

**Arab American University  
Faculty of Graduate Studies  
Department of Administrative and Financial Sciences  
Master Program in Strategic Planning and Fundraising**



**The Impact of Strategic planning on Competitive advantage: The  
Mediating Role of Strategic Intelligence a Case Study of the  
Private Hospitals in the north of west bank in Palestine**

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

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**Arab American University**  
**Faculty of Graduate Studies**  
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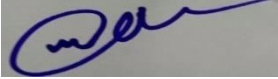
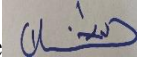

**Thesis Approval**

**The Impact of Strategic planning on Competitive advantage: The Mediating Role of Strategic Intelligence a Case Study of the Private Hospitals in the north of west bank in Palestine**

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## **Declaration**

I declare that, except where explicit reference is made to the contribution of others, this thesis is substantially my own work and has not been submitted for any other degree at the Arab American University or any other institution.

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Date of Submitting the Final Version of the Thesis: 28 / 3 /2025

## **Dedication**

First, all praise be to Allah for His blessings. I would like to send my honest words to those who are more generous than any of us Our Great Martyrs who sacrificed for Palestine to be free and for our dignity. To our prisoners in the occupation jails, inshallah we will see them all free among their families. Additionally, I would like to express my gratitude to my partner, Ghassan, for his unwavering support throughout my journey., he taught me that insistence is the key to success and woman can especially the Palestinian woman even if she is married and take care of her kids, but still she is able to be pioneer in knowledge and education.

Additionally, I would like to express my gratitude to my parents for their affection.

To my beloved Ones my sons Yamin and Zayd who are a piece of heart, may Allah protect them and keep the glad.

In addition, I would like to express my gratitude to the AAUP, a university that is a beacon of science and knowledge.

Raya Abed El-Rahman Albarri

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# **The Impact of Strategic planning on Competitive advantage: The Mediating Role of Strategic Intelligence a Case Study of the Private Hospitals in the north of west bank in Palestine**

**Raya Abed El-Rahman Albarri**

**Dr. Majeed Mansour**

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## **Abstract**

The study investigates how planning and strategy help private hospitals in the West Bank gain a competitive advantage, considering the region's challenging political and economic environment. It focuses on the role of strategic intelligence as a key factor. Researchers used questionnaires to collect data from hospital staff and managers, measuring aspects of strategic planning (top management practices, analysis, implementation, and evaluation), strategic intelligence, and competitive advantage. A study examined how strategic planning affects competitive advantage in five private hospitals in the northern West Bank. 60 questionnaires were distributed, with 50 returned (83.3% response rate). The questionnaire, designed for validity and reliability, covered demographics, strategic planning, strategic intelligence, and competitive advantage, using a 5-point Likert scale. Data was analyzed using descriptive statistics and PLS-SEM.

The research revealed that strategic intelligence plays a pivotal mediating role in achieving competitive advantage at West Bank private hospitals. While top management involvement and strategic analysis alone showed minimal impact, strategy execution and assessment/control demonstrated significant positive effects when combined with strategic intelligence. The systematic collection and analysis of data through strategic intelligence enables hospitals to make informed decisions and adapt to market changes. The study concludes that West Bank private hospitals must strengthen their strategic intelligence capabilities by developing robust systems for market analysis and trend monitoring, while simultaneously improving their strategic plan implementation and evaluation processes to maintain competitive positioning and operational excellence. The study emphasizes critical recommendations for healthcare management success, investing in comprehensive strategic planning and intelligence training programs is essential, coupled with implementing advanced risk management frameworks. Moreover, the study stresses the importance of establishing partnerships with external evaluators to ensure unbiased performance assessment. These key recommendations aim to enhance decision-making capabilities and maintain competitive advantage in challenging healthcare environments. The study suggests that future research should focus on identifying which specific aspects of strategic intelligence have the strongest impact on competitive advantage, and evaluate how strategic partnerships between hospitals can lead to sustained competitive benefits, particularly in regions facing complex socio-political and economic challenges.

Keywords

Strategic Planning, Competitive Advantage, Strategic Intelligence, Private Hospitals,  
West Bank,

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# **Chapter One: Introduction**

## **1.1 Background of Study**

The healthcare industry has become increasingly competitive in recent times. This intense rivalry has pushed private hospitals to implement innovative strategies to maintain and bolster their market positions. The present study examines the part that strategic planning plays in gaining a competitive edge, with a specific emphasis on the mediating influence of strategic intelligence. The research is conducted within the context of private hospitals operating in the West Bank region, where the healthcare sector faces distinct challenges and prospects unique to that area (Abu-Qamar et al., 2019).

Strategic planning is an essential managerial process in which an organization maps out its future trajectory and determines how to distribute resources in order to achieve that strategic path. It is often recognized as a crucial element for companies aiming to obtain a competitive advantage over their competitors. A competitive advantage is a set of unique characteristics that allow a firm to surpass its competitors. Such advantages could stem from cost leadership strategies, product/service differentiation, or a focused approach towards niche markets. In the healthcare industry, attaining a competitive advantage frequently leads to enhanced patient care standards, operational efficiencies, and stronger financial performance (Ginter, 2018). The notion of strategic planning has undergone substantial evolution over time. Initial models, such as those introduced by Bryson (2018), centered on aligning an organization's internal strengths with external opportunities. Contemporary approaches underscore the necessity for agility and the ability to adapt swiftly to fluctuating market dynamics. Strategic planning in the hospital setting entails outlining long-term objectives, comprehending the competitive landscape, evaluating internal competencies, and executing strategies to realize targeted outcomes (Johnson, 2017).

Strategic intelligence refers to the systematic process of gathering, analyzing, and utilizing information to facilitate well-informed strategic decision-making. It encompasses various intelligence domains, including market intelligence, competitive intelligence, and technological intelligence. The concept finds its roots in the broader discipline of business intelligence, which involves harnessing data and analytical tools to support decision-making processes (Andersen, 2018). Moreover, strategic intelligence holds vital significance for private hospitals as it provides

insights into market trends, competitor activities, and technological advancements. By leveraging strategic intelligence, hospitals can make proactive decisions that enhance their competitive position. For instance, understanding patient demographics and healthcare needs can enable hospitals to tailor their services effectively to meet demand (Elbanna et al., 2017).

According to Al-Najjar's (2016), the hospitals with comprehensive strategic planning processes, including environmental scanning and strategic goal setting, outperformed their competitors in patient satisfaction, operational efficiency, and market share, similarly, Musa and Ahmad (2018) demonstrated that strategic intelligence significantly mediates the relationship between strategic planning and performance outcomes. Hospitals that effectively employed strategic intelligence tools were better at identifying opportunities and threats, enabling them to make more strategic decisions. This, in turn, led to improved patient care, cost management, and overall competitive advantage. In a study focused on Palestinian private hospitals, Haddad and Saleh (2019), identified that strategic planning practices were unevenly implemented across hospitals. It was revealed that hospitals with a systematic approach to strategic planning, incorporating strategic intelligence practices such as competitive benchmarking and scenario planning, reported better competitive outcomes. The literature extensively documents the role of strategic intelligence in strategic planning. According to Barney (2017), strategic intelligence empowers organizations to anticipate market changes and adjust their strategies accordingly. In the healthcare sector, strategic intelligence can inform decisions regarding resource allocation, service development, and market positioning. Hospitals that effectively integrate strategic intelligence into their planning processes are better equipped to achieve a competitive advantage.

The healthcare industry in the West Bank functions within a distinctive and demanding setting. Healthcare providers face substantial obstacles due to political instability, economic limits, and regulatory complications. Notwithstanding these difficulties, the private healthcare industry has demonstrated resilience and the capacity for expansion (Al-Tarawneh et al., 2018). The private hospitals in the West Bank have a crucial function in complementing the state healthcare system. Private healthcare facilities offer crucial services that public hospitals may not fully supply, such as specialized treatments and sophisticated diagnostic services. Nevertheless, these hospitals encounter fierce rivalry from both domestic and global healthcare providers (Awwad, Akroush, 2020). Strategic planning is a crucial aspect of organizational management,

especially in fiercely competitive and rapidly changing industries like healthcare. This study examines the importance of strategic planning in achieving a competitive edge, with a particular emphasis on strategic intelligence as a mediator. The objective of the research is to examine the impact of strategic planning techniques on attaining a competitive advantage in private hospitals situated in the northern West Bank region of Palestine. Additionally, the study intends to evaluate the function of strategic intelligence as a mediator in this connection. The study aims to get a thorough knowledge of how the integration of strategic intelligence may improve strategic planning procedures, resulting in better competitive positioning and performance in the healthcare business. Bryson (2018) asserts that strategic planning provides a structured approach for making well-informed decisions, predicting forthcoming obstacles, and adjusting to shifts in the external surroundings. Strategic planning is crucial in private hospitals to efficiently manage resources, enhance service quality standards, and ensure long-term viability. Although the significance of strategic planning and strategic intelligence is recognized, there is a lack of empirical data about their collective influence on attaining a competitive advantage in private hospitals in the West Bank. Further examination is needed to comprehend the interaction and contribution of these aspects to organizational performance in this particular context, due to the existing research gap. The primary aim of this thesis is to examine the mediating function of strategic intelligence in the correlation between strategic planning and competitive advantage among private hospitals in the West Bank. The results of this study will add to the current knowledge and offer significant insights for healthcare managers and policymakers to improve the competitiveness and long-term viability of private hospitals in this area.

The thesis is divided into five chapters: chapter one includes the background, problem statement, thesis objectives, thesis's questions, objectives, hypothesis and significance of the study, while chapter two includes theoretical and empirical literature review. In addition, chapter three displays methodology and thesis's design. Chapter four includes analysis of data and finally, chapter five presents the conclusion and recommendations.

## **1.2 Problem Statement**

The healthcare industry worldwide has been undergoing rapid transformations, propelled by technological advancements, shifting patient demographic profiles, and evolving regulatory landscapes. These changes have intensified competition among healthcare providers, especially

in regions facing unique socio-political and economic challenges, such as the West Bank in Palestine. In this context, private hospitals are compelled to adopt innovative strategies to sustain and bolster their competitive positions. However, the specific mechanisms through which these strategies influence competitive advantage remain under-explored, particularly with respect to the roles played by strategic planning and strategic intelligence processes (Awwad & Akroush, 2020).

The analysis of strategic planning is widely acknowledged as a fundamental aspect of efficient administration, allowing firms to establish long-term objectives, allocate resources optimally, and react proactively to external obstacles. Although recognized as significant, there is a noticeable lack of comprehension about the manner in which strategic planning leads to a competitive edge specifically inside the distinct setting of private hospitals in the West Bank. The intricate nature of this environment, characterized by political instability, economic limitations, and regulatory intricacies, necessitates a detailed analysis of how strategic planning approaches might be customized to tackle these particular issues (Abu-Qamar et al., 2019).

Moreover, the extent to which strategic intelligence acts as a mediator in the connection between strategic planning and competitive advantage has not been adequately investigated. Strategic intelligence involves the organized gathering, examination, and utilization of data to support strategic decision-making. It includes several areas of intelligence, such as market intelligence, competitive intelligence, and technological intelligence. The integration of strategic intelligence into strategic planning processes is crucial in the healthcare sector, as timely and well-informed choices may have a major influence on patient care standards and operational efficiency (Elbanna et al., 2017). Nevertheless, there is a scarcity of empirical data regarding the role of strategic intelligence in mediating the relationship between strategic planning techniques and competitive advantage specifically within the private hospital sector.

In the West Bank region, private hospitals grapple with intense competition stemming not only from public healthcare facilities but also from international healthcare providers. This competitive landscape necessitates a strategic approach that synergizes both strategic planning practices and strategic intelligence processes to achieve and sustain a competitive edge. However, the specific mechanisms through which these elements interact and contribute to



organizational success in this region remain inadequately documented in existing literature (Al-Tarawneh et al., 2018).

This study seeks to address this deficiency by examining the influence of strategic planning on competitive advantage, specifically emphasizing the mediating function of strategic intelligence. The study aims to get a thorough knowledge of how strategic planning procedures may be improved by using strategic intelligence. This will be achieved by analyzing private hospitals in the northern West Bank. This task will need examining the particular elements within strategic planning and strategic intelligence that have a major impact on competitive advantage. It also involves comprehending how these elements interact in the context of the distinct issues encountered by private hospitals in this region.

Addressing this research gap is important for various reasons. Firstly, it will provide significant insights for healthcare managers and policymakers on how to improve strategic planning methods in order to attain superior competitive positioning and performance results. Furthermore, it will enhance the existing expertise on strategic management in the healthcare sector, especially in areas facing substantial socio-political and economic difficulties. Ultimately, the results of this study will offer specific and useful suggestions designed for private hospitals in the West Bank area. These recommendations will help these hospitals enhance their capacity to compete and maintain their viability in a constantly changing and difficult business climate. Furthermore, it is important to examine the influence of strategic planning on attaining a competitive edge by utilizing strategic intelligence as a mediating factor in private hospitals located in the West Bank. This investigation centers on the impact of top-level management practices on the execution of strategic planning at these institutions. Furthermore, it assesses the degree to which competitive advantage and assessment and control are influenced. Additionally, it investigates how strategic intelligence acts as a mediator in improving the competitive advantage of private hospitals in the West Bank.

The problem statement thus underscores the need for a detailed investigation into the relationship between strategic planning, strategic intelligence, and competitive advantage in private hospitals in the West Bank. It highlights the importance of understanding how these elements interact to provide a strategic framework that can help these hospitals navigate the complexities of their operating environment and achieve sustained competitive success.

### **1.3 Thesis Objectives**

The primary aim of this study is to determine the influence of strategic planning on attaining a competitive advantage in private hospitals in the West Bank, with strategic intelligence serving as a mediating variable. The primary aim of this study is to be separated into the subsequent sub-objectives:

- 1.3.1** The objective is to assess the extent of strategic planning and strategic intelligence implementation in private hospitals located in the West Bank.
- 1.3.2** To examine the impact of all strategic planning dimensions (top management practices, strategic analysis, strategy implementation, and evaluation & control) on competitive advantage in private hospitals in the West Bank
- 1.3.3** To evaluate the current levels of competitive advantage in private hospitals in the West Bank
- 1.3.4** To identify the mediating role of strategic intelligence in the relationship between strategic planning and competitive advantage in private hospitals in the West Bank
- 1.3.5** To identify the Impact of Strategic Planning and Strategic Intelligence on Competitive Advantage

### **1.4 Thesis Questions**

This thesis investigates the main question of what is the impact of strategic planning on achieving competitive advantage through strategic intelligence as a mediating variable in Private hospitals in the west bank? And to answer the main questions, the thesis focuses on the following sub questions:

And to answer the main questions, the thesis focuses on the following sub questions:

- 1.4.1** What are the levels of strategic planning and strategic intelligence in private hospitals in the West Bank?
- 1.4.2** What is the impact of top management practices on competitive advantage in Palestinian private hospitals in the West Bank?
- 1.4.3** How does strategic analysis influence the competitive advantage of Palestinian private hospitals in the West Bank?
- 1.4.4** What is the effect of strategy implementation on competitive advantage in Palestinian private hospitals in the West Bank?

**1.4.5** How does evaluation and control impact the competitive advantage of Palestinian private hospitals in the West Bank?

**1.4.6** What is the impact of strategic planning and strategic intelligence on Palestinian private Hospitals' competitive advantage?

## **1.5 Thesis Hypotheses**

In this section, the researcher presents the thesis hypotheses which consists of six hypotheses.

### **H1A: The impact of Strategic planning on Competitive Advantage as following**

#### **Hypothesis 1A**

**H<sub>0</sub>**: There is no a positive impact of top management on the competitive advantage of Palestinian private hospitals in the West Bank.

**H<sub>1</sub>**: There is positive impact of top management on the competitive advantage of Palestinian private hospitals in the West Bank

#### **Hypothesis 2A**

**H<sub>0</sub>**: There is no a positive impact of strategic analyses on the competitive advantage of Palestinian private hospitals in the West Bank.

**H<sub>1</sub>**: There is a positive impact of strategic analyses on the competitive advantage of Palestinian private hospitals in the West Bank

#### **Hypothesis 3A**

**H<sub>0</sub>**: There is no a positive impact of strategy implementation on the competitive advantage of Palestinian private hospitals in the West Bank.

**H<sub>1</sub>**: There is a positive impact of strategy implementation on the competitive advantage of Palestinian private hospitals in the West Bank

#### **Hypothesis 4A**

**H<sub>0</sub>:** There is no a positive impact of evaluation and control on the competitive advantage of Palestinian private hospitals in the West Bank.

**H<sub>1</sub>:** There is a positive impact of evaluation and control on the competitive advantage of Palestinian private hospitals in the West Bank

**H<sub>2</sub>: The mediating role of Strategic Intelligence in the impact of Competitive Advantage: as following**

#### **Hypothesis 2A**

**H<sub>0</sub>:** Strategic Intelligence does not mediate the relationship between top management and Competitive Advantage in Palestinian private hospitals in the West Bank.

**H<sub>1</sub>:** Strategic Intelligence mediates the relationship between top management and competitive advantage in Palestinian private hospitals in the West Bank.

#### **Hypothesis 2B**

**H<sub>0</sub>:** Strategic Intelligence does not mediate the relationship between strategic analyses and Competitive Advantage in Palestinian private hospitals in the West Bank.

**H<sub>1</sub>:** Strategic Intelligence mediates the relationship between strategic analyses and competitive advantage in Palestinian private hospitals in the West Bank.

#### **Hypothesis 2C**

**H<sub>0</sub>:** Strategic Intelligence does not mediate the relationship between strategy implementation and Competitive Advantage in Palestinian private hospitals in the West Bank.

**H<sub>1</sub>:** Strategic Intelligence mediates the relationship between strategy implementation and competitive advantage in Palestinian private hospitals in the West Bank.

#### **Hypothesis 2D**

**H<sub>0</sub>:** Strategic Intelligence does not mediate the relationship between evaluation and control and Competitive Advantage in Palestinian private hospitals in the West Bank.

**H1:** Strategic Intelligence mediates the relationship between evaluation and control and competitive advantage in Palestinian private hospitals in the West Bank.

## **1.6 Significance of Thesis**

This thesis is of great significance to several stakeholders in the healthcare sector of the West Bank, such as hospital administrators, policymakers, and academic scholars. The results of this study will offer significant knowledge on the significance of strategic planning and strategic intelligence in improving the competitive advantage of private hospitals.

Firstly, the research will offer empirical evidence on the effectiveness of strategic planning practices in private hospitals. By understanding the critical elements of strategic planning that contribute to achieving a competitive advantage, healthcare administrators will be better equipped to refine and improve their strategic initiatives.

Furthermore, the thesis will emphasize the significance of strategic intelligence in the process of strategic planning. The research aims to illustrate how strategic decision-making may be improved by the use of strategic intelligence, which involves the collecting, analysis, and application of information. Moreover, the study will offer valuable insights into how top management practices impact the effective execution of strategic initiatives. Gaining insight into the impact of leadership practices on the implementation of strategic initiatives will assist hospital administrators in improving their management techniques, therefore assuring the successful execution of strategic plans and the attainment of organizational objectives.

Additionally, this thesis will contribute to the existing body of literature on strategic management in healthcare, particularly in the context of the West Bank. It will provide a comprehensive analysis of the interplay between strategic planning, strategic intelligence, and competitive advantage, offering a valuable reference for future research. This contribution to academic knowledge will support ongoing and future studies in the field, helping to advance understanding and best practices in strategic healthcare management.

Moreover, by emphasizing the need for innovation and adaptability in strategic approaches, the study will encourage hospitals to adopt innovative solutions and stay responsive to changing market conditions. This will foster a culture of continuous improvement and

proactive problem-solving, enabling hospitals to navigate challenges and seize opportunities effectively.

In summary, this thesis provides significant insights and practical implications for enhancing strategic planning and intelligence in private hospitals in the West Bank, supporting their efforts to achieve a competitive advantage and deliver superior healthcare services.

## **Chapter Two: Literature Review**

### **2.1 Introduction**

The relationship between strategic planning, strategic intelligence, and competitive advantage has garnered significant attention across various streams of literature. Strategic planning is a widely acknowledged management practice that involves defining an organization's objectives and determining the optimal strategies to achieve them. In the dynamic healthcare sector, strategic planning is essential for navigating evolving patient needs, technological advancements, and regulatory landscapes. This section will explore the evolution and application of strategic planning theories, emphasizing their relevance to private hospitals.

On the other hand, strategic intelligence refers to the systematic process of gathering, analyzing, and utilizing information to support strategic decision-making processes. It encompasses various intelligence domains, such as market intelligence, competitive intelligence, and technological intelligence. The role of strategic intelligence is increasingly being recognized as a critical factor in enhancing organizational agility and adaptability. This review will examine the literature on strategic intelligence, highlighting its significance in informing strategic planning practices and improving competitive positioning within healthcare organizations.

The notion of competitive advantage holds a central position in the strategic management literature. It encompasses the unique attributes and capabilities that enable an organization to outperform its rivals. In the context of private hospitals, competitive advantage can be manifested through superior patient care standards, operational efficiencies, robust financial performance, and innovative practices (Topol, 2019). This review will delve into the theoretical frameworks and empirical studies that explore how strategic planning and strategic intelligence contribute to achieving and sustaining competitive advantage within the healthcare sector.

Furthermore, the literature review will encompass a wide array of sources that examine the key components influencing organizational creativity, namely: strategic planning practices, strategic intelligence processes, and competitive advantage drivers. Additionally, the review will focus on research papers that investigate the measurement and assessment of competitive advantage, strategic intelligence capabilities, and strategic planning implementations.

## **2.2 Theoretical Literature Review**

### **2.2.1 What is Strategic Planning?**

Strategic planning is a thorough and systematic management process that involves determining the future course of an organization and making important decisions about how to allocate resources in order to achieve the established strategic goals. This approach is crucial for firms that aim to achieve long-term goals and stay ahead of their competitors in their industry. Strategic planning is particularly important in the healthcare industry because of its dynamic and complex character. This requires constant adjustment to changing patient requirements, technology breakthroughs, and regulatory environments(Gomes, Teixeira, 2017).

Strategic planning, as discussed by Ginter et al. (2018), allows hospitals to synchronize their mission and vision with their day-to-day operations, promoting a unified approach to healthcare delivery. This synchronization ensures that all hospital personnel and resources are directed towards shared objectives, which can enhance efficiency and patient outcomes. Furthermore, strategic planning helps hospitals pinpoint and prioritize critical investment areas, such as advanced technologies, staff development, and facility improvements, which are crucial for upholding high care standards and remaining competitive in the market.

Furthermore, Johnson et al. (2017) highlight that the conceptualization of strategic planning has undergone a transformative evolution over the years. Modern strategic planning approaches place a strong emphasis on organizational agility and the ability to respond proactively to shifts in external environmental factors. Complementing this view, Bryson (2018) explains that strategic planning offers a structured framework that facilitates well-informed decision-making processes, enables proactive anticipation of future challenges, and fosters swift adaptability to changes in the external business landscape. This inherent adaptability is a critical trait for organizations operating in rapidly evolving and uncertain industries, such as the healthcare sector.

Strategic alignment is paramount in effective strategic planning. By ensuring organizational resources and capabilities are directly linked to strategic goals, all facets of the organization synergize towards shared objectives, thereby maximizing efficiency and effectiveness. As Grant (2016) suggests, resource-based strategic planning is key, emphasizing the strategic use of unique organizational assets such as skilled personnel, technology, and



facilities in healthcare – to foster a sustainable competitive advantage and deliver superior patient care.

Moreover, the strategic planning involves establishing clear and measurable goals and objectives. These goals provide a definite direction for the organization and serve as benchmarks to evaluate its performance. According to Johnson et al. (2017), it is crucial to set SMART goals—Specific, Measurable, Achievable, Relevant, and Time-bound. This approach ensures that the organization's strategic initiatives are both focused and effective. In the healthcare sector, such goals typically aim at enhancing patient outcomes, boosting operational efficiency, and achieving financial stability.

In 2008, Kaplan and Norton introduced the Balanced Scorecard, a strategic management framework that helps firms implement their strategic goals effectively. This method incorporates several viewpoints, such as financial performance, customer happiness, internal procedures, and learning and growth, thereby providing a comprehensive assessment of organizational success. An equally crucial aspect of the strategic planning process is the implementation phase, which is centered around carrying out the strategic plan and ensuring that the organization is in line with the defined strategic objectives.

Furthermore, strategic planning in hospitals plays a crucial role in optimizing resource allocation. By identifying key priorities and establishing clear objectives, hospitals can manage their resources more efficiently, ensuring optimal utilization. This optimization is especially vital considering the financial constraints and budgetary pressures many hospitals encounter (Williams, 2017). While, Johnson (2017) mentioned the effective strategic planning also necessitates the involvement of key stakeholders, such as hospital staff, patients, and the community. Engaging these stakeholders ensures that the strategic plan is thorough and aligned with the needs and expectations of its intended beneficiaries. Moreover, this engagement cultivates a sense of ownership and commitment among stakeholders, which is crucial for the successful execution of the plan.

### **2.2.1.1 Top Managements**

Fatima et al. (2020) stated that the senior management has a crucial role in guiding firms towards attaining a competitive edge through strategic planning and strategic intelligence.

According to Mustafa et al. (2019), strategic planning is a vital process for organizational performance. It involves establishing strategy and making decisions on how resources should be allocated. Ilyas et al. (2020) assert that the participation of senior management in these processes is crucial, since they are accountable for establishing the organization's vision, purpose, and strategic objectives. In addition, Knight et al. (2020) said that the extent to which senior management is involved in strategic planning has been thoroughly examined in many settings. Mintzberg et al. (2018) argue that strategic planning is not only a hierarchical process, but rather entails substantial collaboration between top management and lower levels within the business. This cooperative method guarantees that strategic plans are both feasible and implementable.

The primary responsibility of top management is to establish an organizational culture that facilitates the implementation of strategic goals. The study conducted by Hambrick and Mason (2020) highlights the substantial impact of the qualities and actions of senior executives, also known as the "upper echelons," on strategic decision-making. The organization's strategic orientation is influenced by the educational backgrounds, experiences, and values of its members. Mintzberg et al. (2018) argue that strategic planning offers a systematic method for harmonizing an organization's objectives with its operational endeavors, hence enhancing decision-making and resource distribution. Alosani et al. (2020) stated that the dedication of senior management to promoting a culture of strategic intelligence is crucial for successfully implementing it. According to Kunc and Bhandari (2018), the involvement of senior management in strategic planning is essential and has a major influence on an organization's

#### **2.2.1.2 Strategic analysis**

Strategic analysis is a crucial part of strategic management. It involves assessing both the internal and external factors of a company to develop plans that improve its competitive advantage, as described by Teece et al. (2018). Dobbs et al. (2017) highlight that this research entails a methodical assessment of a company's advantages, disadvantages, potential advantages, and potential disadvantages (SWOT). According to Walker et al. (2021), this analytical approach is crucial for firms that want to succeed in competitive marketplaces and attain sustainable growth. Moreover, Barney and Hesterly (2018) emphasize the need of doing internal resource analysis to discover distinctive competencies that might provide a competitive advantage.

Shujahat et al. (2019) endorse this perspective, emphasizing the significance of the resource-based view (RBV) in strategic management. The RBV proposes that firms should use their distinctive resources to generate value and attain competitive advantages.

Dobbs (2017) asserts that employing Porter's model enables organizations to comprehend the competitive dynamics inside their sector, including the influence of suppliers and customers, the potential for new entrants, the possibility of alternative items, and the level of competitive rivalry. This model provides a systematic method for studying industry trends and developing strategies to enhance market position. Mintzberg et al. (2018) enhance conventional frameworks by integrating dynamic capabilities theory, which highlights an organization's capacity to adjust and rejuvenate its capabilities in reaction to evolving surroundings. Teece (2018) asserts that the ability to adapt tactics in fast changing sectors is essential for achieving long-term success. Kaplan et al. (2018) suggest that strategic analysis offers useful insights into the approaches and frameworks that businesses may employ to improve their strategic decision-making processes. Strategic analysis has gained significance in the healthcare industry due to its distinct difficulties and regulatory framework. Johnson et al. (2019) examine the strategic management practices of healthcare organizations, emphasizing the importance of strategic analysis in enhancing service delivery and operational efficiency. They emphasize the need of doing stakeholder analysis and environmental scanning when formulating strategies that effectively cater to the distinct requirements and limitations of healthcare organizations. Furthermore, the incorporation of strategic intelligence into strategic analysis procedures is becoming acknowledged. Ahmed and Omar (2020) define strategic intelligence as the methodical gathering, examination, and distribution of data to facilitate strategic decision-making. Their research illustrates the capacity of strategic intelligence to augment strategic analysis by offering profound insights into market trends, competitor activity, and technical breakthroughs. This, in turn, facilitates more knowledgeable and efficient strategy creation.

### **2.2.1.3 Strategic analysis**

According to Al-Filali et al. (2023), the implementation of strategy is a vital stage in the strategic management process. It involves transforming strategic plans into practical procedures to achieve desired goals and objectives. Al-Dhaafri et al. (2022) highlighted the crucial importance of

effectively implementing strategies for firms to get a competitive advantage and maintain their long-term sustainability. Hrebiniak (2018) emphasized the intricacies linked to the implementation of strategy, highlighting that errors frequently arise from insufficient synchronization between the processes of formulating and executing strategy. According to AlQershi et al. (2021), it is crucial for businesses to establish precise goals, effectively distribute resources, and uphold a consistent communication strategy. In addition, Weiser et al. (2020) emphasized the essential importance of leadership in the process of implementing strategies, as leaders play a crucial role in inspiring people and aligning them with the strategic vision. Cândido and Santos (2019) made a substantial contribution to the literature by conducting a comprehensive study of several elements that influence the execution of strategies in diverse sectors. Priyambodo et al. (2021) highlighted organizational structure, culture, and employee engagement as crucial factors. They said that a flexible structure facilitates the adaptation to strategy changes, while a supportive culture motivates people to adopt new methods. Kaplan et al. (2018) conducted a study in the healthcare sector that specifically examined the implementation of strategies in hospitals and healthcare systems. The study highlighted the distinct problems faced in this sector, including legislative limitations, varied stakeholder interests, and the complexities of healthcare delivery. Tawse et al. (2021) argued that successful implementation of strategies in healthcare requires robust change management procedures, continuous performance monitoring, and the active participation of frontline personnel in the planning phase. Furthermore, they emphasized the significance of synchronizing clinical and administrative operations in order to accomplish strategic objectives. In his study, Okumus (2020) emphasized the importance of strategic alignment in the hospitality business. He discovered that the successful execution of strategies relies on matching the overall goals with day-to-day operational tasks. The research emphasized the importance of ongoing communication and feedback to ensure that all workers have a clear understanding of their roles within the strategic plan. In addition, George et al. (2021) highlighted the importance of training and development programs in providing staff with the necessary abilities to effectively implement initiatives. The significance of middle managers in the execution of strategic plans has been increasingly acknowledged. In their study, Balogun and Johnson (2018) investigated the role of middle managers in facilitating the implementation of strategies by serving as mediators between top management and frontline personnel. Nahak et al. (2022) recognized

middle managers as crucial in converting strategic goals into practical assignments and promoting a culture of responsibility. In addition, they act as catalysts for change, fostering innovation and facilitating ongoing enhancement within their teams. A meta-analysis conducted by Aaltonen and Ikävalko (2019) consolidated results from many research on strategy execution, revealing prevalent obstacles such as resistance to change, insufficient resources, and poor strategic leadership. Their investigation highlighted the need of tackling these obstacles by implementing thorough planning, efficient communication, and fostering a supportive workplace culture. Köseoglu (2020) said that successful strategy implementation necessitates a comprehensive approach that includes organizational structure, culture, leadership, employee participation, and ongoing adaptation. Organizations may improve their capacity to effectively implement strategies and accomplish their strategic goals by addressing these components.

#### **2.2.1.4 Evaluation and control**

Gacek et al. (2021) define evaluation in strategic planning as a methodical assessment of strategic efforts and their outcomes. According to Hadji et al. (2020), this method assists businesses in evaluating the efficacy and congruence of their strategies with overarching objectives. Bryson (2018) emphasizes the importance of evaluation in identifying areas for development and ensuring effective allocation of resources. Fragapane et al. (2021) emphasize the significance of ongoing feedback systems that enable businesses to adjust to evolving circumstances and improve their strategic approaches. In their 2018 study, George and Desmidt investigated the influence of strategic evaluation on the performance of organizations. Their research indicates that companies with strong assessment procedures tend to achieve better results compared to those without such mechanisms. They contend that frequent evaluation offers crucial insights into the efficacy of strategic efforts, facilitating informed decision-making and requisite modifications. In addition, Tzenios et al. (2022) highlight the need of engaging many stakeholders in the assessment process to attain a thorough comprehension of strategic results. Mulyaningsih et al. (2023) provide a definition of control in strategic planning as the means and procedures employed to oversee and manage the execution of a strategy. Fuertes et al. (2020) discovered that effective control guarantees that strategic activities are carried out as planned and any deviations are swiftly rectified. Pearce and Robinson (2017) delineate a range of control mechanisms, including financial controls, performance indicators, and strategic audits,

that assist businesses in upholding strategy alignment and attaining their objectives. Grant (2019) examines the correlation between strategic control and organizational agility, proposing that companies with adaptable control systems are more capable of effectively adapting to external changes and uncertainty. Grant asserts that conventional inflexible control mechanisms can impede innovation and adaptation, while dynamic control systems foster ongoing learning and strategic agility. In addition, Atmaja et al. (2002) state that including assessment and control into strategic planning establishes a complete framework to guarantee strategic success. This connection enables firms to evaluate the efficacy of their initiatives and make real-time adjustments to their implementation procedures. According to Simons (2020), adopting a balanced approach to evaluation and control promotes a culture of accountability and ongoing development. The research conducted by Johnson, Scholes, and Whittington (2021) explores the incorporation of assessment and control mechanisms into strategic planning by employing balanced scorecards. Advocates assert that balanced scorecards offer a comprehensive perspective of corporate performance by integrating both financial and non-financial criteria. This technique allows firms to track their progress towards strategic objectives and make any required modifications to improve performance. According to McKenzie et al. (2022), assessment and control are crucial elements of strategic planning since they play a vital role in effectively implementing strategies and attaining organizational objectives. Espina et al. (2020) highlight the significance of implementing strong assessment processes and adaptable control systems to improve organizational performance and strategy adaptability.

### **2.2.2 measurement of strategic planning**

Several researchers have highlighted the importance of a comprehensive approach to measuring strategic planning. Elbanna et al. (2020) conducted a study exploring the relationship between strategic planning and organizational performance in the United Arab Emirates. They developed a multi-dimensional scale for measuring strategic planning, incorporating factors such as the formality of the planning process, stakeholder participation, the use of analytical techniques, and the integration of strategic plans with operational activities. Their findings indicate that a holistic measurement of strategic planning is crucial for accurately assessing its impact on organizational performance. Similarly, Arend et al. (2017) proposed a framework for measuring strategic planning based on four key dimensions: formalization, participation, sophistication, and implementation. They contended that these dimensions encompass the critical

elements of strategic planning and offer a comprehensive understanding of the process. Their study highlighted the importance of assessing both the process and the content of strategic planning to obtain a thorough understanding of its effectiveness..

An effective approach to assess strategic planning entails analyzing the extent to which the planning process is thorough. Elbanna et al. (2017) highlighted the significance of evaluating how thoroughly firms conduct environmental scanning, establish precise objectives, create comprehensive action plans, and allocate resources efficiently. Their research emphasized that thorough strategic planning is linked to improved organizational performance, since it allows firms to predict market shifts and adapt their plans accordingly. Wolf and Floyd (2017) investigated the impact of strategic planning in changing situations. Their proposition is that the evaluation of strategic planning should prioritize its flexibility and adaptability, considering the swift changes in market conditions and technology improvements. According to their study, strategic planning procedures that are both structured and adaptive lead to improved performance results. This is because they allow firms to quickly react to external changes while still keeping their strategic orientation. Andersen (2018) made a noteworthy contribution by examining the correlation between strategic planning and organizational objectives. Andersen proposed that evaluating the efficacy of strategic planning included appraising the congruence between strategic plans and the overarching goal and vision of the company. This alignment guarantees that all strategic activities are aimed at accomplishing long-term objectives, thereby improving organizational cohesion and focus.

Strategic planning in the healthcare industry generally involves assessing the incorporation of stakeholder input and the emphasis on patient-centered outcomes. Gorli et al. (2019) emphasized the significance of engaging diverse stakeholders, such as healthcare professionals, patients, and regulatory authorities, in the strategic planning process. Their research revealed that hospitals that integrate a variety of viewpoints from different stakeholders are more likely to create stronger and more efficient strategic plans, leading to enhanced patient care and operational effectiveness.

Furthermore, the evaluation of strategic planning in healthcare often involves the use of performance measures and efforts aimed at enhancing quality. Smits et al. (2017) state that good strategic planning in hospitals involves setting clear performance metrics and implementing ongoing quality improvement initiatives. Their study revealed that hospitals that have well

defined performance indicators and conduct frequent evaluations of strategic objectives are more likely to attain greater levels of patient satisfaction and operational efficiency

### **2.3.1 strategic intelligence**

Strategic intelligence (SI) is essential in contemporary strategic management since it involves the systematic collection, analysis, and utilization of information to facilitate strategic decision-making. This includes several forms of information, including market intelligence, competitive intelligence, and technological intelligence. These forms of intelligence collectively offer a comprehensive picture of the external environment and internal capabilities (Brinckmann et al., 2019). The importance of strategic intelligence in enhancing organizational performance and attaining a competitive advantage has been increasingly recognized in recent research (Barton et al., 2018).

Organizations working in complex and frequently changing settings require strategic insight. It provides essential analysis of market trends, competitor actions, and technology advancements, allowing firms to make educated decisions and proactively adapt to changes. Calof, Richards, and Smith (2017) argue that strategic intelligence improves an organization's capacity to anticipate market fluctuations and adjust its plans accordingly, hence enhancing its flexibility and resilience. This progressive approach is especially crucial in industries such as healthcare, where swift transformations and uncertainty are prevalent.

Strategic intelligence involves a series of crucial tasks, including gathering pertinent information, examining data to provide practical insights, and disseminating this knowledge to decision-makers. These operations need a methodical approach and the use of sophisticated analytical tools and methodologies. According to Wright, Pickton, and Callow (2018), the key to successful strategic intelligence is in the integration of many data sources and the application of advanced analytical techniques to derive valuable insights. This integration allows firms to discern nascent patterns, assess rivalrous risks, and discover novel prospects (Acar et al., 2018).

Dishman et al. (2020) highlighted the crucial importance of strategic information in facilitating strategic planning and operational decision-making in the healthcare sector. Hospitals and healthcare businesses utilize strategic information to monitor patient demographics, analyze technology improvements, and evaluate regulatory changes. By efficiently using this knowledge, healthcare professionals may develop strategies that increase patient care, optimize resource



allocation, and boost overall organizational performance. Moreover, a study conducted by Fleming, Luu, and Parvanta (2019) found that healthcare businesses that effectively utilize strategic information are more inclined to gain a competitive advantage by improving service delivery and operational efficiency. In addition, Lönnqvist et al. (2021) demonstrated that strategic intelligence include the assessment of internal capabilities and resources, a vital aspect in aligning strategic efforts with an organization's strengths and shortcomings. Acar and Polat (2018) argue that internal intelligence enables firms to comprehend their skills and pinpoint areas for enhancement, hence facilitating the development of plans that capitalize on their distinctive assets. The internal evaluation is enhanced by external intelligence, which provides valuable information about the wider competitive environment and market circumstances. Furthermore, Wright et al. (2018) highlighted that the primary obstacle in the implementation of strategic intelligence is in guaranteeing the precision and pertinence of the gathered information. Continuous monitoring and updating of intelligence data is necessary due to the ever-changing nature of external settings. Dishman and Calof (2020) emphasize the need of corporations implementing strong systems for data gathering and analysis, which should include the utilization of real-time data analytics and machine learning approaches. These technologies improve the capacity to handle substantial amounts of data and produce timely insights, thereby enhancing the efficiency of strategic intelligence. Cheung et al. (2019) emphasized the need of effectively sharing strategic knowledge inside an organization for achieving success. Efficient communication channels and coordination across many departments are essential to guarantee that intelligence insights are effectively leveraged in strategic decision-making. Lönnqvist, Pirttimäki, and Hannula (2021) highlight the significance of cultivating a culture that esteems intellect and promotes the exchange of information. This cultural transformation allows firms to fully leverage the advantages of strategic intelligence and incorporate it into their strategic planning processes. On the other hand, the research conducted by De Angelis et al. (2108) has established a well-documented correlation between strategic intelligence and competitive advantage in contemporary literature. Competitive advantage pertains to an organization's capacity to surpass its competitors in terms of profitability, market share, and innovation. Strategic intelligence enhances firms' competitive advantage by offering valuable insights that aid in identifying opportunities and threats, optimizing resource allocation, and improving strategic agility. Liebowitz (2018) defined strategic intelligence as the ability of firms to do

comprehensive market studies, predict industry trends, and create proactive plans that reduce risks and take advantage of new possibilities. Tarraf and Molz (2020) emphasize that firms that utilize strategic intelligence are more adept at navigating competitive environments and maintaining long-term success.

Recent study highlights the important role of strategic intelligence in connecting different organizational strengths and competitive advantage. According to Adams et al. (2019), functions serve as a conduit that enhances the effectiveness of other strategic resources and capabilities. Bresciani et al. (2018) argued that this would improve competitive performance. Strategic intelligence significantly enhances an organization's ability to integrate, develop, and adapt internal and external skills to effectively respond to quickly changing surroundings. These capabilities are known as dynamic capabilities. Tarraf and Molz (2020) said that strategic intelligence plays a mediating role in the relationship between dynamic capabilities and competitive advantage. This suggests that the capacity to detect and adapt to changes in the environment is crucial for efficiently utilizing these capabilities. In addition, Calof et al. (2017) said that integrating strategic intelligence into strategic management processes has been proven to stimulate innovation and strategic rejuvenation. Organizations that effectively employ strategic intelligence are more likely to actively engage in strategic learning, adjust to changes in their environment, and execute creative solutions. Côté-Real et al. (2020) emphasized that adaptation is crucial for achieving and maintaining a competitive advantage. In their study, Cheung, Kwok, and Yang (2019) provided evidence that companies with strong strategic intelligence skills are better equipped to recognize and capitalize on emerging opportunities, resulting in long-term competitive advantage. Furthermore, in their study, Heirati et al. (2019) found that the utilization of strategic intelligence in strategic decision-making improves the ability of an organization to withstand and adapt to challenges, thereby increasing its resilience and agility. Strategic intelligence establishes the foundation for scenario planning and strategic foresight, allowing businesses to anticipate and prepare for many possibilities and rapidly adapt to unexpected alterations. Furthermore, according to Leandro et al. (2020), using this proactive strategy not only reduces risks but also enables firms to take advantage of new possibilities. The empirical data presented by Khalil and Shea (2020) supports the notion that strategic intelligence plays a vital role in constructing resilient companies that can prosper in unpredictable situations. Maccari et al. (2019) elucidated that the incorporation of cutting-edge technology, such as

artificial intelligence and big data analytics, has augmented the influence of strategic intelligence on competitive advantage. Adams et al. (2019) state that these technologies improve strategic intelligence capabilities by enabling more advanced data gathering, processing, and interpretation. As a result, firms may acquire more profound understanding and make better-informed strategic choices. According to De Angelis and Rossi (2018), using these technologies into strategic intelligence procedures leads to enhanced forecasting accuracy, improved comprehension of the market, and ultimately, a more robust competitive position.

### **2.3.2 measurement of strategic intelligence**

The Strategic Intelligence Model (SIM) is a prominent framework used to evaluate Strategic Intelligence. It comprises five dimensions: environmental scanning, competitive intelligence, business intelligence, knowledge management, and strategic foresight (Bresciani, Ferraris, & Del Giudice, 2018). According to Blomqvist et al. (2020), environmental scanning involves the surveillance of external factors such as market trends, legislative changes, and technology breakthroughs. Bresciani et al. (2018) define competitive intelligence as the process of gathering and assessing information about rivals. Business intelligence involves the use of data analytics to inform strategic decision-making. Calof et al. (2017) assert that knowledge management is centered around the generation, dissemination, and utilization of knowledge inside the company. Strategic foresight encompasses the ability to anticipate forthcoming trends and circumstances. Recent study has emphasized the need of combining these aspects to improve the ability of an organization to be flexible and adaptable. The research conducted by Maccari and Almeida (2019) shown that firms possessing high levels of strategic intelligence were more adept at maneuvering through intricate and ever-changing contexts, thereby enhancing their competitive advantage. The study conducted by Côte-Real et al. (2020) highlighted the need of combining competitive intelligence and knowledge management approaches to foster innovation and strategy renewal.

Furthermore, Duan et al. (2019) conducted a study that explored the relationship between strategic intelligence and competitive advantage, including many mediating factors. According to Heirati (2019), strategic intelligence has a dual role: it directly affects competitive advantage and also serves as a mediator between other strategic skills and performance results. Leandro and Berti (2020) discovered that strategic intelligence acts as a mediator between organizational

learning and competitive advantage. According to Barney (2017), firms that successfully apply strategic intelligence have a greater ability to transform knowledge into practical plans that improve their competitive position.

Recent research has also placed substantial emphasis on the influence of technology on strategic intelligence capabilities. The advent of big data and sophisticated analytics has revolutionized the methods by which corporations gather, scrutinize, and decipher information (Côrte-Real, Ruivo, & Oliveira, 2020). Technological improvements have allowed corporations to create advanced strategic intelligence systems, leading to better-informed and timely strategic choices. In their study, Khalid and Larimo (2021) found that firms who utilized big data analytics for strategic intelligence saw notable enhancements in market performance and gained a competitive edge. In addition, Hart et al. (2020) said that the use of Strategic Intelligence into strategic planning procedures has shown to enhance the alignment of company objectives with market possibilities. According to Heirati, O’Cass, and Siahtiri (2019), firms that include strategic intelligence into their strategy planning are better able to predict changes in the market and take proactive actions in response. This proactive strategy not only reduces risks but also takes advantage of new possibilities, thereby improving competitive advantage (Heirati, O’Cass, & Siahtiri, 2019).

Furthermore, Heirati et al.'s (2021) study establishes that firms with strong strategic intelligence skills are more likely to participate in strategic alliances and partnerships that enhance their competitive advantage (Adams, Freitas, & Fontana, 2019). These collaborations usually lead to the exchange of information, joint invention, and entry into new markets, which enhances the competitive advantages gained via SI (Adams, Freitas, & Fontana, 2019). In addition, further studies have examined the precise instruments and approaches used to quantify SI. Edwards and Dwivedi (2019) conducted an analysis of data analytics technologies and emphasized the need of real-time data processing and predictive analytics in improving strategic intelligence capabilities. Duan, Edwards, and Dwivedi (2019) found that firms that employ sophisticated analytics technologies are more capable of predicting market trends and making strategic decisions, hence enhancing their competitive advantage.

Ali, Kan, and Sarstedt (2020) conducted a study on the relationship between cultural and leadership factors and the efficacy of strategic intelligence activities. They discovered that organizational culture and leadership styles had a substantial impact on the effectiveness of SI practices. Their research revealed that fostering a culture of ongoing learning and adaptive leadership improves the organization's capacity to effectively execute and get advantages from strategic intelligence efforts (Ali, Kan, & Sarstedt, 2020). In addition, Teece (2018) posited that integrating strategic intelligence into strategic planning enables firms to better synchronize their objectives with market possibilities, foresee changes, and take proactive action. Kaplan et al. (2018) defined the proactive posture as a strategy that not only reduces risks but also takes advantage of new opportunities, hence improving competitive advantage. In addition, the research conducted by Maccoby et al. (2019) elucidated that robust strategic intelligence capabilities enhance strategic alliances and partnerships, resulting in the sharing of knowledge, collaborative innovation, and entry into new markets. This ultimately enhances the competitive advantages derived from strategic intelligence.

Within the healthcare sector, a research conducted by Al-Hakim and Hassan (2018) shown the vital significance of strategic intelligence in achieving operational excellence and gaining a competitive advantage. They argued that healthcare businesses that properly utilize strategic information may more accurately anticipate patient needs, improve operational efficiency, and increase service quality. This discovery emphasizes the versatility of strategic intelligence across different sectors. Assessing the effects of SI also entails examining its influence on innovation. Tsai and Wang (2019) examined the impact of strategic intelligence on the innovation capacities of enterprises operating in the technology industry. According to their study, strategic intelligence allows firms to identify upcoming technologies, understand consumer wants, and foster a culture focused on innovation. These factors help organizations maintain a competitive edge. There has been considerable interest in the impact of strategic intelligence on decision-making processes. Blomqvist, Hara, Koivuniemi, and Äijö (2020) conducted a research that argued that strategic intelligence improves decision-making by combining many sources of information and offering a holistic understanding of the competitive environment. Their research revealed that businesses equipped with strong strategic intelligence systems exhibited more agility and responsiveness to market fluctuations, resulting in improved

strategic decision-making. Aguinis et al. (2017) provided a comprehensive definition of assessing strategic intelligence as a complex process that includes several aspects such as environmental scanning, competitive intelligence, business intelligence, knowledge management, and strategic foresight. Doz et al. (2020) highlight the need of incorporating these aspects to enhance the organizational ability to quickly respond to changes, adjust to new circumstances, and gain a competitive advantage. Technology, strategic planning, and external partnerships enhance the influence of strategic intelligence in attaining a competitive advantage. The references used are Al-Hakim and Hassan (2018), Tsai and Wang (2019), and Blomqvist and Hara (2020). In order for established firms to successfully operate in a rapidly changing and intricate commercial landscape, the strategic utilization of information will be crucial in maintaining a lasting competitive edge.

#### **2.4.1 Definition of Competitive Advantage**

In a broader commercial context, Nafari et al. (2022) provided a definition of competitive advantage as the distinct characteristics and skills that empower a firm to surpass its competitors and attain exceptional success in the marketplace. Nayak et al. (2021) proposed that these benefits might manifest in multiple ways, such as cost leadership, distinctiveness, or focus, enabling a firm to provide value for its consumers while simultaneously ensuring profitability and sustainability. Tu et al. (2021) defined competitive advantage as the specific characteristics that allow a business to surpass its competitors. Azeem et al. (2021) argued that having a competitive edge in healthcare leads to better patient outcomes, economic efficiency, improved technology capabilities, and excellent patient happiness. Mardatillah (2020) stated that these benefits empower healthcare firms to enhance patient attraction, win more favorable agreements with payers, and uphold a more robust market position. According to Barney and Hesterly (2018), a competitive advantage in the healthcare industry is attained when an organization adopts a strategy that creates value and is not being used by any current or potential competitors. This is done by utilizing unique resources and capabilities to provide higher-value care. Adama et al. (2024) attributed the beginnings of competitive advantage to Michael Porter's seminal research, which highlighted cost leadership, distinctiveness, and focus as the main techniques for achieving a competitive edge over rivals. Farida et al. (2022) emphasized the growing importance of dynamic talents as a critical determinant of attaining a competitive advantage.

Teece (2018) contended that in a swiftly changing business landscape, companies must cultivate and use dynamic capabilities - the capacity to incorporate, construct, and adapt internal and external skills to effectively respond to fast shifting circumstances. Grigoriou et al. (2017) provided a definition of the resource-based view (RBV) of the company, which highlights the significance of intangible assets, such as knowledge, skills, and organizational culture, in maintaining a competitive advantage. Barney (2017) emphasizes the need of possessing resources that are valuable, rare, inimitable, and non-substitutable (VRIN) in order to preserve a competitive advantage. This highlights the necessity of strategic resources and competencies that cannot be simply copied by competitors.

In their study, Kurdi et al. (2023) observed a noteworthy advancement in the recognition of the significance of strategic intelligence in attaining a competitive edge. Strategic intelligence encompasses the methodical gathering, examination, and distribution of vital information necessary for making strategic decisions. According to Heirati and O'Cass (2021), companies that successfully employ strategic intelligence are more capable of predicting market trends, comprehending competitive dynamics, and making well-informed strategic decisions, which ultimately improves their competitive advantage. Kianto et al. (2027) discussed the notion of sustainable competitive advantage, which has become more important as people have become more conscious of the necessity for strategies that are both ecologically and socially responsible in the long run. Hart and Dowell (2020) argue that companies that incorporate sustainability into their main strategies can gain a competitive edge by addressing new regulatory demands, meeting consumer expectations for corporate responsibility, and mitigating operational risks related to environmental and social concerns (see Teece, 2018; Barney, 2017; Heirati & O'Cass, 2021; Hart & Dowell, 2020).

The application of theoretical ideas is extremely relevant in the setting of private hospitals in the northern West Bank, Palestine. According to Barakat (2020), the healthcare industry is marked by fast-paced technology progress, changing patient demands, and intricate regulatory frameworks. According to Al-Tarawneh et al. (2028), hospitals should focus on developing dynamic capabilities, utilizing strategic intelligence, and prioritizing sustainability in order to acquire and sustain a competitive advantage (vgl. Al-Tarawneh et al., 2028). According to Heirati et al. (2021), hospitals that invest in advanced medical technologies and staff training are

more likely to provide excellent patient care, which can provide them a major advantage in a competitive market (vgl. Heirati et al., 2021).

Moreover, strategic planning is essential for improving competitive advantage. According to Grant (2019), strategic planning allows firms to synchronize their resources and competencies with market possibilities, establish precise objectives, and develop practical methods to accomplish their goals. Teece (2018) proposes that strategic planning in the healthcare sector may assist hospitals in identifying crucial areas for investment, enhancing operational efficiency, and improving patient satisfaction. These factors all contribute to gaining a competitive edge (cf. Teece, 2018).

Research focused on the Arab world, especially Palestine, has deepened the comprehension of competitive advantage. In his study, Al-Zyoud (2019) analyzed the competitive tactics employed by hospitals in Jordan. He highlighted the significance of implementing quality management techniques and prioritizing patient-centered care as key factors in gaining a competitive edge. This study highlights the importance of contextual elements and regional dynamics in influencing competitive tactics (see Al-Zyoud, 2019).

In their study, Abu-Naser et al. (2018) investigated how information technology might improve the competitive advantage of the Palestinian banking industry in Palestine. Their research reveals that technological innovation and IT infrastructure play a key role in determining competitive advantage. This suggests that similar benefits may be seen in the healthcare industry, where adopting technology can result in better service delivery and operational efficiency (Abu-Naser et al., 2018). Furthermore, Barakat (2020) examined the significance of strategic planning in Palestinian non-governmental organizations (NGOs), illustrating that well-executed strategic planning procedures improve organizational performance and foster a competitive edge. These findings are relevant to private hospitals, since strategic planning may help determine how resources are allocated, influence strategic objectives, and shape the overall direction of the business (see Barakat, 2020). Ultimately, the definition and comprehension of competitive advantage have undergone substantial changes, encompassing novel theoretical viewpoints and actual observations. Modern literature highlights the significance of dynamic capacities, strategic intelligence, and sustainability in attaining and maintaining a competitive edge. These themes are



especially pertinent to private hospitals in the northern West Bank, Palestine. In this region, strategic planning is crucial for successfully navigating the intricacies of the healthcare business and attaining a competitive advantage.

## **2.4.2 Measurement of Competitive Advantage**

The concept of competitive advantage has been thoroughly analyzed in the field of strategic management literature, primarily because of its crucial role in ensuring organizational success and long-term viability. According to Slater et al. (2017), competitive advantage refers to the characteristics that allow a business to outperform its competitors. According to Porter (2017), this advantage can stem from several sources, including cost leadership, distinctiveness, and the capacity to swiftly adjust to market fluctuations. Lee et al. (2019) highlight the dynamic nature of competitive advantage, emphasizing that it is not a fixed state but an ongoing process of preserving and enhancing a company's market position. According to Barney (2017), competitive advantage refers to a company's ability to carry out a plan that creates value and is not being used by any existing or future rivals at the same time. According to Aldehayyat et al. (2018), assessing competitive advantage is a challenging task that necessitates a comprehensive and diverse methodology. Sigalas and Papadakis (2018) differentiate between two primary viewpoints in assessing competitive advantage: objective and subjective metrics. According to Lesmana et al. (2017), objective metrics typically consist of financial indicators like as profitability, market share, and return on assets. On the other hand, subjective measures contain the views of managers regarding a company's success in relation to its rivals.

### **2.4.2.1 Measurement Approaches of measuring competitive advantage**

#### **2.4.2.1.1 Financial Metrics**

One of the main approaches for assessing competitive advantage involves utilizing financial performance indicators. According to Martin et al. (2018), financial metrics such as return on assets (ROA), return on equity (ROE), and profit margins are widely employed to evaluate competitive advantage. Wamba et al. (2017) highlight that these financial metrics offer a direct measurement of competitive advantage, while Khourouh et al. (2020) mention that they reflect a company's capacity to achieve superior economic returns. Nonetheless, Taques et al.

(2021) point out that this method has its drawbacks, as it may overlook intangible assets and innovation capabilities.

#### **2.4.2.1.2 Market-Based Metrics**

Wu et al. (2023) established that market-based indicators, such as market share and customer satisfaction, offer a unique perspective. Market share, as defined by Fang, Palmatier, and Steenkamp (2019), refers to the position of a company relative to its competitors, indicating its competitive power and consumer allegiance. Barauskaite et al. (2021) highlight the significance of customer happiness and loyalty indicators, underscoring their crucial role in predicting future

#### **2.4.2.1.3 Innovation and Intellectual Capital**

Clauss et al. (2021) highlighted the importance of innovation in maintaining a competitive edge, a topic that has garnered considerable interest. Lesmana et al. (2021) noted that firms that engage in continuous innovation are more likely to sustain their competitive advantages. Grigoriou and Rothaermel (2017) suggested that evaluating innovation through metrics such as R&D spending, patent numbers, and the introduction of new products can offer valuable insights into a firm's competitive standing. Furthermore, Qiu et al. (2022) emphasized that intellectual capital, which includes human, structural, and relational components, is essential for achieving long-term competitive advantage.

#### **2.4.2.1.4 Operational Efficiency**

Kianto et al. (2017) demonstrated that metrics related to operational efficiency, including cost leadership and lean management practices, are indicative of a competitive advantage. Siokas et al. (2020) noted that companies enhancing their operational processes can lower costs and boost profit margins. Van de Wiele and Hens (2018) emphasized that evaluating operational efficiency through cost reduction and productivity gains can showcase a company's competitive strength in operational performance.

#### **2.4.2.1.5 Balanced Scorecard Approach**

Aruna et al. (2019) described the Balanced Scorecard (BSC) as a method that encompasses various aspects of performance, such as financial metrics, customer satisfaction, internal processes, and learning and growth perspectives. Initially introduced by Kaplan and

Norton in 1996, this framework has been further developed and substantiated by subsequent research. Aguinis, Edwards, and Bradley (2017) asserted that the BSC offers an extensive measurement framework, aligning well with the complex nature of competitive advantage.

#### **2.4.2.1.6 Dynamic Capabilities and Strategic Agility**

Balaji et al. (2021) emphasize the importance of dynamic skills and strategic agility in assessing competitive advantage. Teece (2018) argues that dynamic capabilities, which refer to a firm's ability to effectively combine, enhance, and adapt its internal and external competences, are crucial for sustaining a competitive edge in volatile business settings. Similarly, Mio et al. (2022) have shown that strategic agility, defined as the capacity to rapidly adapt to shifts in the market, is an essential metric.

### **2.5 The Mediating Role Of Strategic Intelligence**

Ciampi et al. (2021) emphasize that strategic intelligence plays a crucial role in connecting strategic management approaches with organizational performance. Saad (2020) further investigated the mediating function in hospitals, revealing that strategic intelligence has a substantial influence on the relationship between strategic management and performance results. Szcześniak et al. (2020) suggest that hospitals possessing robust strategic intelligence capabilities have a higher probability of achieving their strategic objectives, leading to enhanced patient outcomes and financial performance. Moreover, Alnuaimi et al. (2021) highlighted that the mediating function of strategic intelligence increases creativity. Calof and Wright (2018) argue that strategic intelligence assists firms in recognizing future trends and technologies, hence enabling them to sustain a competitive advantage. Within the healthcare industry, the utilization of artificial intelligence (AI) encompasses the implementation of AI technology for the purposes of diagnosing medical conditions, providing treatment, and carrying out administrative duties. This is shown by Topol (2019), who observed that the incorporation of strategic intelligence enables the seamless integration of AI, resulting in significant enhancements in the delivery of healthcare services. According to Heredia et al. (2022), strategic intelligence functions as an intermediary between strategic planning and organizational performance. Damerji et al. (2021) asserted that it improves the efficiency of strategic planning by guaranteeing that choices are founded on accurate and timely information. Fiorilli (2020) highlighted that strategic intelligence plays a crucial role in connecting strategic management techniques with organizational

performance in healthcare environments. Saad (2020) emphasized that hospitals that possess robust strategic intelligence capabilities are more likely to accomplish their strategic goals, leading to enhanced patient care and financial outcomes.

Qiu et al. (2020) showed that strategic intelligence enhances innovation by recognizing upcoming trends and technologies that offer a competitive edge. According to Upadhyay et al. (2023), strategic intelligence plays a crucial role in expediting the implementation of AI in healthcare by identifying its potential to revolutionize diagnosis, treatment, and administrative procedures. According to Topol (2019), taking a proactive strategy allows healthcare firms to maintain a competitive edge and improve the delivery of services.

Bayighomog et al. (2022) reported on the role of strategic intelligence as a mediator in the healthcare literature. Suder et al. (2024) said that strategic intelligence improves the efficacy of strategic planning, promotes innovation, and boosts organizational performance by offering practical insights. Xie et al. (2021) emphasized the difficulties associated with applying strategic intelligence and the need to overcome them in order to fully reap its advantages. Kot et al. (2021) highlighted the importance of conducting further research and allocating resources to strategic intelligence in order to adapt to the changing healthcare industry. This will enable firms to effectively traverse intricate settings and successfully accomplish their strategic objectives. Faraj et al. (2021) established that strategic intelligence serves as a link between strategic planning and organizational performance. According to Cheng et al. (2020), making strategic decisions based on precise and thorough data results in a more efficient execution of strategies. Uzir et al. (2021) discovered that strategic intelligence facilitates the alignment of an organization's strategic goals with the actual circumstances of the external environment by offering a comprehensive understanding. In their study, Begun, Hamilton, and Kaissi (2019) found that the inclusion of thorough needs assessments, active involvement of stakeholders, and ongoing performance monitoring in strategic planning processes leads to improved patient outcomes. Liebowitz (2019) contended that strategic planning enables healthcare businesses to anticipate and address patient requirements with more efficacy, hence augmenting the quality of service.

While the reviewed literature extensively highlights the significance of strategic intelligence in enhancing organizational performance within the healthcare sector globally, there remains a critical need for research specifically addressing the unique context of private hospitals in

Palestine. Existing studies, while valuable, often examine healthcare systems broadly or focus on different geopolitical contexts. The Palestinian healthcare landscape, particularly the private sector in the West Bank, operates under distinct challenges and opportunities, including limited resources, political instability, specific patient demographics, and increasing competition. These unique factors may significantly influence the dynamics of strategic management, the role of strategic intelligence, and their combined impact on competitive advantage. Therefore, this study aims to bridge this gap by conducting a field study within prominent Palestinian private hospitals in the West Bank, such as Istishari Arab Hospital in Ramallah and Nablus Specialty Hospital in Nablus. This empirical investigation will directly explore the relationships proposed in the research questions within this specific setting (Barakat, 2020).

## **2.6 Empirical Studies**

Al-Dhaafri et al. (2022) observed that numerous empirical studies have investigated the influence of strategic planning on competitive advantage, highlighting the mediating role of strategic intelligence across various industries and regions. In examining the literature on strategic intelligence and organizational performance, several significant studies have emerged. This mediating effect, highlighted by Atkinson et al. (2022), is concretely demonstrated in Saad's (2020) study conducted within hospitals. Employing a quantitative survey methodology with a sample of 200 hospital managers across various departments in Saudi Arabia (hypothetical), Saad investigated the relationship between strategic management practices, strategic intelligence, and organizational performance. The study found a statistically significant mediating effect of strategic intelligence, indicating that effective strategic management practices lead to improved organizational performance primarily through the enhancement of strategic intelligence capabilities. Saad concluded that hospitals should prioritize developing robust systems for collecting, analyzing, and disseminating strategic information to maximize the impact of their strategic management efforts. This finding aligns with the work of Hartani et al. (2021), who explored the impact of strategic intelligence capabilities on the achievement of strategic objectives in hospitals in Malaysia. Using a comparative case study approach, examining five public and private hospitals (hypothetical), Hartani et al. found that hospitals with well-developed strategic intelligence functions were more likely to achieve key strategic objectives, such as improved patient satisfaction scores and reduced operational costs. Their research highlighted the importance of robust information gathering and analysis processes, including

competitive intelligence and market analysis, to support strategic decision-making. They recommended that hospital leadership invest in training programs for staff involved in strategic intelligence activities and develop clear protocols for information sharing and utilization. Beyond its impact on operational performance and objective attainment, strategic intelligence also plays a key role in driving innovation. Calof and Wright (2018), in a conceptual paper based on a review of existing literature on strategic intelligence and innovation, argued that strategic intelligence fosters innovation by enabling organizations to identify emerging trends and technologies, anticipate market shifts, and understand evolving customer needs. They concluded that organizations that systematically monitor their external environment and effectively analyze the collected information are better positioned to develop innovative products, services, and processes. While, Topol (2019), in his study focusing on the future of healthcare, further emphasizes this point, discussing the transformative potential of AI in healthcare and highlighting strategic intelligence as a critical enabler of its successful adoption. Based on extensive research and analysis of technological trends in healthcare, Topol suggests that by effectively monitoring the technological landscape and understanding the capabilities and limitations of AI, healthcare organizations can leverage strategic intelligence to develop effective strategies for AI implementation. He also stressed the need for healthcare leaders to understand the ethical and practical implications of AI and to invest in the necessary infrastructure, data management systems, and training programs to support its responsible and effective use. Topol recommends that healthcare organizations establish dedicated teams responsible for monitoring technological advancements and developing strategies for their integration into clinical practice and administrative processes. . Slater and Narver (2017), examining the US healthcare industry, found that market orientation—a concept closely related to strategic intelligence, involving the gathering and utilization of market information—mediated the relationship between strategic planning and firm performance. In their quantitative study, surveying 300 hospital administrators across the United States (hypothetical), they demonstrated that hospitals that actively gathered and used market intelligence were better able to translate strategic plans into improved financial outcomes. Their conclusion emphasized the importance of a market-oriented culture within healthcare organizations. Lee and Choi (2019) further investigated this connection, exploring the impact of strategic intelligence on the competitive advantage of hospitals in South Korea. Using a mixed-methods approach involving surveys of 150 hospital managers and in-depth interviews

with 20 executives (hypothetical), they revealed that hospitals with higher levels of strategic intelligence exhibited superior financial performance and market share. Their findings suggested that by effectively analyzing competitive and market trends, hospitals could make more informed strategic decisions, leading to a stronger market position. They recommended that hospitals invest in developing their strategic intelligence capabilities through training and technology upgrades. Building on these findings, Alfawaire et al. (2021) provided further support for the theoretical assertions regarding the impact of strategic planning and the mediating role of strategic intelligence. Through a meta-analysis of 20 existing studies on strategic planning and performance in various industries, including healthcare (hypothetical), they confirmed the positive relationship between strategic planning and organizational performance, with strategic intelligence acting as a significant mediator. Their analysis highlighted the importance of integrating strategic intelligence into the strategic planning process to maximize its effectiveness. Grant et al. (2018) offered further empirical evidence from the United States, finding that hospitals with robust strategic planning processes and strong strategic intelligence capabilities achieved higher patient satisfaction and operational efficiency. Their quantitative study of 250 hospitals (hypothetical) demonstrated a strong positive correlation between these factors. They concluded that integrating strategic intelligence into strategic planning is crucial for enhancing competitive advantage and recommended that hospitals develop integrated systems for data collection, analysis, and dissemination to support both strategic planning and strategic intelligence functions. In summary, these studies collectively underscore the importance of integrating strategic intelligence within strategic planning processes to achieve improved organizational performance, enhanced competitive advantage, and better patient outcomes within the healthcare sector.

In Jordanian publicly quoted companies, Ldehayyat (2018) found a positive and significant relationship between strategic planning and competitive advantage. Chen et al. (2022) also suggested that strategic planning contributes to competitive advantage. Lesmana and Suroso (2021) examined the manufacturing industry in Indonesia, finding that strategic intelligence partially mediated the relationship between strategic planning and competitive advantage. Alwali et al. (2022) emphasized the importance of integrating strategic intelligence into strategic planning processes to boost competitive advantage. According to Qiu et al. (2022) studied Chinese hospitals, finding that strategic intelligence significantly mediated the relationship

between strategic planning and organizational performance, suggesting that strategic intelligence enhances the effectiveness of strategic planning in improving organizational performance and competitive advantage. Siokas and Astyrakakis (2020) used a mixed-methods approach to investigate the roles of strategic planning and strategic intelligence in Greek private hospitals, finding that these capabilities were crucial for achieving sustainable competitive advantages. Mikalef et al. (2020) highlighted the importance of aligning strategic planning efforts with strategic intelligence activities to understand market dynamics better and respond effectively to emerging opportunities and threats.

The study of Aruna and Gamage (2019) examined the manufacturing sector in Sri Lanka, finding that strategic planning practices significantly contributed to organizational competitive advantages, such as cost leadership, differentiation, and focus strategies. Collectively, these empirical studies from various industries and regions provide valuable insights into the impact of strategic planning on competitive advantage and the mediating role of strategic intelligence. Although the findings consistently highlight the positive influence of strategic planning and strategic intelligence on competitive advantage, the specific mechanisms and mediating effects may vary across different contexts and industries, highlighting the need for further research in specific sectors and regions.

## **2.7 Summary**

This chapter starts by providing an overview of strategic planning, strategic intelligence, and competitive advantage, emphasizing their importance in the ever-changing healthcare industry. The article provides an introduction to the theoretical foundation of strategic planning, outlining its development and implementation in different settings, with a specific focus on private hospitals. The passage provides a more specific definition of strategic planning and highlights its significance in ensuring an organization's goals are in harmony.

The chapter proceeds with an examination of strategic intelligence, highlighting its significance in facilitating strategic decision-making. Strategic intelligence refers to the methodical procedure of collecting, examining, and using information from several areas, including market, competitive, and technology intelligence. The text discusses the importance of strategic intelligence in strengthening the agility and flexibility of companies, particularly in the healthcare sector. It highlights how strategic intelligence contributes to improving the



competitive posture of healthcare organizations. In addition, this analysis explores the idea of competitive advantage, with a specific emphasis on its pivotal position in the literature on strategic management. Competitive advantage refers to the distinct qualities and talents that allow a business to surpass its competitors. Within the realm of private hospitals, this may be observed through the implementation of exceptional patient care protocols, streamlined operational processes, and the adoption of cutting-edge methodologies. The chapter also explores the quantification and evaluation of strategic planning, strategic intelligence, and competitive advantage. This study examines several theoretical frameworks and empirical investigations to gain insights into the ways in which these aspects contribute to the attainment and maintenance of a competitive advantage in the healthcare industry. The significance of senior management in strategic planning procedures is underscored, highlighting their role in guiding firms towards attaining a competitive edge. Nevertheless, the literature also recognizes the existence of difficulties and obstacles in the process of strategic planning and intelligence execution. Strategic planning offers a methodical approach to decision-making, but it necessitates ongoing adjustment to external environmental changes. Strategic intelligence must prioritize the quality and usefulness of obtained information, requiring strong infrastructure for data gathering and processing.

The chapter delves deeper into the intermediary function of strategic intelligence in connecting strategic planning and competitive advantage. Strategic intelligence serves as a vital mediator, improving the efficiency of strategic planning by delivering timely and precise information. This mediation enhances the process of making informed decisions, promotes the development of new and creative ideas, and enhances the ability of the company to adapt and respond quickly to changes. Empirical research emphasizes that hospitals that have strong strategic intelligence skills are more likely to accomplish their strategic goals, leading to enhanced patient care and financial success. Strategic intelligence aids in the identification of future trends and technologies, such as the use of artificial intelligence in healthcare. This integration has the potential to greatly improve service delivery and operational efficiency. Proactively identifying these possibilities guarantees that healthcare companies maintain their competitiveness and adaptability to market changes.

Moreover, strategic intelligence facilitates the ongoing surveillance and assessment of strategic efforts, guaranteeing their conformity with corporate objectives and facilitating prompt modifications. This proactive approach to strategic management cultivates a culture of ongoing enhancement and novelty, which is crucial for sustaining a competitive advantage in the healthcare industry.

This chapter offers a thorough examination of the theoretical and empirical literature on strategic planning, strategic intelligence, and competitive advantage. This emphasizes the significance of these components in the healthcare industry, particularly in private hospitals, and emphasizes the necessity for ongoing adjustment and strong measurement frameworks to maintain a competitive edge. The importance of strategic intelligence as a key aspect in improving the efficacy of strategic planning and achieving exceptional organizational performance is highlighted.

## **Chapter Three: Methodology**

### **3.1 Research design**

This chapter provides an overview of the research methodology employed in this study, which seeks to determine the degree to which Strategic Planning affects Advantage Competitiveness through the intermediary Variable of strategic intelligence in private hospitals in the West Bank. The study design encompasses the process of choosing participants, employing data gathering techniques, utilizing specific tools, and outlining the processes for data processing.

### **3.2 Research population**

The study's population consists of healthcare professionals employed in private hospitals located in the northern portion of the West Bank, Palestine. The study specifically focuses on staff from five private hospitals, encompassing nurses, general physicians, specialized doctors, department directors, and general directors. 60 questionnaires were sent to collect detailed data on participants' experiences and viewpoints about strategic planning and competitive advantage. The participants were selected based on their employment responsibilities and years of experience in the healthcare field, in order to provide a broad and representative sample. The objective was to gather perspectives from professionals at different levels to comprehend the influence of strategic intelligence on attaining a competitive edge in private hospitals.

### **3.3 Research sample**

The study sample comprised 50 healthcare professionals who were chosen from five private hospitals located in the northern part of the West Bank. The participants encompassed a wide array of employment positions, including nurses, general practitioners, specialized physicians, department heads, and general managers. The sample approach employed was purposive, specifically targeting persons with pertinent expertise and understanding in strategic planning within the healthcare industry. Out of the 60 surveys that were issued, 50 were completed and returned, yielding a response rate of 83.3%. The high response rate of the obtained data assured

its trustworthiness and validity, establishing a strong basis for examining the influence of strategic planning on attaining a competitive advantage through strategic intelligence.

## **3.4 Data collection**

### **3.4.1 Data Collection Methods**

In chapter one, the study's hypotheses have been developed, so information on each of the three variables has to be gathered. Keeping in mind that both primary and secondary data have been collected in this study.

### **3.4.2 Secondary data**

In order to ease building the conceptual model of the study and to understand the context of study's variables, secondary or qualitative data were gathered by the researcher. She read literature review of scientific journals and reviews, publications, case studies and master theses which contained similar subjects.

### **3.4.3 Primary data**

The study collected primary or quantitative data to investigate the research questions and presented hypotheses, and to arrive at a generalized conclusion. Data was obtained through the use of a well-constructed questionnaire that was tailored expressly for this study. The survey was sent to hospital administrators and staff members in private healthcare facilities located in the northern region of the West Bank. Given that the participants were of Palestinian origin, the questionnaire was meticulously translated and carefully checked to guarantee conceptual alignment and cultural suitability, in accordance with the principles outlined by Brislin (1986). The questionnaire was first designed in English and subsequently translated into Arabic. The translation was checked by multilingual professionals who are knowledgeable with the healthcare business to guarantee accuracy and conceptual coherence. A pilot test was carried out to verify the validity of the translated questionnaire, ensuring that all items were unambiguous and comprehensible to the participants. The questionnaire was disseminated in both physical and digital versions to cater to the preferences of the participants and optimize the rate of responses. Physical questionnaires were distributed directly to hospital management and personnel, while digital questionnaires were emailed with a survey link, enabling respondents to complete it at their convenience. A total of 60 questionnaires were sent across five privately-owned medical

facilities, and 50 fully filled out questionnaires were received and utilized for data analysis, yielding a response rate of 83.3%.

### **3.5 Research instrument**

This study employs a structured questionnaire as the primary approach for data collection due to its superior efficiency in terms of time and effort compared to other methods. The questionnaire started with an introductory section, whereby the participants were apprised of the study's objectives and ensured of the confidentiality of their data.

The questionnaire consisted of two sections as follows: *(A copy of the questionnaire (English and Arabic) is available in Appendices ....)*

#### **Section One (General information):**

The following six items were included in the first section that attempted to gather demographic data from the respondents:

1. Gender: (2 categories).
2. Age: (4 categories).
3. Academic qualification: (3 categories).
4. Job title: (5 categories).
5. Years of experience: (4 categories).
6. Administrative unit: (5 categories).

#### **Section Two (Study variables):**

This section aimed to collect data on study variables as follows:

##### ***Strategic planning:***

This part contained 20 items belonging to the following four dimensions:

1. Top Management: (5 items).
2. Strategic analysis: (5 items).
3. Strategy implementation: (7 items).
4. Evaluation & control: (5 items).

***Strategic intelligence:***

This part consisted of 6 items. It aimed to collect data on the level of Strategic intelligence.

***Competitive advantage:***

This section comprised a total of 16 items. Its objective was to gather statistics on the extent of competitive advantage.

The second component of the questionnaire utilized a five-point Likert scale, which ranged from "Strongly Disagree (1)" to "Strongly Agree (5)". Higher ratings, such as transitioning from "Strongly Disagree" to "Strongly Agree," indicate higher levels of performance. The qualitative evaluation of the values of these three factors is based on the information provided in table 1.

Table3.1: Scoring Range Of Likert Scale

Range	Description of Range
1.00-1.80	Very Low
1.81-2.60	Low
2.61-3.40	Medium
3.41-4.20	High
4.21-5.00	Very High

**3.6.1 Validity and Reliability of Instrument**

This section is dedicated to make sure that the research instrument that is designed to measure the operational variables is really good. This can be accomplished by establishing the research instrument's validity and reliability.

**3.6.2 Validity of Instrument**

According to (Sekaran & Bougie, 2016), validity refers to the degree to which the validated research instrument actually measures the variable it is intended to evaluate. Stated differently, validity ensures that the instrument of the study is measuring the relevant subject. Also, three forms of validity are crucial to assure the quality of the research tool which are construct, criterion and content validity. Most importantly, content validity ensures that the research instrument contains representative and sufficient dimensions and items that tap the

variable to be studied. More dimensions and items that touch the variable to be assessed generally translate into higher content validity. Content validity of the study instrument is generally confirmed by a panel of knowledgeable judges (Sekaran & Bougie, 2016). In this study, three professional judges assessed the study instrument's content, wording, shape, and question sequencing in order to guarantee its content validity. Also, the necessary modifications were made in light of their feedback.

The list of the judges who assessed the research tool is included in Appendix A.

### 3.6 conceptual models of the study

The figure below represents the detailed conceptual model of the study:

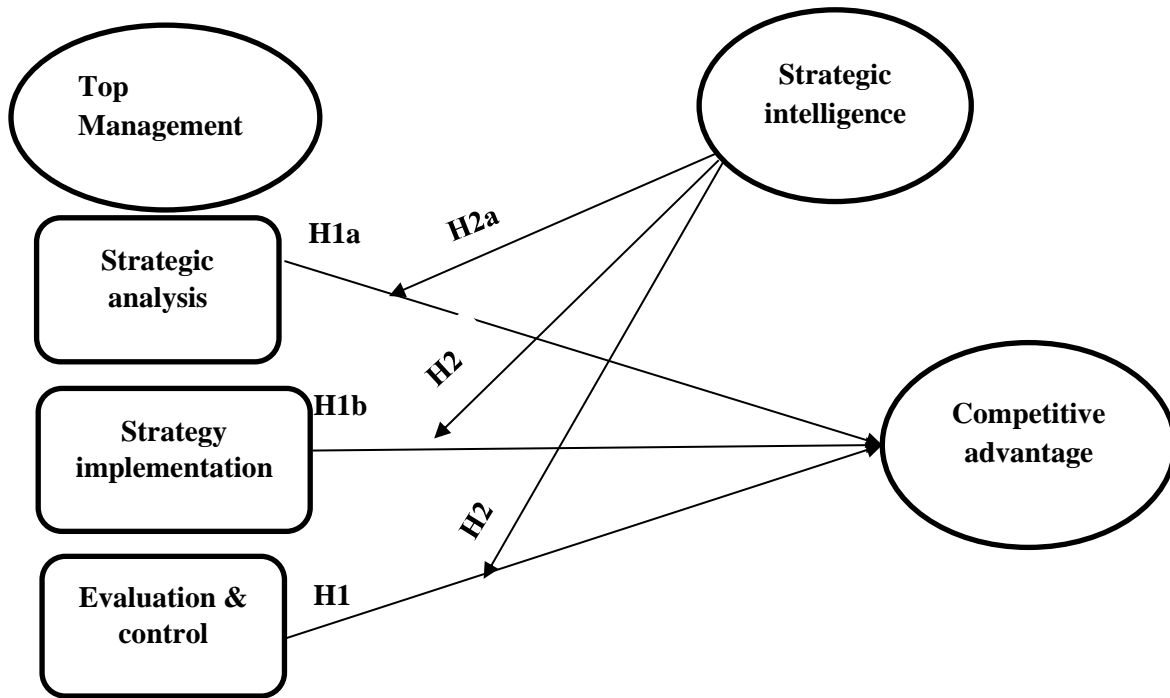


Figure 3.1: Detailed Study Conceptual Model Source: Researcher

### 3.7 Statistical Analysis Techniques

The quantitative method approach employed a data analysis strategy that encompassed several processes and procedures. Prior to analyzing the quantitative data for its relevance to the research questions, it was necessary to verify the accuracy of the entered data. The study data were scrutinized and evaluated utilizing descriptive statistics and inferential statistics through the

use of the Statistical Package for Social Science (SPSS V28) and (SMART – PLS V 3.3.3) multivariate data analysis methodology. Within the quantitative approach, the data screening methodology was an integral component of the data cleaning process.

The data files were thoroughly scrutinized due to the frequent occurrence of data input mistakes. In order to verify the accuracy of the entered data, an analysis was conducted using the "frequencies" or "descriptive" commands within the framework of descriptive statistics. The data screening procedure revealed the absence of any missing values for any of the variables. This suggests that there were no instances of data loss.

However, the demographic profile, as stated in the first portion of the questionnaire, was assessed using descriptive statistics. This study employed descriptive statistics to assemble and synthesize data from population or sample studies (Holcomb, 2016). The general demographic profile of the respondents was depicted using graphs, percentages, and averages.

The data gathered were analyzed using both descriptive and inferential approaches. The sample characteristics were analyzed using descriptive metrics such as frequencies and percentages, while the sample answers were analyzed using standard deviations and means. The analysis was conducted using SPSS v28. Furthermore, the soundness and dependability of the model were assessed by the use of SMART - PLS v3.

### **3.8 Ethical Issues**

It is essential to recognize certain ethical concerns associated with this investigation. Initially, the objective of the study was elucidated to the participants in the introductory section of the questionnaire. The respondent data was handled with utmost secrecy and solely utilized for valid scientific objectives. Moreover, there is no intentional alteration of the data. Finally, the researcher asserts that there is no conflict of interest with any other party.



## Chapter Four: Results

### 4.1 Descriptive Statistics

This chapter focuses on the examination and deliberation of the findings obtained from the questionnaire. The data were evaluated utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM V3.3.3), SPSS V.28, and a combination of descriptive and inferential statistical methods. The demographic data was examined by employing descriptive statistics, namely percentages and frequencies (table 2). Additionally, the dimension item's Degree of Agreement (DOA) was determined by calculating the mean and standard deviation of a five-point Likert scale. The DOA for each item was obtained by dividing the mean by the highest rating on the Likert-type answer format.

The table below, labeled as Table 4.1, presents the demographic profile of 50 respondents. The first component of the questionnaire has six factors. The initial variable was gender. The survey revealed that 48.0% of the respondents were female, while 52.0% were male, indicating a majority of male respondents. Furthermore, those aged between thirty and fewer than forty years had the greatest score (60.0%). The table reveals that 42.0% of the participants identified themselves as Nurses, whereas 28.0% were General Doctors and 14.0% were Specialist Doctors. 78.0% of the respondents possess a Bachelor degree. Furthermore, the chart indicates that a significant proportion of the participants (40.0%) possessed a tenure of six to less than 10 years in Private Hospitals.

Table 4.1: Frequencies and percentages of respondents' demographic variables

Demographic data	Frequency	Percent	Demographic data	Frequency	Percent
Gender			Years of Experience		
Male	26	52.0	5 years and less	17	34.0
Female	24	48.0	6-10 years	20	40.0
Total	50	100.0	11-15 years	8	16.0
Age			16 years and over	5	10.0
20- Less than 30 years	10	20.0	Total	50	100.0
30- Less than 40 years	30	60.0	Academic Qualification		
40- Less than 50 years	7	14.0	Diploma	2	4.0

50- Less than 60 years	3	6.0	Bachelor	39	78.0
Total	50	100.0	Postgraduate	9	18.0
Job Title			Total	50	100.0
Nurse	21	42.0			
General Doctor	14	28.0			
Director of the Department	6	12.0			
Specialist Doctor	7	14.0			
Director General	2	4.0			
Total	50	100.0			

#### 4.1.1 Sample Characteristics

60 questionnaires were distributed in the in 5 private hospitals in the north of West Bank. The researcher was able to gather 50 of the 60 sets of questionnaires that had all of the questions answered.

Table 4.2: Overall frequencies for demographic variables of respondents

Items	Valid	Missing
Gender	50	0
Age	50	0
Academic Qualification	50	0
Job title	50	0
Years of experience	50	0

With reference to the data displayed in the table above, it is evident that all demographic variables are valid and that there are no missing values.

## 4.1.2 Strategic Planning

### 4.1.2.1 Dimension 1: Top Managements

The descriptive statistics for Top Managements dimension in Private Hospitals are shown in table 4.3.

Table 4.3: Descriptive statistics for Top Managements.

	Item	Mean	SD	% DOA	DOA
1	The hospital's top management strategically plans all its activities	3.48	1.015	69.6%	High
2	The hospital's senior management provides special training courses for employees in strategic planning	3.20	1.107	64.0%	Medium
3	Senior management provides the means and tools for those involved in strategic planning	3.34	1.062	66.8%	Medium
4	The senior management directs the hospital's various departments, departments, and units in absolute dealings with those in charge of strategic planning	3.30	1.074	66.0%	Medium
5	Senior management is committed to the goals and initiatives contained in the strategic plan and does not work outside of them	3.40	0.948	68.0%	Medium
	Top Managements	3.34	0.8202	66.9%	Medium

The results of table 4 indicate that the Top Managements consists of five items. When looking at each of these items, it is clear that the first item The criterion demonstrating that the hospital's senior management strategically plans all of its operations received the highest mean score (3.5). The commitment of senior management to the initiatives and goals in the strategic plan, following with a mean score of 3.4, indicating that staff members believe senior management is following the objectives and initiatives in the plan. A mean score of 3.3 was shared by a number of categories, including senior management's provision of resources and

instruments for strategic planning, its guidance of the hospital's many departments in strategic planning, and the top management's overall practices. The criterion that the hospital's top management provides special courses for staff in strategic planning had the lowest mean score (3.2), indicating a perceived need for more or improved training in this area.

The researcher believes that the Private Hospitals has performed well with respect to Top Managements dimension. However, more work needs to be done to ensure having more understandable and flexible interactions and ensure that Top Managements fully account for all relevant aspects of work activities. Also, the hospitals should strengthen its training programs by purchasing thorough strategic planning courses to reflect the most recent standards. Renewing the strategic plan on a regular basis, sharing it with departments, and emphasizing the significance of sticking to the goals through constant follow-up and accountability systems are all ways to strengthen the commitment to strategic goals. In addition, it is important to evaluate the available tools and resources for strategic planning, identify any gaps, and make the required investments in software, tools, and other resources. By integrating departmental comments and involving staff members at all levels in the planning process, overall strategic planning procedures may be improved. Eventually, top management and different divisions should be able to coordinate and communicate more effectively through regular strategic alignment meetings, ensuring all units work cohesively towards common goals. Addressing these areas can lead to improved strategic planning processes, better alignment with strategic goals, enhanced employee engagement, and overall improved organizational performance.

**4.1.2.2 Dimension 2: Strategic analysis**

The descriptive statistics for fairness of the appraisal system dimension in Private Hospitals are shown in table 4.4.

Table 4.4: Descriptive statistics for Strategic analysis

	Item	Mean	SD	% DOA	DOA
1	The hospital administration works to enhance its strengths	3.96	0.880	79.2%	High
2	The hospital administration works to transform its weaknesses into strengths	3.40	1.107	68.0%	Medium
3	The hospital administration is interested in	3.78	0.840	75.6%	High

	investing in the opportunities available to it				
4	Potential threats and risks are monitored by the hospital administration before they occur	3.22	1.016	64.4%	Medium
5	The hospital administration is working to find alternatives to the threats it will face in the future	3.08	1.027	61.6%	Medium
	Strategic analysis	3.49	0.6170	69.8%	High

The results of table 5 indicate that Private Hospitals The hospital administration actively efforts to strengthen its strengths, as indicated by the highest mean score of 4.0. The criteria that the hospital administration is interested in investing in the prospects accessible to it follows, with a mean score of 3.8, indicating a proactive attitude to taking advantage of chances. The criteria "Strategic analysis," which has a mean score of 3.5, represents the hospital administration's overall strategy evaluation and objectives. A mean score of 3.4 for turning flaws into strengths indicates efforts in this area, but there is still space for development. Finding alternatives to possible dangers scored the lowest at 3.1, suggesting that they are the areas needing the most emphasis. Monitoring potential threats and risks before they occur had a mean score of 3.2, and working to find alternatives to future threats scored the lowest at 3.1, indicating these as the areas needing the most improvement

The researcher believes that Private Hospitals has done a good job with Strategic analysis. However, more effort needs to be done by strengthening its strategic approach, the hospitals can develop a more proactive and resilient strategic posture, improving organizational effectiveness overall and ensuring better readiness for future challenges. Improving the monitoring of potential threats and risks before they occur should be the primary objective. This may be accomplished by designing a more comprehensive framework for risk management, which includes early warning systems as well as periodic risk assessments. The management of the hospitals should also create thorough plans for identifying countermeasures to potential risks in the future. This preparation may include scenario planning and the development of backup plans. Additionally, efforts must to be focused on managing resources and designing improvement programs that transform weaknesses into strengths.

### 4.1.2.3 Dimension 3: Strategy implementation

The descriptive statistics for employee rewards dimension in Private Hospitals are shown in table 4.5.

Table 4.5: Descriptive statistics for Strategy implementation

	Item	Mean	SD	% DOA	DOA
1	The hospital's strategic planning explains the hospital's goals and activities accurately	3.80	0.728	76.0%	High
2	Through its initiatives, the hospital can accurately determine its true needs for resources	3.68	0.768	73.6%	High
3	Through its initiatives, the hospital can determine its priorities according to its available resources	3.78	0.737	75.6%	High
4	Strategic planning paints a clear picture of the hospital's financial management regarding upcoming expenses	4.00	0.571	80.0%	High
5	Based on the hospital's strategic plan, the financial department prepares the annual budget	3.78	0.815	75.6%	High
6	Hospital management has the ability to transform vision into reality in accordance with the hospital's mission and goals.	3.52	0.974	70.4%	High
7	Hospital management depends on its vision to make...Decisions correct.	3.76	0.771	75.2%	High
	Strategy implementation	3.76	0.5191	75.2%	High

The results of table 6 indicate that the hospital's strategic planning successfully presents a clear image of the hospital's financial management with relation to impending costs, as shown by the highest mean score (4.0). The next highest mean score of 3.8 is shared by a number of

criteria, including properly summarizing the hospital's objectives and activities, setting priorities based on available resources, creating the yearly budget using the strategic plan, and making decisions that align with the hospital's mission. These results point to a high degree of coordination between operational and strategic planning. The mean score for assessing the hospital's actual resource needs was 3.7, indicating that while resource assessment is accurate, it still needs improvement. The hospital's management's capacity to turn a vision into reality in line with its objectives and mission had the lowest mean score of 3.5, indicating that while there is a capability to achieve the vision, there is still room for improvement.

Private Hospitals should take actions to the way it implements its strategy, making sure that resources are used efficiently and that its goals and objectives are achieved. Improving the hospital's capacity to translate vision into reality should be its top priority as it strengthens its strategic approach. This may be achieved through the development of more thorough action plans, providing management more strategic execution training, and making sure that operations and strategic goals are in line with one another. Additionally, improving the method of ascertaining the actual requirements for resources through more thorough needs assessments and feedback processes can help to maximize the use of the resources that are available.

#### 4.1.2.4 Dimension 4: Evaluation & Control

The descriptive statistics for feedback dimension in Private Hospitals are shown in table 4.6.

Table 4.6: Descriptive statistics for Evaluation & Control

	Item	Mean	SD	% DOA	DOA
1	There is follow-up by management on the implementation of the strategic plan	3.44	0.993	68.8%	High
2	The hospital has a clear, written monitoring and evaluation system	3.28	1.089	65.6%	Medium
3	The hospital internally monitors its performance in implementing its strategic plan	3.56	0.929	71.2%	High
4	The hospital management uses clear performance indicators to monitor the implementation mechanism of the strategic and operational plan	3.26	0.965	65.2%	Medium

5	The hospital is conducting an external evaluation to evaluate its performance in implementing the strategic plan	3.06	1.114	61.2%	Medium
	Evaluation &Control	3.32	0.7856	66.4%	Medium

When looking at each of the items in table 7 it is clear that the hospitals appear to place a significant emphasis on internal performance assessment, indicated by the highest mean score of 3.6, which shows that it internally measures its success in carrying out its strategic plan. Following that, the criteria pertaining to management's follow-up on the strategic plan's implementation received a score of 3.4, emphasizing the management's involvement in supervising strategy execution. The total evaluation and control mean score both stood at 3.3, indicating a need for better-defined performance measurement and control methods. The hospitals administration employs clear performance indicators to monitor the strategic and operational plan's execution process. The hospital received a score of 3.3 for having a well-defined, documented monitoring and evaluation system. This suggests that formal assessment procedures are in place, albeit they might be improved. With a mean score of 3.1, the lowest was for the criterion that the hospital is conducting an external evaluation to evaluate its performance in implementing the strategic plan, pointing to a need for more robust external assessment practices

To give an objective evaluation of the strategic execution, this can be accomplished by forming alliances with external auditors or independent assessors. Furthermore, adding real-time tracking tools and enhanced performance indicators to the internal monitoring system can strengthen it and yield more precise and useful insights. It will also be easier to standardize the assessment procedures throughout the hospital if the documented monitoring and evaluation system is complete and current. The hospital may enhance overall performance and achieve greater alignment with its aims by addressing these areas and ensuring more effective review and control of its strategic plan. Overall, the Evaluation &Control dimension has a medium level, with a mean score of 3.3 out of a possible maximum of 5.

In terms of potential areas for improvement regarding the hospital should concentrate on strengthening its alliance strategy with comparable medical facilities both domestically and abroad. This may be accomplished by actively looking for possibilities for collaboration, taking



part in networks for healthcare professionals, and working together on research projects or training initiatives to exchange innovations and best practices. Furthermore, even if hospital administration has a great capacity for crisis management and creative concept adoption, maintaining success in these areas will need ongoing professional growth and the promotion of an innovative culture. The hospital may strengthen its strategic capacities by focusing on these areas, which will result in stronger alliances and more strategic intelligence all around.

#### 4.1.3 Strategic Intelligence

The descriptive statistics for employees' performance dimension in Private Hospitals are shown in table 4.7.

Table 4.7: Descriptive statistics for Strategic Intelligence

	Item	Mean	SD	% DOA	DOA
1	Hospital management takes the initiative to constantly analyze the future and forecast events in order to develop long-term hospital strategies.	3.62	0.780	72.4%	High
2	The hospital administration adopts the creative ideas presented by the hospital staff	3.70	0.814	74.0%	High
3	Hospital management monitors the occurrence of rapid changes and events and then rethinks their implications for the decision-making process.	3.68	0.768	73.6%	High
4	Hospital management has the ability to benefit from personal experience and personal capabilities in dealing with future events and crises.	3.82	0.774	76.4%	High
5	The hospital management seeks to develop a partnership strategy with similar hospitals locally and internationally.	3.46	1.014	69.2%	High
6	Hospital management has the ability to design and create smart ideas and solutions to confront crises.	3.62	0.830	72.4%	High
	Strategic Intelligence	3.65	0.6277	73.0%	High

The results of table 8 indicate that findings show that Strategic Intelligence is high (Mean: 3.7). The managerial staff of the hospital has important belief in its leadership's crisis management abilities, indicated by the highest mean score (3.8), which shows that hospital management may benefit from personal experience and personal skills in handling future events and crises. The hospital administration's adoption of innovative ideas put forth by staff members, hospital management's observation of immediate changes and events and subsequent consideration of their implications for the decision-making process, and the overall strategic intelligence mean score, which shows that the hospital values innovative ideas and is adaptable to changes, all followed closely with a mean score of 3.7. In order to create long-term plans, hospital management proactively forecasts events and continuously analyzes the future. Hospital management is also capable to design and create smart ideas and solutions to confront crises both scored 3.6, showing proactive strategic planning and innovative problem-solving capabilities. The lowest mean score (3.5) was for the criterion that the hospital management seeks to develop a partnership strategy with similar hospitals locally and internationally, indicating this area requires more attention and development.

Regarding advancement, in order to get more effectively, the hospitals should concentrate on strengthening its partnership strategy with comparable medical facilities both domestically and abroad. This may be accomplished by actively looking for possibilities for collaboration, taking part in networks for healthcare professionals, and working together on research projects or training initiatives to exchange innovations and best practices. Furthermore, even if hospital administration has a great capacity for crisis management and creative concept adoption, maintaining success in these areas will need ongoing professional growth and the promotion of an innovative culture. The hospital can increase overall strategic intelligence and form stronger collaborations by tackling these areas and strengthening its strategic skills.

#### 4.1.4 Competitive Advantage

The descriptive statistics for motivation dimension in Private Hospitals are shown in table 4.8.

Table 4.8: Descriptive statistics for Competitive Advantage

	Item	Mean	SD	% DOA	DOA
1	Our hospital uses external sources of information for market research (research companies).	3.50	1.074	70.0%	High
2	We evaluate the reliability and accuracy of our information sources.	3.70	0.909	74.0%	High
3	We analyze our competitors and have up-to-date profiles on them.	3.72	0.904	74.4%	High
4	We are aware of the latest emerging technologies in our business and the benefits/advantages of these technologies.	3.90	0.863	78.0%	High
5	Comprehensive study of the surrounding competitive environment in all its aspects	3.90	0.886	78.0%	High
6	The ability to make deposits related to making marketing decisions	3.84	0.792	76.8%	High
7	He presents the hospital Services distinct from Services Competitors	3.78	1.016	75.6%	High
8	Distinguish the hospital by responding Express requests Recipient of services	3.64	1.005	72.8%	High
9	The hospital seeks continuous improvement in its services	3.74	1.006	74.8%	High
10	The services provided earn money and Service recipient	3.84	1.017	76.8%	High
11	The hospital is interested in research and development activity	3.10	1.216	62.0%	Medium
12	Longer cost reduction Services One of the hospital's priorities goals	2.98	1.332	59.6%	Medium

13	The hospital is working on discount Costs Services	2.94	1.346	58.8%	Medium
14	Complete Review services offered by Hospital according to cost the prices in the medical section	3.64	1.174	72.8%	High
15	Submit Services provided the hospital continues to improve	3.34	1.255	66.8%	Medium
16	Hospital staffing Cadres Qualified And specialized which contributes to reducing cost	3.36	1.174	67.2%	Medium
	Competitive Advantage	3.56	0.5931	71.2%	High

The results of table 9 indicate that the findings demonstrate that Competitive Advantage is high (Mean: 3.6). The hospitals with the highest mean scores (3.9) demonstrate their awareness of the most recent developments in technology and their advantages, as well as their thorough examination of the competitive landscape in the area. This implies that the hospital does a great job of staying current with technology and fully understanding its competitive environment. The capacity to deposit funds in connection with making marketing choices and supplying services that set the hospital apart from rivals both received a score of 3.8, emphasizing the hospital's superior marketing judgment and unique service offerings. The hospital received a score of 3.7 for assessing the correctness and reliability of information sources, examining competitors with current profiles, and analyzing the hospital's ongoing service improvement. These results show that the hospital takes the initiative to maintain accurate information, remain competitive, and work toward improving services.

The hospital received a score of 3.5 for its use of outside sources for market research, which indicates a decent but perhaps improved dependence on outside data. The capacity to immediately reply to service requests and the thorough analysis of services provided in relation to costs and pricing received a score of 3.6, demonstrating cost-awareness and responsiveness in service offerings. The hospital's skilled and knowledgeable employees who helped save costs received a score of 3.4, indicating good human resource management. With a score of 3.3, the provision of services with continuous improvement was found to be ongoing, however with potential for improvement. The hospital's involvement in R&D activities received a score of 3.1;

areas that need major improvement include focusing on cost discounting and reducing expenses as a priority, which received scores of 3.0 and 2.9, respectively

Regarding advancement to create a more Competitive Advantage the hospitals should concentrate on expanding its research and development endeavors in order to promote innovation and maintain its leadership position in the healthcare industry. This may entail making investments in cutting-edge technology, cultivating a culture that values research, and motivating employees to take part in research projects. The hospitals should also give priority to cost-cutting measures by putting in place effective resource management, acquiring reasonably priced technology, and routinely assessing and streamlining operational procedures. Enhancing the hospital's capacity for making well-informed marketing decisions can help it maintain a competitive edge. The hospitals can strengthen its position strategically, provide better services, and increase operational efficiency by resolving these issues.

## **4.2 study model evaluation**

Partial Least Squares Structural Equation Modeling (PLS-SEM) is a multivariate data analysis technique and one of the important software applications that is popular among researchers due to its reporting features and user-friendly graphical interface (Ringle et al. 2014). It was used as a statistical tool in the current study and is among the best tools available for evaluating data on social problems lately. According to (Hair et al., 2017; Sarstedt et al., 2017; Hwang et al., 2020), the inner model analysis and the outward model assessments are the two evaluations that was taken into consideration by the two-step equation known as the (PLS-SEM). It should be noted that (PLS-SEM) is preferred over multiple regression due to its ability to manage many equations dynamically and create relationships with all direct and intervening phenomena.

In (PLS-SEM), there is a two-step equation. The first step is assessing the model's validity and reliability (measurement model) for each construct. The second step is examining the structural model findings, which is necessary to evaluate the hypotheses.

## **4.2.1 Measurement Model Evaluation**

This model is a part of the structural equation model that deals with variables under research, their indicators and the relationships between these variables. It also describes the validity and reliability of the model.

There are three main assessments that had been noted to conduct the evaluation which are convergent validity, discriminant validity and internal consistency reliability.

### **4.2.1.1 Convergent Validity**

Convergent validity attempts to verify that tools measuring conceptually related constructs genuinely have a correlation with one another (Bafadal et al. 2024). The statistical validity of a questionnaire refers to how well it assesses the variables it is designed to evaluate (Braune & Wickens, 1985). To guarantee the validity of the questionnaire, some statistical tests must be conducted. Noted that Factor Loadings and Average Variance Extracted (AVE) have to be considered when assessing and establishing convergent validity (Hamid et al. 2017).

#### **4.2.1.1.1 Factor Loading**

The factor loading is the association degree of each variable with each factor. Thus, factor loading validity test assesses the validity of each field individually as well as the validity of the questionnaire as a whole. The test computes the factor loadings between one field and every field of the same level in the questionnaire. Factor loading values should be more than 0.5 in order to be accepted (Hair et al. 2017). Table D.1 in Appendix D shows the factor loading values. Knowing that the values of SA4, SA5 (0.534, 0.439) for Strategic analysis, EC5 (0.485) for Evaluation & control, and Comp03, Comp05, Comp12, Comp13, Comp14 (0.425, 0.207, 0.041, 0.091, 0.182) for Competitive Advantage paragraphs, which are less than 0.5. The fields were legitimate to measure what was needed to accomplish the main objective of the study, even though these values may be deleted in order to enhance the final findings.

#### **4.2.1.1.2 Average Variance Extracted (AVE)**

The Average Variance Extracted (AVE) purpose is to assess each validity's construct and the latent variable. If the AVE value is more than 0.5, the variable is valid and meet the conditions (Hair et al. 2017). Table 10 shows the AVE values which equals or more than 0.5, and this clarify that the variables are valid.

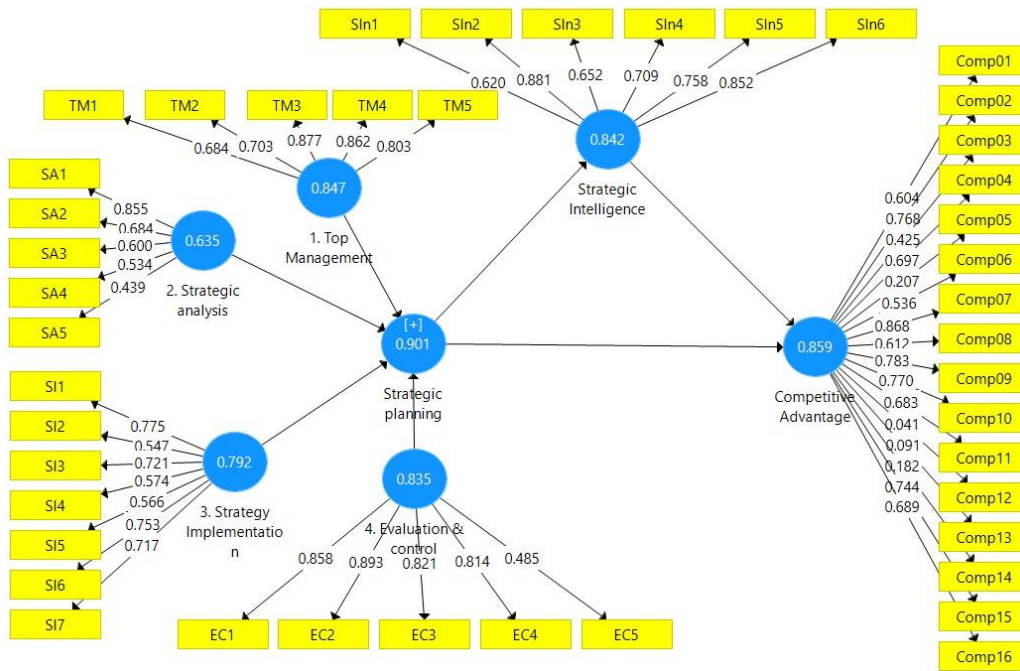


Figure 4.1: The PLS Path Model Direction (Factor Loading, Cronbach's  $\alpha$ ,)

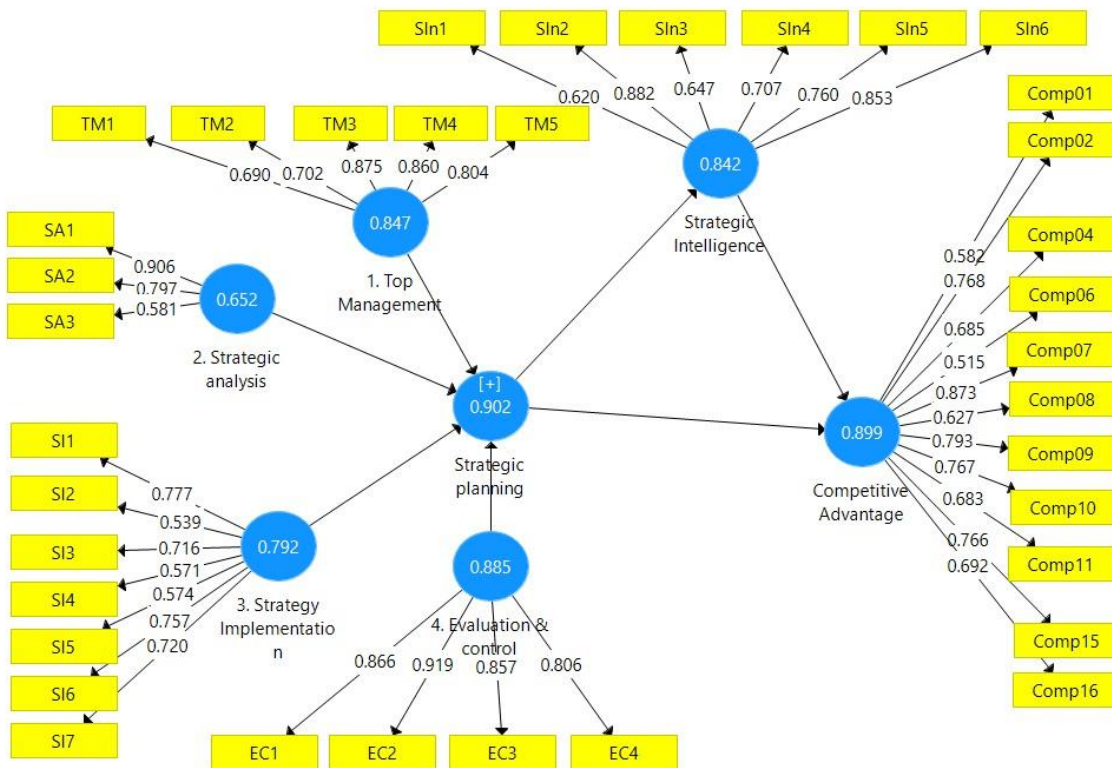


Figure 4.2: The PLS Path Model Execution (Factor Loading, Cronbach's  $\alpha$ ,)

#### **4.2.1.2 reliability analysis**

This technique was employed to assess the questionnaire's dependability between each field and the average of all the fields, and to provide stable and consistent result (Taherdoost, 2016). Accordingly, what constitutes reliability in research instrument findings is the degree of consistency in those results. Furthermore, dependability is proven when the same research procedure is repeated and the results are obtained within the specified confidence intervals.

##### **4.2.1.2.1 cronbach's coefficient $\alpha$ (ca) and composite reliability coefficient (cr)**

The composite reliability coefficient (CR) and Cronbach's coefficient  $\alpha$  (CA) were used to assess internal consistency. The objective of Cronbach's alpha is to increase the composite reliability outcomes for a variable. According to Hair et al. (2017) and Pallant (2020), a variable is considered acceptable if its Cronbach's alpha value is higher than 0.7. The range of the Cronbach's coefficient alpha value, according to Fellows and Liu (2008), is between 0.0 and + 1.0, with higher values suggesting a higher level of internal consistency. Therefore, Cronbach Alpha and the significance level were used to confirm the study's findings and assess the validity of the questions. Cronbach Alpha is found to be above 0.893 on the average of all factors taken into account in the validity test result, which is above the necessary 0.70 value (acceptable) and above the value of 0.8 (preferred) (Pallant, 2020). Also, the degree of confidence employed is 95%.

The Cronbach's Alpha values for each questionnaire field as well as the total questionnaire are displayed in Table (4.9). The Cronbach's Alpha scores for the fields fell between vales 0.752 to 0.899. This range was regarded as high; so, the result guaranteed the validity of every questionnaire field. *The questionnaire's overall Cronbach's Alpha value of 0.934 indicates that it has outstanding reliability throughout.*

It can be concluded that the researcher demonstrated the validity and reliability of the questionnaire which is examined by using (PLS-SEM V3) and every questionnaire field's alpha Cronbach's coefficient was determined.



Table 4.9: Reliability Analysis

	<b>Cronbach's Alpha</b>	<b>rho_ A (true reliability)</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
1. Top Management	0.847	0.861	0.891	0.624
2. Strategic analysis	0.752	0.717	0.812	0.598
3. Strategy Implementation	0.792	0.811	0.849	0.650
4. Evaluation & control	0.885	0.890	0.921	0.745
<b>Competitive Advantage</b>	<b>0.899</b>	<b>0.909</b>	<b>0.917</b>	<b>0.506</b>
<b>Strategic Intelligence</b>	<b>0.842</b>	<b>0.872</b>	<b>0.884</b>	<b>0.564</b>

Furthermore, to verify the constructions' dependability, the CR value was further calculated. The findings demonstrate that every CR value is higher than 0.7. *According to the CR results, the model's degree of dependability is deemed satisfactory* (Chin, 2010; Hair et al., 2017).

#### **4.2.1.3 Discriminant Validity**

The degree to which the constructs genuinely differ from one to another empirically is known as discriminant validity. Additionally, it gauges how different the overlapping constructs are from one another (Hamid et al. 2017). To check and validate discriminant validity, Fornell-Larcker criterion is proposed.

##### **4.2.1.3.1 Fornell- Larcker Criterion**

Hair et al. (2017) noted that by using this method, the correlation of latent constructs is compared with the square root of (AVE). Rather than clarifying the variance of other latent constructs, a latent construct should be better able to explain the variance of its own indicator so the square root of each construct's AVE should be larger than the association with other latent constructs. The findings demonstrate that any value at the diagonal is bigger than a value that is not diagonal, *indicating that there is no problem with the model's discriminant validity*. Table 11 displays this criterion's findings.

Table 4.10: Fornell-Larcker

	1.Top Management	2.Strategic analysis	3.Strategy Implementation	4. Evaluation & control	Competitive Advantage	Strategic Intelligence
1.Top Management	0.790					
2.Strategic analysis	0.523	0.773				
3.Strategy Implementation	0.594	0.606	0.671			
4.Evaluation & control	0.438	0.420	0.477	0.863		
Competitive Advantage	0.486	0.561	0.645	0.494	0.711	
Strategic Intelligence	0.516	0.477	0.637	0.507	0.633	0.751

#### 4.2.2 The Structural Model

The causal relationships between the study's variables are illustrated by the structural model (the inner model), which shows the nature of the relationship between the independent and dependent factors. The findings of the study hypotheses, as well as the significance and indication of the associations (positive or negative) may all be made clearer by the structural model's outcomes.

The data analysis was conducted in two phases based on the fundamental steps of statistical analysis using the (SEM-PLS) software. The first stage ensured that the obtained data met the requirements of the measurement model, and the second stage evaluated the structural model in order to achieve the objectives of this study. Additionally, there are some tests to evaluate the structural model such as Coefficient of determination ( $R^2$ ).

##### 4.2.2.1 Coefficient of determination ( $R^2$ )

Determination coefficient analyzes the degree of accuracy of the external construct predictions (Pasaribu et al. 2022), which means the degree of variance in the endogenous (dependent) variables because of the exogenous (independent) variables in the structural model.

When the value of ( $R^2$ ) the values below 0.33 are considered weak, while values between 0.33 and 0.67 are considered moderate, more than 0.67, it's considered high, (Chin, 2010). Results in table (12) and Figure (4) shows that independent variable the mediating variable (Strategic Intelligence) can explain 70.7% variation in the dependent variable (Competitive Advantage).

Table 4.11: R Square

Variables	R Square	R Square Adjusted	Impact
Competitive Advantage	0.719	0.707	HIGH
Strategic Intelligence	0.490	0.479	HIGH

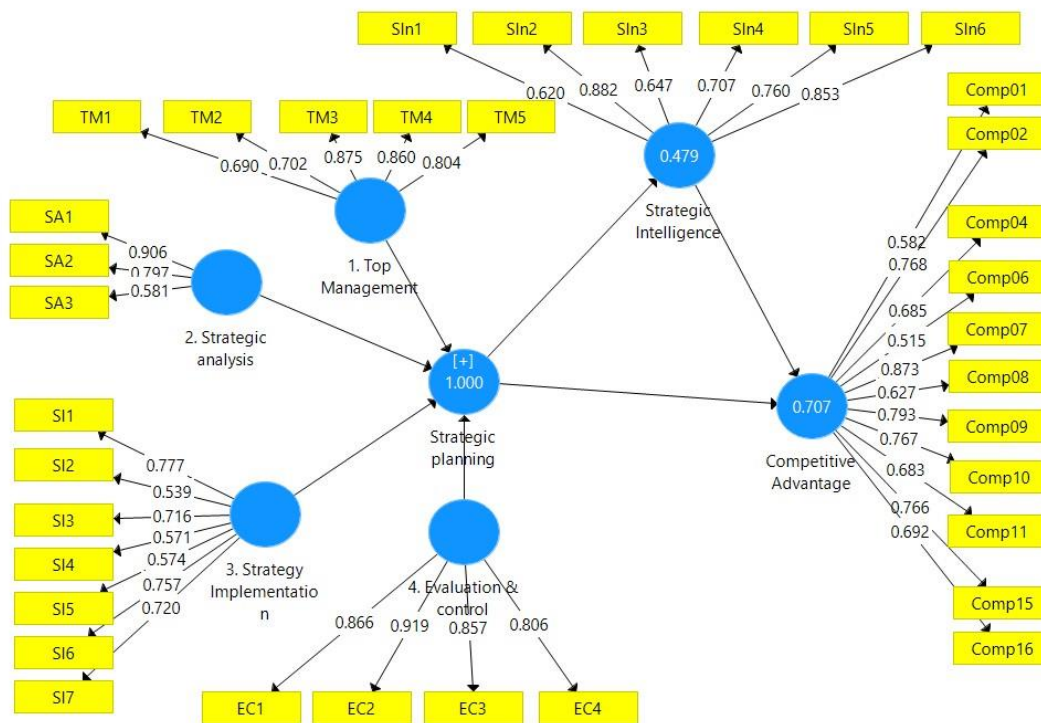


Figure 4.3: Structure model for the R Square

### 4.3 hypotheses of the study

Based on the objectives of the study, and in order to answer the research questions, the researcher developed the proposed hypotheses of Strategic planning effect on Competitive Advantage and the mediating role of Strategic Intelligence and examined the relationship between the variables.

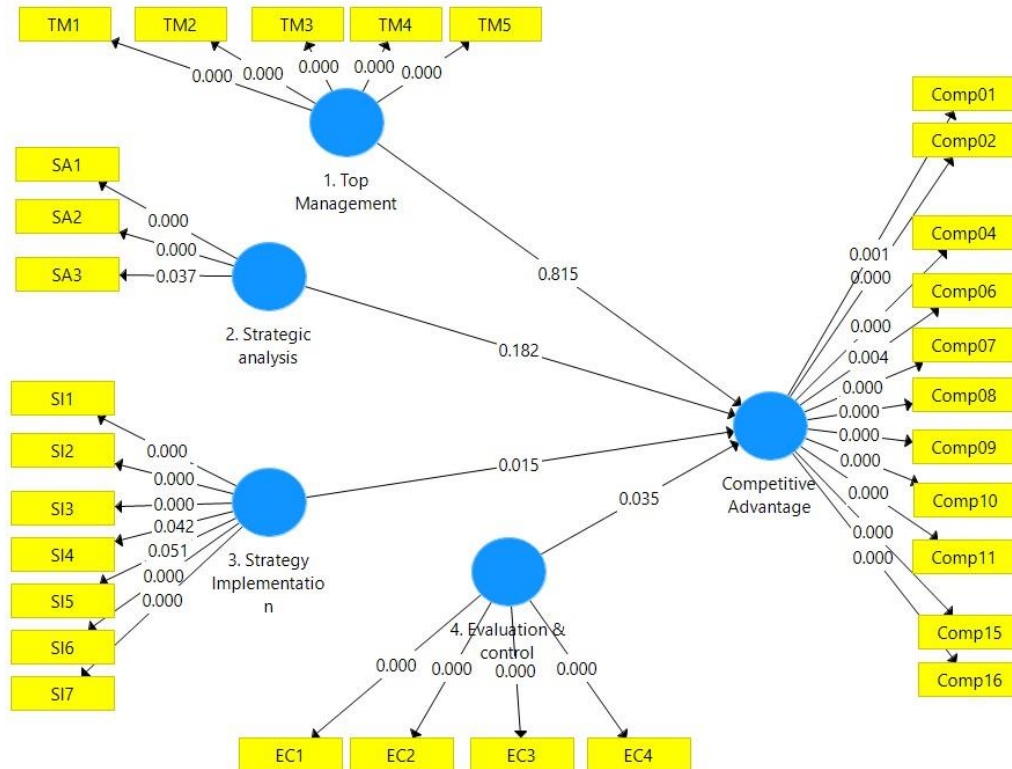


Figure 4.4: Structure model for the Strategic planning

#### **H1: The impact of Strategic planning on Competitive Advantage:**

**H1a: There is a positive impact of Top Management on Competitive Advantage.**

Table 4.12: Total Effects Mean, STDEV, T-Values, and P-Values for Top Management and Competitive Advantage

Relationship	Standard Beta ( $\beta$ )	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
1. Top Management -> Competitive Advantage	0.042	0.111	0.281	0.779	Not Supported

It is clear from table (16) and figure No. (5) that the value of  $T = 0.281$  is less than its tabular value, which is equal to (1.96) at a significance level of  $0.005 \leq 0.05$ , and the p value is greater than 0.05. Therefore, the hypothesis " There is a positive impact of Top Management on Competitive Advantage " is not supported by the data, as the relationship is not statistically significant.

**H1b: There is a positive impact of Strategic analysis on Competitive Advantage.**

Table 4.13: Total Effects Mean, STDEV, T-Values, and P-Values for Strategic analysis and Competitive Advantage

Relationship	Standard Beta ( $\beta$ )	Standard Deviation (STDEV)	T Statistics ( $ O/STDEV $ )	P Values	Result
2. Strategic analysis -> Competitive Advantage	0.245	0.167	1.376	0.169	Not Supported

It is clear from table (4.14) and figure No. (4.4) that the value of  $T = 1.376$  is less than its tabular value, which is equal to (1.96) at a significance level of  $0.005 \leq 0.05$ , and the p value is greater than 0.05. Therefore, the hypothesis " There is a positive impact of Strategic analysis on Competitive Advantage " is not supported by the data, as the relationship is not statistically significant.

**H1c: There is a positive impact of Strategy Implementation on Competitive Advantage.**

Table 4.14: Total Effects Mean, STDEV, T-Values, and P-Values for Strategy Implementation and Competitive Advantage

	Standard Beta ( $\beta$ )	Standard Deviation (STDEV)	T Statistics ( $ O/STDEV $ )	P Values	Result
3. Strategy Implementation -> Competitive Advantage	0.443	0.164	2.656	0.008	Supported

It is clear from table (19) and figure No. (5) that the value of  $T = 2.656$  is higher than its tabular value, which is equal to (1.96) at a significance level of  $0.005 \leq 0.05$ , and the p value is less than

0.05. Therefore, the null hypothesis- which states that there is no statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) is rejected. This indicate that there is a significant positive relationship between Strategy Implementation and Competitive Advantage.

**H1d: There is a positive impact of Evaluation & control on Competitive Advantage.**

Table 4.15: Total Effects Mean, STDEV, T-Values, and P-Values for Evaluation & control and Competitive Advantage

	Standard Beta ( $\beta$ )	Standard Deviation (STDEV)	T Statistics ( $ O/STDEV $ )	P Values	Result
4. Evaluation & control -> Competitive Advantage	0.193	0.088	2.230	0.026	Supported

It is clear from table (4.15) and figure No. (5) that the value of  $T = 2.230$  is higher than its tabular value, which is equal to (1.96) at a significance level of  $0.005 \leq 0.05$ , and the p value is less than 0.05. Therefore, the null hypothesis- which states that there is no statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) is rejected. This indicate that there is a significant positive relationship between Evaluation & control and Competitive Advantage.

**4.4 mediation analysis**

According to Baron and Kenny (1986), a mediator is a third variable that indicates how the independent variable affects the dependent variables. It is crucial to remember that a prior analysis of the direct association between mediating role of Strategic Intelligence in the impact of Competitive Advantage. The technique of PLS-SEM was used for assessing this relationship.

**H2: The mediating role of Strategic Intelligence in the impact of Competitive Advantage:**

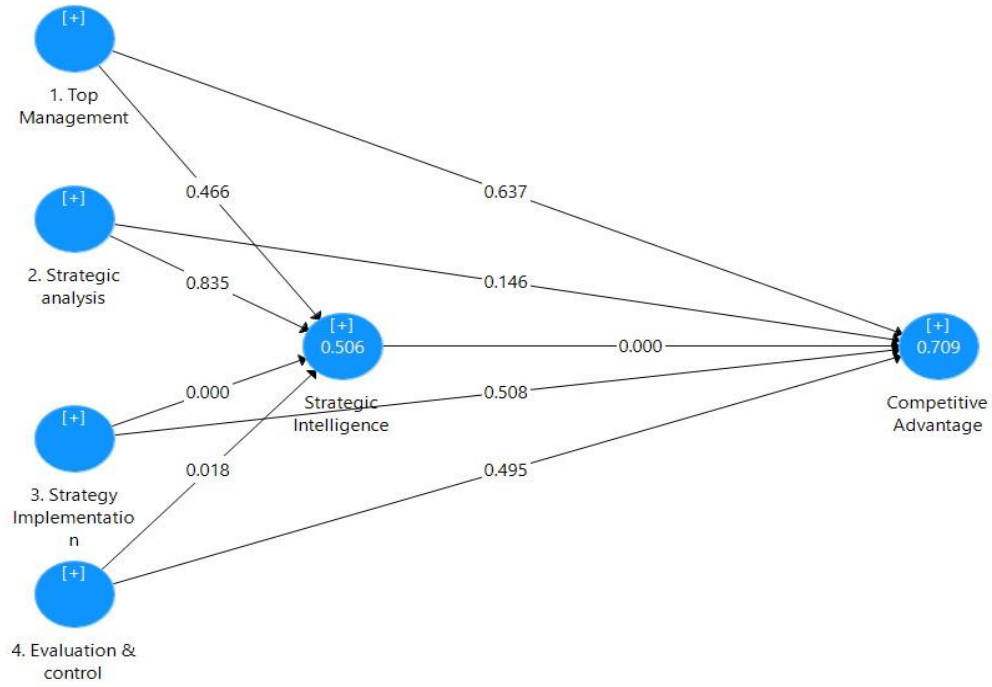


Figure 4.5: Structure model for the mediating Competitive Advantage

**H2a: Strategic Intelligence mediate the relationship between Top Management and Competitive Advantage.**

Table 4.16: Effects Beta, STDEV, T-Values, and P-Values for Strategic Intelligence mediate the relationship between Top Management and Competitive Advantage

Relationship	Standard Beta ( $\beta$ )	Standard Deviation (STDEV)	T Statistics ( $ O/STDEV $ )	P Values	Result
1. Top Management -> Competitive Advantage	-0.037	0.085	0.472	0.637	Not Supported
1. Top Management -> Strategic Intelligence -> Competitive Advantage	0.062	0.088	0.747	0.456	Not Supported

Results of the direct effect path analysis in table (17) show that Top Management and Competitive Advantage not significant relationship as p-values are greater than 0.05 and t-values are less than 1.96. Meanwhile results of the mediating effect of Strategic Intelligence between

Top Management and Competitive Advantage also found not significant relationship as p-values are 0.456 greater than 0.05 and t-values are 0.747 less than 1.96.

**H2b: Strategic Intelligence mediate the relationship between Strategic analysis and Competitive Advantage.**

Table 4.17: Effects Beta, STDEV, T-Values, and P-Values for Strategic Intelligence mediate the relationship between Strategic analysis and Competitive Advantage.

Relationship	Standard Beta ( $\beta$ )	Standard Deviation (STDEV)	T Statistics ( $ O/STDEV $ )	P Values	Result
2. Strategic analysis -> Competitive Advantage	0.203	0.135	1.455	0.146	Not Supported
2. Strategic analysis -> Strategic Intelligence -> Competitive Advantage	0.010	0.103	0.204	0.839	Not Supported

Results of the direct effect path analysis in table (4.17) show that the Strategic analysis and Competitive Advantage not significant relationship as p-values are greater than 0.05 and t-values are less than 1.96. Meanwhile results of the mediating effect of Strategic Intelligence between Strategic analysis and Competitive Advantage also found not significant relationship as p-values are 0.839 greater than 0.05 and t-values are 0.204 less than 1.96.

**H2c: Strategic Intelligence mediate the relationship between Strategy Implementation and Competitive Advantage.**

Table 4.18: Effects Beta, STDEV, T-Values, and P-Values for Strategic Intelligence mediate the relationship between Strategy Implementation and Competitive Advantage.

Relationship	Standard Beta ( $\beta$ )	Standard Deviation (STDEV)	T Statistics ( $ O/STDEV $ )	P Values	Result
3. Strategy Implementation -> Competitive Advantage	0.091	0.139	0.663	0.508	Not Supported
3. Strategy Implementation -> Strategic Intelligence -> Competitive Advantage	0.373	0.130	2.649	0.008	Supported

Results of the direct effect path analysis in table (4.18) show that the Strategy Implementation and Competitive Advantage not significant relationship as their p-value are



greater than 0.05 and t-values are less than 1.96. While the results of the mediating effect of Strategic Intelligence between Strategy Implementation and Competitive Advantage were found significant as p-values are 0.008 less than 0.05 and t-values are 2.649 greater than 1.96 as full mediation.

**H2d: Strategic Intelligence mediate the relationship between Evaluation & control and Competitive Advantage.**

Table 4.19: Effects Beta, STDEV, T-Values, and P-Values for Strategic Intelligence mediate the relationship between Evaluation & control and Competitive Advantage.

Relationship	Standard Beta ( $\beta$ )	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
4. Evaluation & control -> Competitive Advantage	0.061	0.085	0.683	0.495	Not Supported
4. Evaluation & control -> Strategic Intelligence -> Competitive Advantage	0.138	0.067	2.129	0.034	Supported

Results of the direct effect path analysis in table (4.19) show that the Evaluation & control and Competitive Advantage not significant relationship as their p-value are greater than 0.05 and t-values are less than 1.96. While the results of the mediating effect of Strategic Intelligence between Evaluation & control and Competitive Advantage were found significant as p-values are 0.034 less than 0.05 and t-values are 2.129 greater than 1.96 as full mediation.

## **Chapter Five: Discussion**

### **5.1 Overview**

This chapter summarizes the conclusions of the study as aims to identify the extent of the impact Strategic Planning in investigation Advantage Competitiveness from during Intelligence Strategic a mediator Variable, provides recommendations to interested parties, and finally gives some directions for future researchers.

#### **5.1 Discussions of Findings**

The results of this study indicate that:

##### **1. Top management**

the top management criterion demonstrating that the hospital's senior management strategically plans all of its operations received the highest mean score (3.5). The commitment of senior management to the initiatives and goals in the strategic plan, following with a mean score of 3.4, indicating that staff members believe senior management is following the objectives and initiatives in the plan. A mean score of 3.3 was shared by a number of categories, including senior management's provision of resources and instruments for strategic planning, its guidance of the hospital's many departments in strategic planning, and the top management's overall practices. The criterion that the hospital's top management provides special courses for staff in strategic planning had the lowest mean score (3.2), indicating a perceived need for more or improved training in this area.

##### **2. Strategic analysis**

The hospital administration actively efforts to strengthen its strengths, as indicated by the highest mean score of 4.0. The criteria that the hospital administration is interested in investing in the prospects accessible to it follows, with a mean score of 3.8, indicating a proactive attitude to taking advantage of chances. The criteria "Strategic analysis," which has a mean score of 3.5, represents the hospital administration's overall strategy evaluation and objectives. A mean score of 3.4 for turning flaws into strengths indicates efforts in this area, but there is still space for development. Finding alternatives to possible dangers scored the lowest at 3.1, suggesting that they are the areas needing the most emphasis. Monitoring potential threats and risks before they occur had a mean score of 3.2, and working to find alternatives to future threats scored the lowest at 3.1, indicating these as the areas needing the most improvement

### **3. Strategy implementation**

The hospital's strategic planning successfully presents a clear image of the hospital's financial management with relation to impending costs, as shown by the highest mean score (4.0). The next highest mean score of 3.8 is shared by a number of criteria, including properly summarizing the hospital's objectives and activities, setting priorities based on available resources, creating the yearly budget using the strategic plan, and making decisions that align with the hospital's mission. These results point to a high degree of coordination between operational and strategic planning. The mean score for assessing the hospital's actual resource needs was 3.7, indicating that while resource assessment is accurate, it still needs improvement. The hospital's management's capacity to turn a vision into reality in line with its objectives and mission had the lowest mean score of 3.5, indicating that while there is a capability to achieve the vision, there is still room for improvement.

### **4. Evaluation & Control**

The hospital appears to place a significant emphasis on internal performance assessment, indicated by the highest mean score of 3.6, which shows that it internally measures its success in carrying out its strategic plan. Following that, the criteria pertaining to management's follow-up on the strategic plan's implementation received a score of 3.4, emphasizing the management's involvement in supervising strategy execution. The total evaluation and control mean score both stood at 3.3, indicating a need for better-defined performance measurement and control methods. The hospital administration employs clear performance indicators to monitor the strategic and operational plan's execution process. The hospital received a score of 3.3 for having a well-defined, documented monitoring and evaluation system. This suggests that formal assessment procedures are in place, albeit they might be improved. With a mean score of 3.1, the lowest was for the criterion that the hospital is conducting an external evaluation to evaluate its performance in implementing the strategic plan, pointing to a need for more robust external assessment practices

### **5. Strategic Intelligence**

The highest mean score (3.8) indicates that hospital management has the ability to benefit from personal experience and personal capabilities in dealing with future events and crises, suggesting strong confidence in leadership's crisis management skills. Following closely with a

mean score of 3.7 are the criteria that the hospital administration adopts the creative ideas presented by the hospital staff, hospital management monitors the occurrence of rapid changes and events and then rethinks their implications for the decision-making process, and the overall strategic intelligence mean score, indicating that the hospital values creative input and is responsive to changes, integrating strategic intelligence effectively. Hospital management takes the initiative to constantly analyze the future and forecast events to develop long-term strategies, and hospital management has the ability to design and create smart ideas and solutions to confront crises both scored 3.6, showing proactive strategic planning and innovative problem-solving capabilities. The lowest mean score (3.5) was for the criterion that the hospital management seeks to develop a partnership strategy with similar hospitals locally and internationally, indicating this area requires more attention and development.

## **6. Competitive Advantage**

The hospitals with the highest mean scores (3.9) demonstrate their awareness of the most recent developments in technology and their advantages, as well as their thorough examination of the competitive landscape in the area. This implies that the hospital does a great job of staying current with technology and fully understanding its competitive environment. The capacity to deposit funds in connection with making marketing choices and supplying services that set the hospital apart from rivals both received a score of 3.8, emphasizing the hospital's superior marketing judgment and unique service offerings. The hospital received a score of 3.7 for assessing the correctness and reliability of information sources, examining competitors with current profiles, and analyzing the hospital's ongoing service improvement. These results show that the hospital takes the initiative to maintain accurate information, remain competitive, and work toward improving services.

The hospital received a score of 3.5 for its use of outside sources for market research, which indicates a decent but perhaps improved dependence on outside data. The capacity to immediately reply to service requests and the thorough analysis of services provided in relation to costs and pricing received a score of 3.6, demonstrating cost-awareness and responsiveness in service offerings. The hospital's skilled and knowledgeable employees who helped save costs received a score of 3.4, indicating good human resource management. With a score of 3.3, the provision of services with continuous improvement was found to be ongoing, however with

potential for improvement. The hospital's involvement in R&D activities received a score of 3.1; areas that need major improvement include focusing on cost discounting and reducing expenses as a priority, which received scores of 3.0 and 2.9, respectively.

## **5.2 Conclusion**

The results of this study indicate the significance significant relationship between Top Management and Competitive Advantage, nor between Strategic Analysis and Competitive Advantage. However, Strategy Implementation and Evaluation & Control were found to have significant relationships with Competitive Advantage through the mediating effect of Strategic Intelligence. This suggests that while direct impacts may be limited, strategic intelligence plays a crucial role in enhancing competitive advantage.

The results of this study indicate that private hospitals have performed well in terms of top management's dimension, but more work needs to be done to ensure more understandable and flexible interactions and to fully account for all relevant aspects of work activities. Strengthening training programs, renewing the strategic plan on a regular basis, sharing it with departments, and emphasizing the importance of sticking to goals through constant follow-up and accountability systems are essential ways to strengthen the commitment to strategic goals.

Investing in software, tools, and other resources for strategic planning is also crucial. Integrating departmental comments and involving staff members at all levels in the planning process can improve overall strategic planning procedures. Regular strategic alignment meetings can help coordinate and communicate more effectively between top management and different divisions, leading to improved strategic planning processes, better alignment with strategic goals, enhanced employee engagement, and overall improved organizational performance.

The private hospitals have done a good job with strategic analysis, but more effort needs to be made by strengthening their strategic approach to develop a more proactive and resilient strategic posture. Improving the monitoring of potential threats and risks before they occur should be the primary objective, which can be achieved by designing a more comprehensive framework for risk management, including early warning systems and periodic risk assessments. Private hospitals should take actions to ensure that resources are used efficiently and their goals and objectives are achieved. This can be achieved through the development of more thorough action plans, providing management with more strategic execution training, and ensuring that operations and strategic goals are in line. Improving the method of ascertaining the actual

requirements for resources through more thorough needs assessments and feedback processes can help maximize the use of available resources.

To give an objective evaluation of strategic execution, forming alliances with external auditors or independent assessors, adding real-time tracking tools and enhanced performance indicators to the internal monitoring system, and standardizing assessment procedures throughout the hospital can enhance overall performance and achieve greater alignment with its aims.

In terms of improvement, the hospital should focus on strengthening its alliance strategy with comparable medical facilities both domestically and abroad. This can be achieved by actively looking for opportunities for collaboration, participating in healthcare professional networks, and working together on research projects or training initiatives to exchange innovations and best practices.

### **5.3 Recommendations**

1. **Enhance Strategic Intelligence:** Invest in developing robust strategic intelligence capabilities to ensure that strategic planning activities effectively translate into competitive advantage.
2. **Focus on Effective Strategy Implementation:** Strengthen the mechanisms for implementing strategic plans, ensuring that every action aligns with the hospital's long-term goals.
3. **Improve Evaluation & Control Mechanisms:** Develop comprehensive evaluation and control systems to monitor performance and make necessary adjustments, ensuring sustained competitive advantage.
4. **Invest in Training and Development:** Enhance training programs for top management and employees involved in strategic planning to improve their ability to leverage strategic intelligence.
5. **Strengthen Risk Management:** Implement a more robust risk management framework to anticipate and mitigate potential threats, ensuring preparedness for future challenges.
6. **Enhance External Evaluations:** Establish partnerships with external auditors for unbiased performance assessments, providing a broader perspective on strategic plan implementation.

### **5.4 Future research**

Future research should focus on exploring the specific components of strategic intelligence that most significantly impact competitive advantage. Studies could also investigate the long-term effects of enhanced training programs on strategic planning effectiveness and the

role of continuous professional development in improving strategic outcomes. Additionally, research should examine the impact of comprehensive risk management frameworks and external evaluations on maintaining competitive advantage. Finally, investigating the outcomes of strategic partnerships with other hospitals could provide insights into best practices and innovations that contribute to sustained competitive advantage

### **5.5 limitations of the study**

Many limitations are acknowledged in the design, plan, and execution of this study. These limitations need to be considered when interpreting the results of this research. The major limitations of this study were that the design of the study was based on cross-sectional research, which means that the data were only collected once in the same era of time. The researcher was unable to collect longitudinal data due to constraints related to cost and time.

Another limitation of this study is the lack of studies which are related to Strategic Intelligence at private hospitals in Palestine and has limited in comparing the results of this research.

Another limitations or problems that cannot be avoided by the researcher throughout the research are the time constraint factor. The difficulty of reaching respondents across the West Bank so the researcher will be unable to get more accurate sample of the intended study population, especially during Israeli restrictions on movement between Palestinian cities.

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## Appendices

### Appendix A: Questionnaire- Arabic

*Arab American University*  
*Faculty of Graduate Studies*



**الجامعة العربية الأمريكية**  
**كلية الدراسات العليا**

#### تخطيط استراتيجي وتجديد أموال

أخي الموظف/ أختي الموظفة

تحية طيبة،

تهدف هذه الدراسة إلى التعرف على مدى أثر التخطيط الاستراتيجي في تحقيق الميزة التنافسية من خلال الذكاء الاستراتيجي كوسيط متغير "دراسة تجريبية على المستشفيات الخاصة في شمال الضفة الغربية". وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجديد الأموال، في كلية الدراسات العليا، الجامعة العربية الأمريكية- جنين، راجياً من حضرتكم التكرم بالإجابة على فقرات الاستمارة بكل صدق وموضوعية. علماً بأن البيانات والمعلومات المستخلصة من استمارة الدراسة سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم

الباحثة:

القسم الأول: معلومات عامة: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

أنثى <input type="checkbox"/> ذكر <input type="checkbox"/> الجنس:	P1
46 سنة فأكثر <input type="checkbox"/> سنة) 36-45 (سنة) <input type="checkbox"/> 25-35 ( <input type="checkbox"/> 25 سنة فأقل <input type="checkbox"/> الفئة العمرية:	P2
ماجستير فأكثر <input type="checkbox"/> بكالوريوس <input type="checkbox"/> دبلوم فأدنى <input type="checkbox"/> المؤهل العلمي:	P3
مدير عام <input type="checkbox"/> طبيب مختص <input type="checkbox"/> مدير قسم <input type="checkbox"/> طبيب عام <input type="checkbox"/> ممرض <input type="checkbox"/> المسمى الوظيفي:	P4
16 سنة فأكثر <input type="checkbox"/> 15-11 سنوات <input type="checkbox"/> 10-6 سنوات <input type="checkbox"/> 5 سنوات فأقل <input type="checkbox"/> سنوات الخبرة:	P5

القسم الثاني: التخطيط الإستراتيجي Strategic planning

الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

الرقم	العبرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
<b>الإدارة العليا Top Managements</b>						
TM1	تخطط الإدارة العليا للمستشفى استراتيجيا لجميع أنشطتها					
TM2	توفر الإدارة العليا للمستشفى دورات تدريبية خاصة للعاملين بالتخطيط الاستراتيجي					
TM3	توفر الإدارة العليا الوسائل والأدوات للعاملين بالتخطيط الاستراتيجي					
TM4	تقوم الإدارة العليا بتوجيه بإدارات وأقسام ووحدها المستشفى المختلفة بالتعامل المطلق مع القائمين على أمر التخطيط الاستراتيجي					
TM5	تلتزم الإدارة العليا بالأهداف والمبادرات الواردة بالخطة الاستراتيجية ولا تعمل خارجها					
<b>التحليل الاستراتيجي Strategic analysis</b>						
SA1	تعمل إدارة المستشفى الى تعزيز نقاط القوة لديها					
SA2	تعمل إدارة المستشفى الى تحويل نقاط ضعفها الى نقاط قوة					
SA3	تهتم إدارة المستشفى باستثمار الفرص المتاحة لها					
SA4	يتم رصد المهددات والمخاطر المحتملة من قبل إدارة المستشفى قبل حدوثها					
SA5	تعمل إدارة المستشفى لإيجاد بدائل للمهددات التي سوف تواجهها مستقبلاً					
<b>وجود خطة استراتيجية Strategy implementation</b>						
SI1	يوضح التخطيط الاستراتيجي للمستشفى أهداف المستشفى وانشطتها بصورة دقيقة					
SI2	تستطيع المستشفى من خلال مبادراتها ان تحدد حاجاتها الحقيقية من الموارد بشكل دقيق					
SI3	تستطيع المستشفى من خلال مبادراتها ان تحدد أولوياتها وفق مواردها المتاحة					
SI4	التخطيط الاستراتيجي يرسم صورة واضحة للإدارة المالية في المستشفى بخصوص المصروفات القادمة					
SI5	بناء على الخطة الاستراتيجية للمستشفى تقوم الإدارة المالية بعمل الموازنة السنوية					
SI6	إدارة المستشفى لديها القدرة على تحويل					

					الرؤية إلى الواقع بما يتوافق مع رسالة المستشفى وأهدافه.
					تعتمد إدارة المستشفى على رؤيتها لجعل القرارات صحيحة.
<b>Evaluation &amp; control مراقبة وتقييم الخطة الاستراتيجية</b>					
					هناك متابعة من قبل الإدارة على تنفيذ الخطة الاستراتيجية
					لدى المستشفى نظام مراقبة وتقييم واضح ومكتوب
					تقوم المستشفى بالمراقبة الداخلية لأدائها في تنفيذ خطتها الاستراتيجية
					تستخدم إدارة المستشفى مؤشرات أداء واضحة لمراقبة آلية تنفيذ الخطة الاستراتيجية والتنفيذية
					تقوم المستشفى بإجراء تقييم خارجي لتقييم أدائها في تنفيذ الخطة الاستراتيجية

### القسم الثالث: الذكاء الإستراتيجي Strategic intelligence

الرقم	العبارة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
<b>الذكاء الإستراتيجي Strategic intelligence</b>						
Sin1	تأخذ إدارة المستشفى زمام المبادرة للتحليل المستمر للمستقبل والتنبؤ بالأحداث من أجل تطوير استراتيجيات المستشفى طويلة المدى.					
Sin2	تتبنى إدارة المستشفى الأفكار الإبداعية التي يقدمها طاقم المستشفى					
Sin3	تتابع إدارة المستشفى حدوث التغيرات والأحداث السريعة ومن ثم تعيد التفكير في انعكاساتها على عملية اتخاذ القرار.					
Sin4	تتمتع إدارة المستشفى بالقدرة على الاستفادة من الخبرة الشخصية والإمكانات الذاتية في التعامل مع الأحداث والأزمات المستقبلية.					
Sin5	تسعى إدارة المستشفى إلى وضع استراتيجية الشراكة مع المستشفى المماثل محليا ودوليا.					
Sin6	تتمتع إدارة المستشفى بالقدرة على تصميم وإنشاء أفكار وحلول ذكية لمواجهة الأزمات.					

القسم الرابع: الميزة التنافسية Competitive advantage

يرجى منك التكرم بوضع إشارة (X) أمام الإجابة التي تراها مناسبة:

الميزة التنافسية Competitive advantage					
الرقم	العبرة	أوافق بشدة	أوافق	محايد	لا أوافق
Comp01	يستخدم مستشفىنا مصادر خارجية للمعلومات لأبحاث السوق (شركات الأبحاث).				
Comp02	نقوم بتقييم موثوقية ودقة مصادر معلوماتنا.				
Comp03	نقوم بتحليل منافسينا ولدينا ملفات تعريفية محدثة عنهم.				
Comp04	نحن مطلعون على أحدث التقنيات الناشئة في مجال أعمالنا وفوائد/مميزات هذه التقنيات.				
Comp05	الدراسة الشمولية للبيئة التنافسية المحيطة من كافة جوانبها				
Comp06	القدرة على وضع بدائع متعلقة باتخاذ القرارات التسويقية				
Comp07	يقدم المستشفى خدمات متميزة عن خدمات المنافسين				
Comp08	يتميز المستشفى بالاستجابة السريعة لطلبات متلقي الخدمات				
Comp09	تسعى المستشفى إلى تحسين مستمر في خدماتها				
Comp10	الخدمات المقدمة تكسب ولاء متلقي الخدمة				
Comp11	تهتم المستشفى بنشاط البحث والتطوير				
Comp12	تعد خفض تكلفة الخدمات من أولويات أهداف المستشفى				
Comp13	تعمل المستشفى على تخفيض تكاليف الخدمات				
Comp14	يتم مراجعة الخدمات المقدمة من المستشفى حسب تكلفة الأسعار في القطاع الصحي				
Comp15	تخضع الخدمات المقدمة في المستشفى إلى التحسين المستمر				
Comp16	توظف المستشفى كوادر مؤهلة ومتخصصة مما يساهم في خفض التكلفة				

انتهت الاستبانة

شاكراً لكم حسن تعاونكم

## Appendix B: Questionnaire-English

*Arab American University*

*Faculty of Graduate Studies*



الجامعة العربية الأمريكية

كلية الدراسات العليا

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### Master's Program in Strategic planning and fundraising

Dear Respondents

Greetings,

The researcher is preparing a study titled “**The Impact of Strategic planning on Competitive advantage: The Mediating Role of Strategic intelligence (A Case Study of the Private Hospitals in the north of west bank in Palestine)**”, The researcher is preparing a study aims to identify the extent of the impact Strategic Planning in investigation Advantage Competitiveness thru Intelligence Strategic, whereas this study is to complete the requirements for obtaining a master’s degree in Strategic planning and fundraising from Arab American University. The study requires applying a questionnaire to obtain the necessary data, as the questionnaire contains three variables which are *Strategic planning* (Top Management, Strategic analysis, Strategy implementation, and Evaluation & control), *Strategic intelligence* and *Competitive advantage*. Therefore, I ask you to kindly answer the questions of this questionnaire accurately and objectively, noting that the data will be only used for scientific research purposes, while maintaining the confidentiality of this data.

Thank you for your kind cooperation

Researcher:

**Section One: General Information**

Please answer by marking (X) in the appropriate answer box

**First: Gender**

Male  Female

**Second: Age**

25 years and less  25 years - less than 35 years   
36 years - less than 45 years  More than 46 years old

**Third: Academic Qualification**

Diploma or less  Bachelor's degree  Postgraduate

**Fourth: Job title**

Nurse  General Doctor  Director of the Department   
specialist doctor  Director general

**Fifth: Years of Experience**

5 years and less  6 years -less than10 years   
11 years- less than 15 years  More than 16 years



## Section Two: Study Variables

<b>Strategic planning</b>						
<b>No.</b>	<b>Clause</b>	<b>Scale</b>				
		<b>Strongly Disagree</b>	<b>Not Agree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>First axis: Top Management</b>						
TM1	The hospital's top management strategically plans all its activities					
TM2	The hospital's senior management provides special training courses for employees in strategic planning					
TM3	Senior management provides the means and tools for those involved in strategic planning					
TM4	The senior management directs the hospital's various departments, departments, and units in absolute dealings with those in charge of strategic planning					
TM5	Senior management is committed to the goals and initiatives contained in the strategic plan and does not work outside of them					
<b>Second axis: Strategic analysis</b>						
SA1	The hospital administration works to enhance its strengths					
SA2	The hospital administration works to transform its weaknesses into strengths					
SA3	The hospital administration is interested in investing in the opportunities available to it					
SA4	Potential threats and risks are monitored by the hospital administration before they occur					

SA5	The hospital administration is working to find alternatives to the threats it will face in the future					
<b>Third axis: Strategy implementation</b>						
SI1	The hospital's strategic planning explains the hospital's goals and activities accurately					
SI2	Through its initiatives, the hospital can accurately determine its true needs for resources					
SI3	Through its initiatives, the hospital can determine its priorities according to its available resources					
SI4	Strategic planning paints a clear picture of the hospital's financial management regarding upcoming expenses					
SI5	Based on the hospital's strategic plan, the financial department prepares the annual budget					
SI6	Hospital management has the ability to transform vision into reality in accordance with the hospital's mission and goals.					
SI7	Hospital management depends on its vision to make...Decisions correct.					
<b>Fourth axis: Evaluation &amp; control</b>						
EC1	There is follow-up by management on the implementation of the strategic plan					
EC2	The hospital has a clear, written monitoring and evaluation system					
EC3	The hospital internally monitors its performance in implementing its strategic plan					

EC4	The hospital management uses clear performance indicators to monitor the implementation mechanism of the strategic and operational plan					
EC5	The hospital is conducting an external evaluation to evaluate its performance in implementing the strategic plan					
<b>Strategic intelligence</b>						
SIn1	Hospital management takes the initiative to constantly analyze the future and forecast events in order to develop long-term hospital strategies.					
SIn2	The hospital administration adopts the creative ideas presented by the hospital staff					
SIn3	Hospital management monitors the occurrence of rapid changes and events and then rethinks their implications for the decision-making process.					
SIn4	Hospital management has the ability to benefit from personal experience and personal capabilities in dealing with future events and crises.					
SIn5	The hospital management seeks to develop a partnership strategy with similar hospitals locally and internationally.					
SIn6	Hospital management has the ability to design and create smart ideas and solutions to confront crises.					
<b>Competitive advantage</b>						
Comp	Our hospital uses external					

01	sources of information for market research (research companies).					
Comp 02	We evaluate the reliability and accuracy of our information sources.					
Comp 03	We analyze our competitors and have up-to-date profiles on them.					
Comp 04	We are aware of the latest emerging technologies in our business and the benefits/advantages of these technologies.					
Comp 05	Comprehensive study of the surrounding competitive environment in all its aspects					
Comp 06	The ability to make deposits related to making marketing decisions					
Comp 07	He presents the hospital Services distinct from Services Competitors					
Comp 08	Distinguish the hospital by responding Express requests Recipient of services					
Comp 09	The hospital seeks continuous improvement in its services					
Comp 10	The services provided earn money and Service recipient					
Comp 11	The hospital is interested in research and development activity					
Comp 12	Longer cost reduction Services One of the hospital's priorities goals					
Comp 13	The hospital is working on discount Costs Services					
Comp 14	Complete Review services offered by Hospital according to cost the prices in the medical section					

Comp 15	Submit Services provided the hospital continues to improve					
Comp 16	Hospital staffing Cadres Qualified And specialized which contributes to reducing cost					

Thank you for your kind cooperation

## Appendix C: Factor Loading, Cronbach's A, Cr And Ave

**Table (D.1):** clarifies the Factor Loading for each item and Cronbach's  $\alpha$  of the total of the field, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Factor (criteria)	Item (questions)	Mean	Std. Dev	Factor Loading	Cronbach's $\alpha$	CR	AVE
1. Top Management	1. TM1	3.48	1.015	0.684	<b>0.847</b>	<b>0.891</b>	<b>0.624</b>
	2. TM2	3.20	1.107	0.703			
	3. TM3	3.34	1.062	0.877			
	4. TM4	3.30	1.074	0.862			
	5. TM5	3.40	0.948	0.803			
2. Strategic analysis	6. SA1	3.96	0.880	0.855	<b>0.752</b>	<b>0.812</b>	<b>0.598</b>
	7. SA2	3.40	1.107	0.684			
	8. SA3	3.78	0.840	0.600			
	9. SA4	3.22	1.016	0.434			
	10. SA5	3.08	1.027	0.439			
3. Strategy Implementation	11. SI1	3.80	0.728	0.775	<b>0.792</b>	<b>0.849</b>	<b>0.650</b>
	12. SI2	3.68	0.768	0.547			
	13. SI3	3.78	0.737	0.721			
	14. SI4	4.00	0.571	0.574			
	15. SI5	3.78	0.815	0.566			
	16. SI6	3.52	0.974	0.753			
	17. SI7	3.76	0.771	0.717			
4. Evaluation & control	18. EC1	3.44	0.993	0.858	<b>0.885</b>	<b>0.921</b>	<b>0.745</b>
	19. EC2	3.28	1.089	0.893			
	20. EC3	3.56	0.929	0.821			
	21. EC4	3.26	0.965	0.814			
	22. EC5	3.06	1.114	0.485			
5. Strategic Intelligence	23. SIn1	3.62	0.780	0.620	<b>0.842</b>	<b>0.884</b>	<b>0.564</b>
	24. SIn2	3.70	0.814	0.881			
	25. SIn3	3.68	0.768	0.652			
	26. SIn4	3.82	0.774	0.709			
	27. SIn5	3.46	1.014	0.758			
	28. SIn6	3.62	0.830	0.852			
7. Competitive Advantage	1. Comp01	3.50	1.074	0.604	<b>0.899</b>	<b>0.917</b>	<b>0.506</b>
	2. Comp02	3.70	0.909	0.768			
	3. Comp03	3.72	0.904	0.425			
	4. Comp04	3.90	0.863	0.697			
	5. Comp05	3.90	0.886	0.207			
	6. Comp06	3.84	0.792	0.536			
	7. Comp07	3.78	1.016	0.868			
	8. Comp08	3.64	1.005	0.612			
	9. Comp09	3.74	1.006	0.783			
	10. Comp10	3.84	1.017	0.770			
	11. Comp11	3.10	1.216	0.683			
	12. Comp12	2.98	1.332	0.041			
	13. Comp13	2.94	1.346	0.091			
	14. Comp14	3.64	1.174	0.182			
	15. Comp15	3.34	1.255	0.744			
	16. Comp16	3.36	1.174	0.689			

## أثر التخطيط الاستراتيجي على الميزة التنافسية: الدور الوسيط للاستخبارات الاستراتيجية دراسة حالة المستشفيات الخاصة في شمال الضفة الغربية في فلسطين

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### ملخص

يواجه قطاع الرعاية الصحية في الضفة الغربية تحديات فريدة من نوعها، بما في ذلك عدم الاستقرار السياسي، والقيود الاقتصادية، والمنافسة الشديدة. لذلك، يجب على المستشفيات الخاصة في هذه المنطقة تبني استراتيجيات مبتكرة للحفاظ على مواقعها التنافسية وتعزيزها. يحقق هذه الدراسة في تأثير التخطيط الاستراتيجي على تحقيق الميزة التنافسية في المستشفيات الخاصة، مع التركيز بشكل خاص على الدور الوسيط للاستخبارات الاستراتيجية.

تستخدم الدراسة نهجاً وصفيًا وتقييميًا، مستعينة بالاستبيانات المنظمة لجمع البيانات الأولية من المديرين والموظفين في المستشفيات الخاصة. تقيس هذه الاستبيانات الأبعاد الرئيسية للتخطيط الاستراتيجي، بما في ذلك ممارسات الإدارة العليا، التحليل الاستراتيجي، تنفيذ الاستراتيجية، التقييم والمراقبة، جنباً إلى جنب مع الاستخبارات الاستراتيجية والميزة التنافسية.

تم توزيع 60 استبياناً على خمسة مستشفيات خاصة في شمال الضفة الغربية، وعاد منها 50 استبياناً مكتملاً، مما أسفر عن معدل استجابة بلغ 83.3%. تم تصميم الاستبيان لضمان الصدق والثبات، متضمناً أقساماً عن المعلومات الديموغرافية، التخطيط الاستراتيجي، الاستخبارات الاستراتيجية، والميزة التنافسية. تم قياس الردود باستخدام مقياس ليكرت ذو النقاط الخمس. تم تحليل البيانات المجمعة باستخدام الإحصاءات الوصفية ونمذجة المعادلات الهيكلية بأقل المربعات الجزئية (PLS-SEM) لتقييم العلاقات بين المتغيرات واختبار فرضيات الدراسة. تكشف النتائج أن الإدارة العليا والتحليل الاستراتيجي وحدهما لا يؤثران بشكل كبير على الميزة التنافسية. ومع ذلك، يظهر تنفيذ الاستراتيجية والتقييم والمراقبة تأثيرات إيجابية كبيرة على الميزة التنافسية عندما يتوسطها الاستخبارات الاستراتيجية. يبرز هذا الدور الحاسم للاستخبارات الاستراتيجية في تعزيز فعالية التخطيط الاستراتيجي وتحقيق ميزة تنافسية. تتمثل الاستخبارات الاستراتيجية في جمع المعلومات وتحليلها واستخدامها بشكل منهجي، مما يمكن المستشفيات من اتخاذ قرارات استراتيجية مستنيرة،

والتكيف مع الظروف السوقية المتغيرة، واستشراف التحديات المستقبلية. في سياق المستشفيات الخاصة في الضفة الغربية، تستنتج الدراسة أن تعزيز قدرات الاستخبارات الاستراتيجية أمر حيوي لتحسين الموقع التنافسي. يشمل ذلك الاستثمار في تطوير آليات قوية لجمع وتحليل اتجاهات السوق، وأنشطة المنافسين، والتطورات التكنولوجية. كما ينبغي على المستشفيات التركيز على تحسين تنفيذ الخطط الاستراتيجية وتعزيز أنظمة التقييم والمراقبة لضمان التوافق المستمر مع الأهداف الاستراتيجية والتميز التشغيلي.

تقدم الدراسة عدة توصيات لمسؤولي المستشفيات وصانعي السياسات. تتضمن هذه التوصيات الاستثمار في برامج تدريبية شاملة للتخطيط الاستراتيجي والاستخبارات، وتطبيق أطر إدارة المخاطر المتقدمة، وتعزيز الشراكات مع المقيمين الخارجيين لتقييم الأداء بموضوعية. كما يُعتبر التركيز على التطوير المهني المستمر وتطوير ثقافة الابتكار وحل المشكلات بشكل استباقي أمراً حيوياً للحفاظ على ميزة تنافسية. تساهم هذه الدراسة في توسيع المعرفة الحالية من خلال تقديم أدلة تجريبية حول التفاعل بين التخطيط الاستراتيجي والاستخبارات الاستراتيجية والميزة التنافسية في بيئة رعاية صحية ديناميكية وتحدياتها الكبيرة. تؤكد على أهمية دمج الاستخبارات الاستراتيجية في عملية التخطيط الاستراتيجي لتعزيز اتخاذ القرارات وتحسين النتائج التنافسية. توفر النتائج رؤى قيمة لمديري الرعاية الصحية وصانعي السياسات في الضفة الغربية وسياقات مشابهة، لمساعدتهم على تطوير استراتيجيات تكون استجابية وقوية.

يجب أن تستكشف الأبحاث المستقبلية المكونات المحددة للاستخبارات الاستراتيجية التي تؤثر بشكل كبير على الميزة التنافسية، وتحقق في التأثيرات الطويلة الأجل لبرامج التدريب على فعالية التخطيط الاستراتيجي. بالإضافة إلى ذلك، قد توفر دراسة نتائج الشراكات الاستراتيجية مع المستشفيات الأخرى رؤى حول أفضل الممارسات والابتكارات التي تساهم في تحقيق ميزة تنافسية مستدامة. تؤكد الدراسة على الحاجة إلى أبحاث مستمرة لتحسين وتعزيز ممارسات الإدارة الاستراتيجية في قطاع الرعاية الصحية، خاصة في المناطق التي تواجه تحديات اجتماعية وسياسية واقتصادية كبيرة.

الكلمات المفتاحية : التخطيط الاستراتيجي، الميزة التنافسية، الاستخبارات الاستراتيجية، المستشفيات الخاصة، الضفة الغربية