- تتأثر مؤسستكم بتغيرات المحيط الذي تنشط فيه: ☐ دائماً ☐ أحياناً ☐ نادراً
- أبرز مصادر تأثير المحيط على مؤسستكم: ☐ مصادر حكومية ☐ مصادر اقتصادية
- ☐ مصادر اجتماعية وثقافية ☐ مصادر

أجنبية

- تستجيبون لتغيرات المحيط: ☐ بسرعة ☐ بشكل عادي ☐ ببطء
- مستوى مشاركة العمال داخل المؤسسة في اتخاذ القرار الاستراتيجي: ☐ عالي ☐ متوسط ☐ منخفض
- تقومون بجمع معلومات حول ما يحدث في المحيط: ☐ دائماً ☐ أحياناً ☐ نادراً
- تقومون بدراسة حاجة الزبائن وتحديد رغباتهم: ☐ دائماً ☐ أحياناً ☐ نادراً
- تقومون بمراقبة نشاط المنافسين: ☐ دائماً ☐ أحياناً ☐ نادراً
- تعتقدون أن نجاحكم يتوقف على: ☐ العلاقات مع الزبائن ☐ الأسعار
- ☐ جودة نوعية الخدمة ☐ القدرة على إقناع الزبائن
- الاستراتيجية التي تتبعونها حالياً: ☐ السيطرة على التكاليف ☐ التركيز ☐ التميز ☐
- التنويع

الجزء الثاني: ضع إشارة (√) في المربع المناسب أمام كل فقرة:

أولاً: التخطيط الاستراتيجي:

م	أ- الرؤية والرسالة	الدرجة			
		عالية جداً	عالية	متوسطة	قليلة جداً
1.	الصورة المرغوب تحقيقها				
2.	الأحلام والطموحات التي يمكن تحقيقها				
3.	الغايات والأهداف الآنية والمستقبلية				
4.	البرامج والنشاطات والخدمات بشكل عام				
5.	المتابعة للتطورات العلمية والتكنولوجية				
6.	دعم الإنجاز والتميز للأداء				
7.	تقدم الشركة رؤية مستقبلية لخدماتها.				
8.	رسالة الشركة تعتبر رؤية مستقبلية لها.				
9.	رسالة الشركة تسعى إلى تحديد الخدمات.				
10.	الرؤية للمستقبل بالاعتماد على معطيات الواقع				
11.	الدراسة الموضوعية للأفكار الجديدة والمبدعة التي يتم طرحها				
12.	إيجاد الحلول الخاصة بالمشكلات وتقديم المقترحات المناسبة لحلها				
13.	تقديم مقترحات متوازنة لاستخدام الموارد المتاحة بفعالية				
14.	البحث عن البدائل التي تساعد في تحقيق أهداف الشركة				
15.	تحقيق الأهداف وفق معايير أداء محددة				

م	ب- البيئة الداخلية	الدرجة			
		عالية جداً	عالية	متوسطة	قليلة جداً
16.	الموارد المالية متاحة				
17.	الكوادر الإدارية والتدريبية وكفاءتها				
18.	المنشآت المتوفرة وملاءمة أماكن التدريب				
19.	حصر المشاكل والمعوقات التي تواجه الشركة				
20.	توفر احتياجات الموظفين من برامج وخطط ومعسكرات تدريبية				

21.	نظام الحوافز المادي والمعنوي للإداريين والعاملين				
22.	مناطق قوة الشركة التي تميزها عن منافسيها.				
23.	أعمال الشركة من أجل زيادة كفاءتها لاكتساب الموارد المميزة.				
24.	تعزيز نقاط القوة في الشركة.				
25.	الكوادر البشرية المؤهلة للمشاركة في إعداد وتنفيذ التخطيط الاستراتيجي.				
26.	وجود كوادر مؤهلة من أجل تطوير التخطيط الاستراتيجي.				
27.	إعداد برامج تدريب مستمر لرفع فعالية العاملين من أجل استثمارهم في عمليات التخطيط الاستراتيجي.				
28.	جهود تزويد الطاقم بخبرات الشركات الأخرى في مجال التخطيط الاستراتيجي.				
29.	تقييم مدى حاجتها لموارد بشرية مؤهلة لإنجاح عملية التخطيط الاستراتيجي.				
30.	درجة التنبؤ بالتغيرات المستقبلية مع اخذ التجارب السابقة بعين الاعتبار.				
31.	توفر مخصصات مالية للتخطيط الاستراتيجي				
32.	البحث عن مصادر تمويل بديلة لإنجاح عمليات التخطيط الاستراتيجي.				
33.	أخذ الظروف الطارئة والمتغيرات التي قد تظهر عند تطبيق عمليات التخطيط الاستراتيجي بعين الاعتبار.				
34.	نظام الحوافز المالية لجهود وإنجازات التخطيط الاستراتيجي.				
35.	الاهتمام بإيجاد حلول لمشاكل نقص التمويل المخصص للتخطيط الاستراتيجي.				

م	ج- البيئة الخارجية	الدرجة				
		عالية جداً	عالية	متوسطة	قليلة	قليلة جداً
36.	الظروف والمتغيرات الاقتصادية للمجتمع					
37.	التقدم التكنولوجي في مجال الاتصالات					
38.	توقعات الجمهور واحتياجات المجتمع					
39.	علاقة الشركات الراعية والممولين مع الشركة					
40.	آراء أصحاب الخبرة والكفاءة في مجال الاتصالات					

					41. سعي الشركة لتعزيز المركز السوقي للمنطقة من أجل ادامة التكيف مع المتغيرات البيئية.
					42. عمل الشركة على خلق القيمة للسوق المستهدف بزمن أسرع من منافسيها.
					43. عمل الشركة على إدارة الأعمال بكفاءة وفعالية.

م	د-الرقابة الاستراتيجية وتقييم الأداء	الدرجة				
		عالية جداً	عالية	متوسطة	قليلة	قليلة جداً
44.	معايير الرقابة على الأداء في الأنشطة والمجالات المختلفة					
45.	مراجعة وتقويم الأهداف بشكل دوري ومستمر					
46.	مراجعة وتقويم الخطط والبرامج والأنشطة بشكل مستمر					
47.	اتخاذ اجراءات تصحيحية وعلاجية حيثما تطلب ذلك					
48.	تقويم الأداء من منطلق النتائج التي تم انجازها					
49.	مراجعة نظام الرقابة والتقييم وتطويره					

ثانياً الميزات التنافسية

م	أ- استراتيجية الكلفة الدنيا	الدرجة				
		عالية جداً	عالية	متوسطة	قليلة	قليلة جداً
50.	تسعى الشركة للاستفادة من الاستغلال العالي للطاقة.					
51.	تقوم الشركة بمنح أنواع مختلفة من العروض لتحفيز المشترين.					
52.	تتوجه الشركة إلى توفير مستلزمات الإنتاج بأقل التكاليف كلما أمكن ذلك.					
53.	تمارس رقابة شديدة ومركزية على الإنفاق في الشركة.					
54.	تهتم الشركة إلى درجة كبيرة بزيادة انتاجية العاملين.					
55.	تسعى الشركة للحصول على مزايا في السعر لتعزيز فرصها في					

					المنافسة.	
					56. تميل الشركة إلى تركيز البحث والتطوير من أجل تقليل التكاليف وعدم التوسع في الإنفاق في ذلك المجال.	
					57. تعمل الشركة على تخفيض تكاليف الاستثمار في الطاقة والمعدات.	
					58. تخضع العمليات الإنتاجية في الشركة إلى التحسين المستمر بقصد تخفيض التكاليف.	
					59. خفض كلفة الخدمة من أولى الأولويات في أهداف الشركة.	
					60. تعتمد الشركة على احتساب الكلف بأسعار السوق الحقيقية.	
					61. تسعى الشركة إلى امتلاك خبرات متخصصة.	
الدرجة						
قليلة جداً	قليلة	متوسطة	عالية	عالية جداً	ب- استراتيجية التمايز	
					62. توصف التقنيات المستخدمة في الإنتاج بأنها متطورة جداً.	
					63. تعطي الشركة اهتماماً كبيراً للترويج والإعلان بهدف بناء السمعة والمركز للمنتوج والشركة.	
					64. تسعى الشركة إلى امتلاك شبكة توزيع واسعة.	
					65. نظام السيطرة النوعية للشركة والمواصفات النوعية تضمن مستوى عالياً من الجودة للمنتوج.	
					66. تسعى الشركة لاستقطاب الأفراد ذوي المؤهلات الفنية والعلمية العالية.	
					67. تميل الشركة لشراء المستلزمات الأساسية للإنتاج من مصادر عالمية معروفة.	
					68. تعطي الشركة اهتماماً كبيراً لابتكار المنتجات والطرق الجديدة.	
					69. الأسعار المنخفضة نسبياً مقارنة بالمنافسين هي الميزة الأساسية للشركة التي تتفوق من خلالها على المنافسين في الأسواق التي تسعى إليها.	
					70. تتميز الشركة عن منافسيها في بعض الخصائص غير السعرية التي يفضلها المشترك وأساس تحقيقها التفوق على المنافسين في الأسواق التي تسعى إليها.	
					71. كلف خدمات الشركة أدنى من كلف المنتجات المنافسة.	
					72. تتميز الشركة بانخفاض الأجور والرواتب وكلف أخرى.	

					73. تتميز الشركة بمصادر الحصول على المواد الأولية الرئيسية الرخيصة.
					74. تتميز الشركة بانخفاض الكلف والمصروفات الأخرى من غير كلف الإنتاج المباشرة.
					75. توصف منتجات الشركة بالجودة والفعالية.
					76. من السهولة الحصول على منتجات الشركة من قبل المشتركين.
					77. توصف الشركة بسرعة الاستجابة للطلبات.
					78. توصف الشركة بالابتكارية والتطوير السريع للمنتجات الجديدة.
					79. تتميز الشركة بالاستجابة السريعة لطلبات الزبائن.
					80. مميزات الخدمة المقدمة تجعل الزبائن مصرين على التعامل مع الشركة وبأي سعر.
					81. تسعى الشركة إلى إيصال خدماتها إلى أبعد نقطة في الوطن.
					82. على الرغم من نمطية الخدمات المقدمة لكن يصعب تقليدها من قبل الشركات المنافسة.
					83. تخصص الشركة مبالغ طائلة على نشاط البحث والتطوير والتحسين المستمر لخدماتها.

ثالثاً : معوقات التخطيط الاستراتيجي

م	أ-المعوقات الخاصة	بدرجة محدودة	بدرجة متوسطة	بدرجة كبيرة
84.	عدم الالتزام بالخطة الموضوعة			
85.	اهتمام المؤسسة بالمكاسب السريعة كونها أكثر أهمية			
86.	الاعتماد على الخبرة الشخصية كأساس لتحقيق الأهداف			
87.	عدم توفر الأموال اللازمة لعملية التخطيط الاستراتيجي			
88.	صعوبات الحصول على المعلومات المتعلقة بالمحيط الخارجي للمؤسسة (منافسين، موردين)			
89.	التركيز على العمليات والممارسات اليومية وإهمال العمليات التخطيطية			

	ب-معوقات إسرائيلية	بدرجة محدودة	بدرجة متوسطة	بدرجة كبيرة
90.	ما زالت نسبة كبيرة من المواطنين الفلسطينيين تستخدم وتقني أجهزة تتبع شركات الاتصال الإسرائيلية.			
91.	الثقافة السائدة بأن الاسرائيلي منافس بدلا من ان يكون محتل يجب مقاطعته.			
92.	يضع الجانب الإسرائيلي الكثير من العراقيل والصعوبات في وجه شركات الاتصالات وتكنولوجيا المعلومات الفلسطينية.			
93.	تضع السلطات الإسرائيلية العراقيل أمام تقدم الشركات الفلسطينية عن طريق احتجاز المعدات والأجهزة في موانئها لفترات طويلة.			
94.	تسعى الشركات الإسرائيلية إلى تعطيل عمل الشركات الفلسطينية عن طريق رفض إدخال الأجهزة حت حجج أمنية واهية.			
95.	السياسات الإسرائيلية كبدت الشركات الفلسطينية خسائر كبيرة أثرت سلبا على نموها وتطورها.			
96.	المنافسة الإسرائيلية غير عادلة وغير متكافئة.			
97.	المنافسة الإسرائيلية ليست منافسة عمل وتقديم خدمات أفضل للزبائن إنما هي سياسية.			

			98. ضعف الشبكة الفلسطينية في مناطق معينة ويسبب عوامل عدة تعتبر من أهم الملاحظات التي تؤخذ على الشركات الفلسطينية.
			99. إشكالية ضعف الشبكة في المناطق والطرق الخارجية تبرز كمعضلة وتحد كبير أمام شركات الاتصال الفلسطينية.
			100. إسرائيل لم تمنح الشركات الفلسطينية منذ عام 1999 تراخيص لنصب وبناء أبراج تقوية في المناطق المصنفة (c).
			101. هناك منافسة حامية الوطيس بين الشركات الفلسطينية والشركات الإسرائيلية.

تسهيل المهمة (أ) Appendix (3)

Arab American University-Jenin
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ص: 2018/1/G.S/10

التاريخ: 2018-1-10

السادة في شركة موبايل الوطنية الفلسطينية المحترمون

الموضوع: تسهيل مهمة بحثية

تحية طيبة وبعد،

تهديكم الجامعة العربية الأمريكية أطيب التحيات، وتأمل من حضرتكم تسهيل مهمة الطالب محمد احمد عفيف العارضة أحد طلبة كلية الدراسات العليا بالجامعة العربية الأمريكية، حيث يقوم الطالب بإجراء بحث بعنوان:

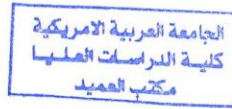
"التخطيط الاستراتيجي وعلاقته مع المنافسة، دراسة حالة المنافسة بين شركات الاتصالات الفلسطينية والاسرائيلية"

وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجنيد الأموال، أملين منكم التكرم والسماح له بإجراء مقابلات وتوزيع استبانة على مدراء ورؤساء دوائر وأقسام شركتكم وتزويده بنسخ عن جميع الوثائق التي يحتاجها الباحث في دراسته، لما لذلك من أهمية في إنجاح البحث، والتوصل إلى توصيات هادفة، علماً بأن المعلومات والبيانات التي سيتم الحصول عليها ستستخدم لأغراض البحث العلمي فقط، وستبقى في منتهى السرية التامة.

وتفضلوا بقبول فائق الاحترام والتقدير،،،

عميد كلية الدراسات العليا

د. عبد الرحمن أبو لبدة



تسهيل المهمة (ب) Appendix (3)

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Faculty of Graduate Studies
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ص: 2018/1/G.S/9

التاريخ: 10-1-2018

السادة في شركة الاتصالات الفلسطينية المحترمون

الموضوع: تسهيل مهمة بحثية

تحية طيبة وبعد،

تهديكم الجامعة العربية الأمريكية أطيب التحيات، وتأمل من حضرتكم تسهيل مهمة الطالب محمد احمد عفيف العارضة أحد طلبة كلية الدراسات العليا بالجامعة العربية الأمريكية، حيث يقوم الطالب بإجراء بحث بعنوان:

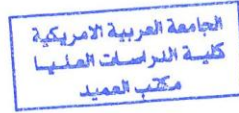
"التخطيط الاستراتيجي وعلاقته مع المنافسة، دراسة حالة المنافسة بين شركات الاتصالات الفلسطينية والاسرائيلية"

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وتفضلوا بقبول فائق الاحترام والتقدير،،،

عميد كلية الدراسات العليا

د. عبد الرحمن أبو لبدة



تسهيل المهمة (ج) (3) Appendix

Arab American University-Jenin
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ص: 2018/1/G.S/8

التاريخ: 2018-1-10

السادة في وزارة الاتصالات الفلسطينية المحترمون

الموضوع: تسهيل مهمة بحثية

تحية طيبة وبعد،

تهديكم الجامعة العربية الأمريكية أطيب التحيات، وتأمل من حضرتكم تسهيل مهمة الطالب محمد احمد عفيف العارضة أحد طلبة كلية الدراسات العليا بالجامعة العربية الأمريكية، حيث يقوم الطالب بإجراء بحث بعنوان:

"التخطيط الاستراتيجي وعلاقته مع المنافسة، دراسة حالة المنافسة بين شركات الاتصالات الفلسطينية والاسرائيلية"

وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجديد الأموال، أملين منكم التكرم والسماح له بإجراء مقابلات وتوزيع استبانة على مدراء ورؤساء دوائر وأقسام وزارتك وتزويده بنسخ عن جميع الوثائق التي يحتاجها الباحث في دراسته، لما لذلك من أهمية في إنجاح البحث، والتوصل إلى توصيات هادفة، علماً بأن المعلومات والبيانات التي سيتم الحصول عليها ستستخدم لأغراض البحث العلمي فقط، وستبقى في منتهى السرية التامة.

وتفضلوا بقبول فائق الاحترام والتقدير،،،

عميد كلية الدراسات العليا



د. عبد الرحمن أبو لبدة

الجامعة العربية الأمريكية
كلية الدراسات العليا
مكتب العميد

الملخص باللغة العربية

يهدف هذا البحث إلى دراسة مدى استخدام قطاع الاتصالات في فلسطين التخطيط الاستراتيجي كأداة منافسة، كما حددت الدراسة العقبات الخطيرة التي تواجهها شركات الاتصالات الفلسطينية، بالإضافة إلى تقييم تأثير التخطيط الاستراتيجي على الميزة التنافسية في شركات الاتصالات الفلسطينية.

اعتمدت هذه الدراسة المنهج الوصفي الاستنتاجي، وتم استخدام استبيان مكون من (101) سؤال موزعة في 4 أقسام (المعلومات الديموغرافية، وواقع التخطيط الاستراتيجي، ومستوى الميزة التنافسية والعقبات التي تعترض التخطيط الاستراتيجي).

استخدمت هذه الدراسة أساليب إحصائية مختلفة لتحليل البيانات، حيث تم جمع البيانات وتحليلها باستخدام طرق تحليل البيانات. وقد أظهرت نتائج الدراسة تقديم دعم تجريبي للنقاش حول أن التخطيط الاستراتيجي يتأثر بالبيئة الخارجية والرؤية والمهمة. ومن الواضح أن أبعاد التخطيط الاستراتيجي هذه هي الأكثر تطبيقاً وممارسة في شركات الاتصالات في فلسطين. من ناحية أخرى، ينبغي على المديرين والموظفين في هذه الشركات التركيز بشكل كبير على امتلاك القدرة على توجيه الموظفين لتنفيذ رؤية الشركة، وعلى الممارسات الضرورية لتحقيق ميزة تنافسية فعالة باستخدام رؤية المديرين والموظفين لتوحيد جهود جميع الموظفين نحو تحقيق أهداف المنظمة من أجل الوصول إلى ميزة تنافسية متفوقة وأخيراً القدرة على قراءة المستقبل لتطوير استراتيجيات على المدى الطويل.

استناداً إلى تحليل البيانات والمناقشة المعروضة، أوصت الدراسة بضرورة أن يمثل قطاع الاتصالات الفلسطيني للخطط، وأن مصلحة المنظمة في المكاسب السريعة يجب أن تكون أقل أهمية، وضعف الشبكة الفلسطينية في مناطق معينة والعمل على معالجة هذه المشكلة، كما يجب على المؤسسات أن تعتمد على التخطيط الاستراتيجي المستمر لعملياتها المستقبلية من أجل تحقيق ميزة تنافسية تساعد المنظمة على تحقيق أهدافها المستقبلية.