

Arab American University

Faculty of Graduate Studies

Department of Administrative and Finance Sciences

Master Program in Strategic Planning and Fundraising



**The Effectiveness of Strategic Planning and Its Impact on Financial
Performance of Mobile Telecommunications Companies in Palestine:
Ooredoo Palestine as a Case Study**

Osama Jamal Mustafa Fuqaha

202317046

Supervision Committee:

Dr. Ahmad Sadaqa

Prof. Dr. Fathallah Ghanem

Dr. Rajeh Alawneh

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

Palestine, February/2026

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Thesis Approval




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Osama Jamal Mustafa Fuqaha

202317046

This thesis was defended successfully on 15.2.2026 and approved by:

Thesis Committee Members:

Name	Title	Signature
1. Dr. Ahmad Sadaqa	Main Supervisor	
2. Prof. Dr. Fathallah Ghanem	Member of Supervision Committee	
3. Dr. Rajeh Alawneh	Member of Supervision Committee	

Palestine, February/2026

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.

Student Name: Osama Jamal Mustafa Fuqaha

Student ID: 202317046

Signature: Osama Jamal Mustafa Fuqaha

Date of Submitting the Final Version of the Thesis: 16.3.2026

Dedication

This work is fully dedicated to my beloved parents. It stands as a reflection of their endless love, sacrifices, and constant encouragement throughout my academic journey. Their support has been my strength and my motivation, guiding me through every challenge and every success. With all my love and gratitude, I dedicate this achievement to both of you.

My deepest appreciation also goes to my wonderful wife, my partner through every stage of this journey. Her patience, love, and unwavering belief in me have been my anchor in times of stress and exhaustion. This accomplishment would not have been possible without her presence by my side.

To my precious daughter, who brought light to every difficult day. She is the reason behind every late night and early morning. I dedicate this work to her to make her proud and as a reminder of the power of perseverance and learning. She is, and always will be, my greatest inspiration.

I also extend my heartfelt thanks to my dear brother and sisters, whose encouragement and affection have been a constant source of strength and joy.

Finally, sincere appreciation goes to my friends and colleagues for their support, kindness, and companionship throughout this journey. Each of them played a part in making this milestone possible.

Osama Jamal Mustafa Fuqaha

Acknowledgement

At the outset, I would like to express my deepest gratitude to my supervisor, Dr. Ahmed Sadqa, who was with me and supported me not only with my thesis but throughout all stages of my Master's studies.

I also extend my thanks to everyone who played a role in the completion of this thesis, especially Ooredoo Palestine Company, represented by its management and staff, who facilitated my access to all the necessary information to complete this thesis and achieve its objectives.

It was a challenging period, and without your support and efforts, this achievement would not have been possible.

Furthermore, I would like to thank the Arab American University, represented by its administration, faculty, and all the staff in the College of Graduate Studies, for providing me with an ideal learning environment and supplying me with all the resources I needed for my research and studies.

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Osama Jamal Mustafa Fuqaha

Supervision Committee: Dr. Ahmad Sadaqa, Dr. Rajeh Alawneh, and Prof. Dr. Fathallah Ghanem.

Abstract

This study examines the effectiveness of strategic planning and its impact on financial performance, using Ooredoo Palestine as a case study. It also investigates which practices within strategic planning are most effective and how they contribute to the company's financial results. To meet these goals, primary data were gathered via a structured questionnaire administered to managers and senior personnel engaged in Ooredoo's strategic planning process. Of the 28 questionnaires sent out, 25 were valid responses, which is an 89% response rate. SPSS was used to analyze the collected data using both descriptive and inferential statistical methods. The results showed that Ooredoo Palestine's strategic planning is generally effective and has a positive effect on the company's financial performance. The planning practices that had the most positive effects were having a clear vision and mission and reaching goals. The findings also showed that all four dimensions of strategic planning, clear vision and mission, goal achievement, communication and participation, and adaptability and innovation have a big effect on financial results like revenue growth, cost savings, and profitability. These results give telecommunications companies that work in similar political and economic conditions useful information. They show how important good strategic planning is for financial stability and organizational success.

Key Words: Effectiveness of Strategic Planning, Financial Performance, Mobile Telecommunications Companies in Palestine.

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List of Definitions of Abbreviations

Abbreviations	Title
ICT	Information and Communication Technology
KPIs	Key Performance Indicators
IV	Independent Variable
DV	Dependent Variable
OKRs	Objectives and Key Results
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
ARPU	Average Revenue Per User

Chapter One: Introduction to the Study

1.1 Background

An essential process used by businesses and organizations to see their future and enhance and build the procedures and practices required to reach and realize that future is **strategic planning**. It is quite critical that it offers direction, guidance, concentration, sufficient utilization of resources, and matching stakeholders with determined objectives.

Planning is setting clear, reasonable short- and long-term goals, doing studies using a set of analysis tools such SWOT to understand the organization's internal capabilities and external conditions, developing strategies to achieve these goals and address challenges, implementing strategies via clear, thorough action plans, and constantly evaluating performance so that you may change the plan as needed. (Bryson, 2018; Porter, 1996).

In the telecoms industry, strategic planning is a crucial process whereby long-term objectives are determined and the best path of action to reach them is decided upon. This industry is distinguished by fast technical development, fierce competition, and regulatory difficulties that call for robust strategic planning if one is to run successfully.

Political and economic circumstances in Palestine provide various difficulties; hence, strategic planning can greatly affect the financial situation of businesses. Operating in a difficult environment marked by political unrest, limited resources, and legislative restrictions, Palestinian telecom companies face Strategic planning in this field entails developing long-term objectives, assessing the competitive environment, and allocating and effectively employing resources to raise financial results as Kaplan and Norton (2002) talked about these factors.

Several factors could provide indicators on the financial performance of companies, such as revenue growth, profitability and market share (Singh et al., 2015). It is a must for companies

to ensure their strategic plans are impeccably implemented, while taking into consideration the status, conditions and the new features of the evolving market.

It has been emphasized in balanced scorecard research by Kaplan and Norton (2008), the importance of paralleling strategic planning with performance management to ensure solid financial results that have been set for the strategic objectives. Companies who apply strategic planning effectively are more likely to expand and grow than others, additionally, attaining superior financial growth as the telecom industry keeps changing across the world.

The 2021 annual report of The Palestinian Telecommunications Company (Paltel, 2022) points out that the Palestinian market is small, and the competition is high, consequently, the possible advantages of strategic planning are that a well-planned and efficiently implemented strategy can result in improving the financial results and expanding.

The telecommunications sector in Palestine is interpreted as one of the major sectors that contributes adequately to the technology and economic development. This sector is featured of its continuous expansion, growth and innovation. Moreover, efficient strategic planning and its carry-out process, help companies to rise, contributing to empower employment, economic improvement, and technological development in Palestine.

This study concentrates on Ooredoo Palestine as a case study, as the company was established in 2009 and entered a quite strong competitive market. However, Ooreedo turned these challenges into noticeable achievements shown the in financial performance, technological development, and digital transformation. Looking into such case provides useful insights into how strategic planning can play an important role in influencing financial performance and emphasizing the efficiency of strategic planning practices for other companies operating in the telecommunications sector.

Ooredoo Palestine was picked as the case study because it is one of the largest and most established mobile communications businesses in Palestine, with a well-defined strategic planning framework and an active management team engaging in the strategic process. Ooredoo provides disclosures that may be viewed and utilized to improve this research.

Jawwal, on the other hand, is part of the "Paltel Group," which is a group of enterprises in several industries that shares its data as a whole.

1.2 Research Problem

Several challenges and major obstacles face the telecommunication sector in Palestine, due to the fact that it operates in a region affected by political instability and ongoing conflicted-area. Hence, the sector experiences forced limited access to certain markets and modern technologies (Arafah et al., 2015).

The Palestinian telecommunications industry financial performance is mainly affected by multiple factors including the regulatory framework, market dominance, institutional capacity and levels of investment. The World Bank indicates that issues such as regulated monopoly, unauthorized competition, and fragile administrative practices normally lead to a negative effect on the performance of the telecommunications sector in the West Bank and Gaza (World Bank, 2019).

Furthermore, the sector faces additional bottlenecks, including restrictions and overwhelming policies on the import of telecommunications and ICT equipment, limited regulatory and institutional expertise, and reliance on Israel for inputs and access to markets (World Bank, 2016). These challenges combined affect the financial performance of companies, especially in cases where effective strategic planning is weak or absent to address these constraints and ensure sustainable growth.

Alongside these local obstacles, the global telecommunications industry is distinguished by rapid technological development and non-stop changes in customer behavior, which require flexibility and efficiency in strategic planning. Therefore, Ooredoo and other telecommunications companies operating in Palestine must respond to these developments to achieve growth and maintain their competitive position.



Random interviews have been conducted with employees across different sectors, particularly within the telecommunications sector, and indicated a very limited level of awareness amongst employees and business owners and corporates, regarding the importance of strategic planning and its efficiency on companies' financial performance.

Despite of the strategic planning plays a critical role in organizational success, empirical studies are currently examining its impact on the financial performance of Palestinian mobile telecommunications companies as they remain limited. This shortage of research restricts companies' comprehension of the role of strategic planning and its influence on financial outcomes. Accordingly, this study thrives to address this gap by analyzing the relationship between the effectiveness of strategic planning and financial performance within this quite current context.

Eventually, this issue is actual at both academic and practical levels. Managers and policymakers within the Palestinian telecommunications sector require empirical evidence to enhance an informed decision-making. The lack of such data restricts the ability to improve effective strategies that result in improving financial performance. Nonetheless, the

researcher seeks within this study to provide valuable empirical data from one of the big telecommunications companies, Ooredoo Palestine, in which it is believed that it will address this issue and support the growth and sustainability of the sector.

1.3 Research Significance

As mentioned earlier, this study carries in its essence the significance from both practical and academic points of view. From a pragmatic standpoint, the findings will assist Ooredoo's management and decision-makers in carrying out an efficient strategic planning in upgrading financial performance. The study illustrates how the company can remain sustainable within its competitive position and address existing challenges through clear objective setting, flexible and creative planning, as well as effective strategic communication, importantly with employees across different organizational levels. Although the concentration is on the telecommunication company, Ooredoo Palestine, the results are expected to be much relevant to other telecommunications companies operating under similar conditions.

From an academic point of view, this study helps in filling an existing research gap. While much of the previous literature examines strategic planning within stable and developed environments, fragile attention has been given to contexts characterized by political and economic uncertainty. By examining Ooredoo Palestine, this study provides agility and potential mechanisms into how strategic planning is applied in markets where uncertainty is a persistent element of business operations.

Telecommunications companies play a crucial role in the economic growth of Palestine, and therefore, the case study of Ooredoo provides important results for all operating companies, which helps in working on effective strategic planning and thus contributes to the growth of these companies and the growth of the Palestinian economy.

1.4 Goal and Objectives of the Research

The main goal of this study is to examine the impact of strategic planning effectiveness dimensions on the financial performance of Ooredoo Palestine.

Sub-objectives of the research:

- To assess the level of clarity of vision and mission within the organization.
- To evaluate the effectiveness of strategic communication and employee participation.
- To measure the degree of goals and objectives achievement.
- To examine the organization's adaptability and innovation capabilities.
- To determine the impact of each strategic planning effectiveness dimensions on financial performance KPIs (Profitability, Revenue growth, Cost optimization, and Market share).
- To identify which strategic planning effectiveness dimension has the strongest influence on financial performance.

1.5 Questions for Research

The main question for the research is: How does the effectiveness of strategic planning affect the financial performance of Ooredoo Palestine?

Sub-questions:

- How effective is strategic planning in Ooredoo Palestine?
- Which practices in strategic planning are most effective in Ooredoo Palestine?
- To what extent do clarity of vision and mission influence the financial performance of the company?
- How do strategic communication and participation affect financial performance?
- What is the impact of goals and objectives achievement on financial performance?
- How do adaptability and innovation contribute to financial performance?
- which strategic planning effectiveness dimension has the strongest influence on financial performance.

1.6 Research Hypothesis

The following hypotheses allow to investigate the research topic "The Effectiveness of Strategic Planning and its Impact on Financial Performance of Mobile Telecommunications Companies in Palestine – Ooredoo Palestine as a Case Study":

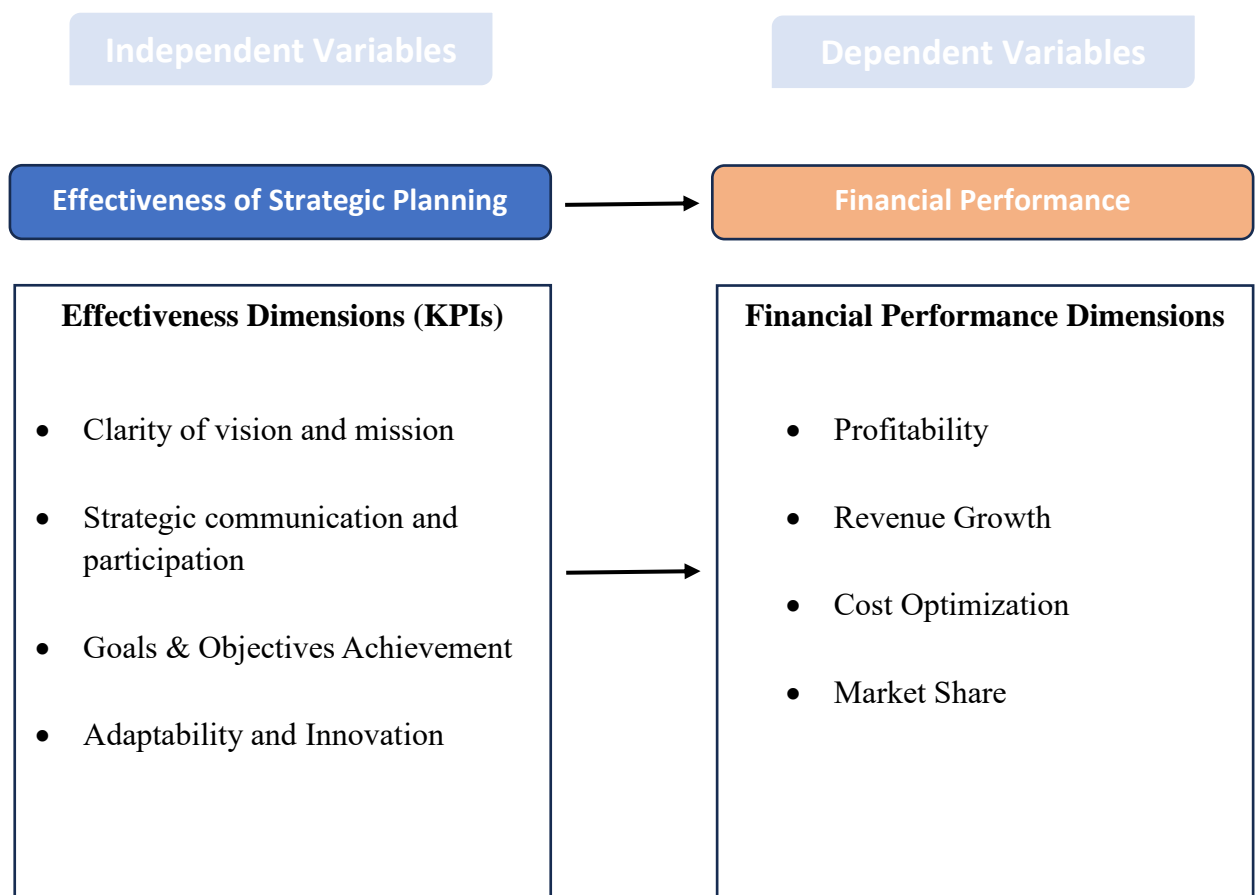
Main Hypothesis

- Ho: Strategic planning effectiveness dimensions have no statistically significant effect on financial performance.
- H1: Strategic planning effectiveness dimensions have a statistically significant effect on financial performance.

Sub-Hypotheses (IV Vs. DV)

- H1: Clarity of vision and mission has a statistically significant effect on financial performance.
- Ho: Clarity of vision and mission has no statistically significant effect on financial performance.
- H1: Strategic communication and participation have a statistically significant effect on financial performance.
- Ho: Strategic communication and participation have no statistically significant effect on financial performance.
- H1: Goals and objectives achievement has a statistically significant effect on financial performance.
- H0: Goals and objectives achievement has no statistically significant effect on financial performance.
- H1: Adaptability and innovation have a statistically significant effect on financial performance.
- H0: Adaptability and innovation have no statistically significant effect on financial performance.

1.7 Model of the Study



1.8 Scope and Limitations of the Study

This study only focusses on Ooredoo Palestine as a single case study. The effectiveness of internal strategic planning and its impact on financial performance are examined in this study. Since managers and senior employees are the ones who have the most experience creating and implementing plans, the study is restricted to those who are directly involved in the strategic planning process.

The study offers significant insights; however, it possesses certain limitations:

- The results cannot be applied to the whole telecommunications sector in Palestine because they only look at one company which is Ooredoo.

- The information comes from employees' opinions gathered through surveys, which may reflect personal viewpoints.
- This study mainly examines the efficiency of strategic planning and its impact on financial performance. However, other aspects may directly affect financial performance and the implementation of the strategic plan.

1.9 Definition of Terms

In order maintain continuous throughout in this study, the following key terms are applied within this research:

- **Strategic Planning**

A systematic managerial process through which an organization determines its future destination and identifies the most appropriate and prioritized objectives to achieve it. This process contains identifying long-term goals, feasible assessment, in addition to internal and external factors, allocating available resources, and developing plans that guide everyday decisions (Bryson, 2018).

- **Strategic Planning Effectiveness**

The extent of which the strategic planning process marks clear direction, supports organizational objectives, improves coordination, and results to measurable improvements in performance (Poister, 2010). Four factors are used in this study to evaluate effectiveness: communication and participation, goals and objectives achievement, vision and mission clarity, and adaptability and innovation.

- **Vision and Mission Clarity**

Vision and mission clarity is about how well the organization's long-term goals and direction are defined and communicated to employees (Kaplan & Norton, 2002). Clear vision and mission statements help employees know what the company values most and how to work toward its strategic goals.

- **Achievement of Objectives**

Achievement of objectives is how well the organization carries out its strategic plans and meets its goals and objectives (Poister, 2010). This dimension shows how well strategic goals and objectives are planned, followed up on, and carried out.

- **Adaptability and Innovation**

Adaptability and innovation mean that an organization can change its plans and come up with new ideas when things change in the environment (Eisenhardt & Martin, 2000). This dimension shows how well the company handles problems with the market, technology, and the regulatory.

- **Strategic Communication**

Strategic communication is the act of sharing strategic plans, goals, and priorities with employees at all levels of an organization (Forman & Argenti, 2005). Good communication makes sure that everyone understands, works together, and is committed to implementing the strategy.

- **Financial Performance**

It refers to how an organization or company performs in terms of financial stability, cost effectiveness, revenue growth, and profitability. This study's financial performance is predicated on internal assessments backed up by publicly available financial data.

- **Telecommunications Sector**

The sector that is offering communication, internet, and mobile services. This industry, which operates under particular political and economic restrictions, is primarily represented in Palestine by Jawwal and Ooredoo Palestine.

Chapter Two: Literature Review

2.1 Introduction

This chapter reviews and analyzes the relevant literature related to strategic planning and financial performance. This chapter reviews and analyzes the relevant literature related to strategic planning and financial performance

The first part of the chapter talks about strategic planning and its role in the organizations. Then it talks about the main dimensions used to assess the effectiveness of strategic planning, followed by a review of financial performance and its most important KPIs, focusing on the telecom industry. The chapter also looks at the link between strategic planning and financial performance, which has been the subject of previous research.

This chapter also gives a brief overview of Palestine's mobile telecommunications industry, focusing on the biggest problems that companies in this field need to solve. The chapter's conclusion finally explains what the research gap is that the current study wants to fill.

2.2 Strategic Planning

Different studies agree with the fact that utilizing strategic planning in companies, corporations and organizations helps every organization by enabling its staff and consumers to see a clear roadmap for the future. This strategy helps decide how to use resources, determine priorities, and make sure that everyone is working toward the same goals. It also makes people in the firm more responsible. (Cote, 2020)

Strategic planning helps management with decision making that makes the most sense based on their long/short term goals, objectives, and vision (Gregory, 2024). It has also been shown that strategic planning makes organizations work better and gives them a strategy for how to coordinate their functional activities (King, 2023; George et al., 2019).

At the present time, strategic planning is no longer considered as a set strategy or a set of rules for the future. Researchers now believe it as a dynamic and ongoing process that assists businesses to learn, adapt, and adjust their aims per the current situations and changes of all types. Mintzberg (1994) was one of the first people to question the common belief that planning is only a technical task. He said that planning should be seen as a learning process that encourages businesses to make changes often.

Kaplan and Norton (1996) expanded the concept of strategic planning and presented the Balanced Scorecard model, which uses precise objectives and performance metrics to directly connect strategic planning to quantifiable results. According to a more recent study by Al-Fawaeer, Al-Qudah, and Al-Masaeed (2021), businesses that have flexible and agile planning systems do better in unpredictable situations.

With that being said, strategic planning is critical for fostering a company culture that remains open and proactive. It pushes the employees and even key stakeholders to resolve any issues or ambiguities that may come across their plans or objectives. A strategic plan helps employees understand how their roles align with the company's overall vision by setting objectives for each unit that are consistent with the company's overall vision and goals. (King, 2023; "Strategic Planning: Why It Matters, and How to Do It," 2009).

Strategic planning is not simply about having a written plan or gathering a few employees to lecture them on the company's plan; but it's also essential to know how to implement it and indulge the staff with the concept in order to create a cooperative environment that seeks to achieve the determined goals. According to Bryson (2018) and Wheelen and Hunger (2017), a strategic plan should guide daily decision-making, improve operational efficiency, and ensure that all employees understand the general direction for achieving company goals. When a company's vision, mission, and objectives are aligned, strategic planning becomes a vital management tool, far more than just a written document.

Synthesis of the Literature on Strategic Planning

Multiple studies proved how important strategic planning is for companies and organizations, as it contributes to problem solving and guides employees and management to make good decisions. Furthermore, it helps companies achieve their growth goals and have more competitive advantages in the market through helping them with utilizing resources, setting priorities, adapting to changes, and more.

These studies also highlight the importance of strategic planning for telecommunications companies in Palestine amongst political and economic instability. It helps companies overcome challenges and difficulties, retain customers, and grow. All of this contributes to the growth of the Palestinian economy and it keeping up with technological developments.

On the other hand, other studies have demonstrated that strategic planning by itself is not enough. Companies should actively include it in their daily activities, and should follow the plan with leaving some space for flexibility as needed. The importance of strategic planning lies in its usability in operations and decision making, not just its existence.

This study examines the effectiveness of strategic planning and its impact on financial performance in Palestine, specifically within the mobile telecommunications sector and the case of Ooredoo. Considering the challenging circumstances of the Palestinian market, it is essential to investigate the effectiveness of strategic planning, its impact, and how it can be used instead of only being theorized.

The study used multiple metrics to measure the effectiveness of strategic planning, which will be presented in the following section, highlighting the findings and discussions of relevant studies.

2.3 Dimensions of Strategic Planning Effectiveness (Independent Variable)

Building on the strategic planning literature, several dimensions have been commonly used to assess planning effectiveness.

Strategic planning effectiveness is often assessed through the extent to which planning produces clear direction, shared understanding, measurable execution, and ongoing renewal. In practice, these outcomes show up in four closely related KPIs: (1) clarity of vision and mission, (2) strategic communication and participation, (3) goals & objectives achievement, and (4) adaptability and innovation.

1) Vision and mission clarity

A strategic plan won't work if the organization doesn't know its mission and vision. Mission, mandates, and vision are crucial early steps in strategic planning because they anchor later choices (priorities, resource allocation, initiatives) in a firm sense of purpose, according to Bryson (2018).

Clarity cuts “strategic noise.” Vision and mission can be unclear, causing units to perceive strategy differently and fragment execution. Collins and Porras (1996) propose that enduring organizations separate a solid core philosophy (values and purpose) from an ambitious envisioned future to assist leaders maintain consistency while making progress. Clarity does not equal rigidity; it means the organization agrees on the "north star," so strategic decisions can be evaluated consistently.

To measure clarity, ask if (a) the vision and purpose are clearly articulated and understood, (b) they are converted into strategic themes or priorities, and (c) workers can describe how their job relates to them. The Balanced Scorecard literature emphasizes “clarifying and translating vision and strategy” as a foundation for turning strategy into practical objectives and metrics, proving that clarity is a management competence.

2) Strategic participation and communication

A limited leadership circle can kill even the strongest approach. Strategic planning works better when conveyed through numerous channels and reinforced daily. Under-communication leads to uncertainty, skepticism, and slowed execution, hence Kotter (1995) suggests consistent communication of the vision through all channels and leaders modeling the necessary behaviors.

Involvement makes plans better and makes people more committed to carrying them out. Research shows that when middle managers are involved in making strategies, it helps the organization do better because it helps them understand and take ownership of the strategies. Wooldridge and Floyd (1990) say that participation makes strategic commitment stronger and connects what top leaders want to do with what actually happens.

This KPI usually appears when there are structured communication routines (like town halls, cascaded objectives, and regular strategy reviews), feedback and conversation (not just one-way announcements), and real participation in planning (like workshops, cross-functional teams, and unit-level strategy translation). Kaplan and Norton (1996) write that strategy implementation requires “communicating and linking” objectives across the organization, making communication an essential part of the execution system.

3) Goals and objectives achievement

One of strategic planning measurement is by achieving strategic goals, both the activity itself (meetings and documents) as well as the results. The main reason that causes planning initiatives to fail is that strategy isn't translated into quantifiable targets, owners, timetables, and review cycles. So by translating strategy to consistent objectives and measures (across perspectives and not just financial outcomes) that would allow organizations to evaluate progress, identify gaps, and coordinate actions, according to Kaplan and Norton (1996). And all of this planning, execution, and performance monitoring.

Most recent research on individual and team goal-setting showed that the main reason for a performance boost is detailed and difficult goals, which is better than general ‘do your best’ intentions. Prominent research done by Locke and Latham (2002) concluded that goals affect outcomes through focused attention, greater effort, persistence, and strategy creation, especially when combining these with feedback. This proves that strategic planning involves specific goals and feedback loops (like progress monitoring), not just random goals.

If any organization want to measure the KPI, it can do it by initiative completion, target meeting (like KPIs, OKRs, scorecard indicators), as well as strategic governance quality. So, to conclude, clear objectives without follow-through practices make plans ceremonial rather than performance-driven.

4) Adaptability and innovation

It is highly possible for modern settings to evolve swiftly (technology, competition, regulation, customer expectations) given the rapid change in the economic and political situations other than the technology development. Effective strategic planning requires adaptability and direction. The dynamic capabilities perspective holds that an organization's ability to integrate, grow, and reconfigure competences in response to change determines long-term performance (Teece, Pisano, & Shuen, 1997). This makes flexibility strategic, not reactive.

Certain skills and capabilities in management and staff in general are needed at product creation, strategic decision making, and alliances, and what is “good” may vary between stable and high-velocity markets (Eisenhardt & Martin, 2000). Visible procedures like scanning, experimentation, rapid decision cycles, and resource reallocation to emerging opportunities help measure adaptation.

How the organization balances improving what it does (exploitation) with investigating new options (exploration) is crucial to innovation. Organizations sometimes over-invest in

exploitation since its benefits are nearer-term and more guaranteed, but neglecting exploration promotes vulnerability over time, according to March (1991). Planning systems that provide resources for experimentation while safeguarding core performance make this trade-off obvious.

Finally, ambidexterity research suggests that businesses must be able to innovate incrementally and discontinuously to survive (Tushman & O'Reilly, 1996). This means the strategic plan should incorporate pilots, innovation portfolios, scenario thinking, and periodic strategic review as well as current operation aims.

2.4 Financial performance

The assessment of a business's total financial condition and health is known as financial performance. Several business-related formulas are used to measure it, giving customers the opportunity to compute precise information on assets, liabilities, equity, expenses, and total profitability (Team, 2023).

For both internal and external consumers, financial performance analysis is essential. While external users analyze financial health to find investment opportunities and determine the company's investment value, internal users use it to measure the state of their organizations and other measures. (Team, 2023; Kenton, 2023).

Financial performance is influenced by a number of aspects, such as profitability, solvency, liquidity, and financial efficiency (Bir et al., 2022). The ability of the company to pay its debts when they become due is indicated by its liquidity. The ability of the company to fulfill its long-term financial commitments is measured by its solvency.

Financial performance is a means to see how well a business is using its money and other resources to make money and reach its goals. Telecommunications companies often use both standard financial metrics like profit, return on assets, and net margin, as well as industry-specific metrics like EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) and ARPU (Average Revenue Per User). Sultan and Waleed (2021) argued

that these measures offer a more accurate evaluation of the operational efficiency of telecommunications businesses and their capability to convert network expenditures into profits.

Financial efficiency gauges how well a company uses its assets to produce income, whereas profitability gauges how well a company can turn a profit (Bir et al., 2022; Luther, 2023). Firm size, operational effectiveness, and financial leverage are further internal determinants that impact financial success (Nguyen et al., 2023).

A business can increase income, decrease expenses, improve operational efficiency, and successfully manage debt in order to improve financial performance (Kenton, 2023). Determining operational improvements requires an understanding of a company's financial situation.

Strong financial outcomes are necessary for investors to justify their contributions to the company, and creditors assess these financial indicators to assess the lending risk to the enterprise. (Luther, 2023). Different aspects have been taken into consideration whether financial performance is a crucial component of a business's success, or the importance of making it routinely assessed to guarantee the company's expansion and financial stability.

As a matter of fact, Kaplan and Norton (2008) illustrated that financial performance reflects to what extent a company's strategy is being implemented efficiently. In other words, good financial results usually mean that the organization's strategy is clear, realistic, and well executed. This view makes financial performance not just an end result but also a mirror of strategic capability showing how well the company translates its plans into real outcomes.

The regulatory environment, market dominance, institutional capacity, and investment levels are some of the factors that are considered high influences for the financial performance of the Palestinian telecom industry. According to the World Bank, a privately regulated monopoly, unapproved competition, and generally poor administration are some of the factors that could affect the performance of the West Bank and Gaza sector (World Bank, 2019).

Due in part to a dearth of financial intermediation, investment levels in Gaza have remained low when compared to the West Bank. This has hindered growth and led to a smaller capital stock (West Bank and Gaza: Selected Issues, 2023).

The industry also faces challenges like restrictions on the importation of telecom and ICT equipment, a lack of institutional and regulatory expertise, and a dependence on Israel for inputs and market access (World Bank, 2016). Together, these elements have an impact on Palestine's telecom sector's financial results.

2.5 Strategic Planning and Financial Performance

This study is trying to demonstrate along the way that the connection between strategic planning and financial performance has been a significant and recurring theme in management research for decades. Arasa and K'Obonyo (2012) study found that companies that follow and implement strategic planning perform better than those that do not. Aldehayyat and Anchor (2008) confirmed an effective correlation between the quality of strategic planning and financial performance in Jordanian companies. A meta-analysis of 31 empirical studies for George et al., (2019) shows strategic planning positively impacts organizational performance including financial metrics.

Strategic planning impacts financial performance by setting clear goals, maximizing resource allocation, and guiding decision making (How Does Strategic Planning Impact Financial Performance?, 2023). Strategic financial management is about generating profit for the business and ensuring an acceptable financial plan that focuses on long-term gain (Kenton, 2022).

A well-planned strategic plan incorporates benchmarks that convert the company's vision and mission into tangible final objectives, encompassing economic targets. Research has demonstrated that a predominant portion of business strategies do not succeed in the execution phase. The aforementioned economic benchmarks aid companies in executing and

supervising their strategies by establishing accurate and precise, sector-specific, and quantifiable economic objectives, which in turn solidate the company's competencies with resources that are challenging to replicate and cannot be altered. (Dba, 2017).

Many studies are out there demonstrating the impact of strategic planning on the financial performance of telecommunications companies, including the study by Joyce et al. (2022), which studied telecommunications companies in Rwanda and found a statistically significant positive relationship between strategic planning and the performance of telecommunications companies.

Moreover, strategic cash flow planning is definitely a major concern for the expansion and financial growth of telecommunications companies, as Strukel (2022) demonstrated in his article on strategic cash flow planning. Other important planning metrics that enhance financial performance, such as average revenue per user, customer churn rate, and subscriber growth, are also commonly used. All these tools underscore the importance of strategic planning and its impact on financial performance.

Synthesis of the Literature on Strategic Planning and Financial Performance

Financial performance is not merely an accounting outcome; it reflects the organization's ability to convert strategy into measurable results. The literature keeps on showing that when planning is formal, result-oriented, and well communicated, it results in firms that tend to report stronger financial outcomes. In the telecommunication sector, where subscriber economics, network investments, and service quality interact, financial performance is guaranteed to be implied as a mirror of execution quality, not just a set of ratios.

As the researcher is discussing this in the study, the researcher think it makes perfect sense and provides a sector-specific perspective to use revenue growth and cost optimization, profitability, as well as the market share (the four main factors). To focus on the third factor (profitability) in how well strategic choices (price, product mix, and channel focus) result in long-term revenues is mainly measured by profitability.

On the other hand, revenue growth reflects the topline effects of market priority, offer design, and go-to-market discipline (including ARPU and net additions), while cost optimization quantifies how effectively planning reduces unit costs and operating waste (e.g., OPEX/Revenue, Cost-to-Serve, usage of network assets). Market Share summarizes competitive position—the cumulative outcome of acquisition, retention, and service differentiation strategies.

As far as the researcher understood, the literature and industry evidence also suggest satisfying effects and results, since effective planning typically shows up first in revenue and cost pathways that occurs throughout a clearer targeting and better offer timing. However, stronger market share as routines matures and customer behaviors respond. This pattern is particularly relevant in constrained markets such as Palestine, where regulatory frictions and supply dependencies can compress margins and slow rollout: planning quality becomes the lever that improves timing, mitigates cost pressure, and focuses scarce resources on the highest-yield opportunities.

2.6 Mobile telecommunications companies in Palestine and their challenges

2.6.1 Overview

It is worth mentioning that the Palestinian mobile telecommunications market is mainly served by two operators: **Jawwal**, which operates under the Paltel Group, and **Ooredoo Palestine**. Despite operating in a relatively small and highly constrained market, both companies play a vital role in supporting digital connectivity, employment, and economic activity in Palestine.

Table 2.1: Overview of Mobile Telecommunications Operators in Palestine.

Company	Year Established	Ownership	Main Services	Estimated Subscribers
Jawwal (Paltel Group)	1999	Paltel Group	Mobile voice, data, internet	~3 million
Ooredoo Palestine	2009	Ooredoo Group & Palestine Investment Fund	Mobile voice, data, digital services	~1.5 million

Source: Paltel Annual Report (2022); Ooredoo Palestine Annual Report (2023).

Palestinian telecommunications companies play a vital role in the Palestinian economy, contributing approximately 4% to the GDP, employing a significant number of Palestinians, and providing digital services. Therefore, they play a crucial role on both the economic and technological fronts.

Table 2.2: Contribution of the Telecommunications Sector to the Palestinian Economy

Indicator	Estimated Value
Contribution to GDP	~4%
Employment impact	Thousands of direct and indirect jobs
Role in digital infrastructure	High

Source: Palestinian Central Bureau of Statistics (PCBS), Q1 2023.

2.6.2 Ooredoo Palestine

This group used to be called Wataniya Mobile. It is one of the private Palestinian telecommunications companies that offers the Palestinian people internet, cell phone, and mobile services. In 2006, the Palestinian community gave Al-Wataniya Company permission to offer its communication services. It started doing business in 2009 under the name Al-Wataniya Mobile. The Palestine Investment Fund Company and Ooredoo International Group worked together to develop this firm in Palestine so that it could start helping the Palestinian community.

In November 2018, Wataniya Mobile changes its name to Ooredoo Palestine. The Palestinian Street says that this firm follows a set of rules that include providing a variety of communication services and the best digital technology services at prices that are reasonable for the Palestinian community.

With that being said, Ooredoo Palestine, has overcome numerous challenges, including obtaining frequencies in the West Bank and expanding into the Gaza Strip after years of obstacles. The company has successfully offered high-quality services and has been pivotal in contributing to the economic development and job creation in Palestine. The Arabic term meaning "I want" inspired Ooredoo's concept, which is all about making customers happy and helping them. The red hue in its logo stands for servicing different communities with energy and excitement. Ooredoo has become a major participant in Palestinian telecommunications throughout the years. (www.ooredoo.ps)

2.6.3 Jawwal - Paltel

Jawwal is one of the companies within the Paltel Group, the Palestinian telecommunications company. Founded in 1999, it was the first Palestinian company to provide mobile telecommunications services. Paltel has evolved over the years, offering advanced services such as ADSL in 2005 and expanding its services to include a data center in 2019. It also participated in the founding of the first modern bank in Palestine, "Reflekt," in 2003.

The company has built a large subscriber base of nearly three million, making it one of the largest Palestinian companies. Paltel continues to develop and improve its services to provide the best possible experience for its customers and to protect the rights of its shareholders and stakeholders. The company aims to obtain licenses for 4G and 5G technologies to provide the highest level. (www.jawwal.ps)

2.6.4 The challenges faced by Mobile telecommunications companies in Palestine

One of the significant challenges faced by these companies is the lack of control over critical resources such as frequencies. In contrast to Israeli operators such as Cellcom Israel Ltd., which had more than seven times the spectrum allocation for their services, Jawwal, for example, operates with limited spectrum (Arafeh et al., 2015). Due to this discrepancy, Palestinian operators are forced to make significant infrastructure investments while finding it difficult to offer cutting-edge services comparable to those found in other parts of the region.

Pointing out the geopolitical factors that constantly impact the operational activities of telecommunications companies in Palestine, and the ongoing conflict affects infrastructure and access to technologies that would improve and strengthen the network (Arafeh et al., 2015). Furthermore, internet speeds offered by these companies are significantly lower than in other countries due to network restrictions and the use of modern technologies (Wikipedia contributors, 2025).

Given these dynamic situations that usually come along with challenges, companies are working to improve 3G services and are preparing and planning for the launch of 4G in an effort to enhance digital connectivity and customer satisfaction (Barsoum, 2023).

Accordingly, these factors and challenges increase the importance of effective strategic planning. Companies need to carefully set priorities, use resources wisely, and be flexible in their strategies to deal with the challenges. In constrained markets, the quality of planning becomes a key factor that helps businesses control costs, provide better service, and keep making money even when they don't have a lot of strategic freedom.

All of the abovementioned makes this thesis with the reading, as it looks at how effective strategic planning practices affect Ooredoo Palestine's financial performance.

2.7 Research Gap

It's found out several researches on strategic planning and how it affects organizational performance, but not much on how effective strategic planning is and to what extent it affects the financial performance of the Palestinian telecommunications sector. Most of the existing studies that it was checked have been conducted in places where the economy and politics are relatively stable. This makes them less useful in places like Palestine where there is a lot of uncertainty and outside pressure.

Additionally, previous studies normally look at strategic planning and financial performance as separate concepts with a solid linkage at the same time, without going into enough detail about the specific dimensions of strategic planning effectiveness, such as having a clear vision and mission, communicating strategically, reaching goals, and being able to adapt to change. This means that there is still a gap in understanding how strategic planning can really affect financial performance, especially in challenged markets.

There are also very few data-driven studies that look at individual telecommunications companies in Palestine and how well strategic planning is done at the organizational level and how it affects financial performance when real operational problems arise.

This study aims to fill these gaps by examining the effectiveness of strategic planning and its impact on financial performance, taking Ooredoo Palestine as a case study. The study addresses one mobile telecom company, which gives it specific information that is helpful for both academic research and making decisions in the Palestinian telecommunications sector.

Chapter Three: Research Methodology

3.1 Overview

To conclude, this chapter has successfully presented the research design and methodology used to examine how the effectiveness of strategic planning influenced financial performance at Ooredoo Palestine. It also detailed the population, sample, instrument design, data collection procedures, and analytical tools used in the study as the next chapter presents the findings and interpretations derived from the analysis.

3.2 Methodology

This study is a quantitative correlational study, and in order to evaluate and analyze the data the researcher used descriptive and inferential statistical analysis technique, which depends on gathering numerical data in order to statistically evaluate them. As the study's purpose is to examine the effectiveness of strategic planning and to find the relationship between two essential concepts which are the effectiveness of strategic planning and financial performance, accordingly this technique has been used.

3.3 Study Population

All Ooredoo Palestine managers and senior employees made up the study's population. These people were picked because they knew about or participated directly in the company's strategic planning process. They were aware of how plans were developed, carried out, and tracked.

According to Ooredoo Palestine's internal structure at the time of the study, there were 54 managers and senior employees in total. This group represented an educated populace that could offer reliable and well-informed responses regarding the strategic planning system and how it affects performance.

3.4 Sample and Response Rate

A sample of twenty-eight managers who were directly involved in strategic planning activities were chosen using a purposive sampling technique. Since not all managers had the necessary expertise in strategic planning, this approach was suitable. 28 questionnaires were distributed, 25 were filled out and returned, accumulating a total of 89% response rate.

For academic research, this response rate was deemed high and appropriate. In managerial and organizational studies, a response rate of more than 70% is regarded as very good (Sekaran and Bougie, 2016). According to Dillman et al. (2014), response rates for organizational surveys should be between 60% and 80%. As a result, the study's 89% response rate was outstanding.

3.5 Instrumentation

A structured survey questionnaire intended to elicit managers' opinions regarding the effectiveness of strategic planning and its impact on financial performance was used to collect the primary data. Three primary sections made up the questionnaire, each with a distinct research function:

1. Section A: Demographic.

Gathered basic information like years of experience, department, and position level.

2. Section B: Strategic Planning's Effectiveness.

Comprised 16 items organized under four key dimensions (KPIs): adaptability and innovation, strategic communication and participation, goal achievement, and clarity of vision and mission.

3. Section C: The relationship Between Financial Performance and Strategic Planning effectiveness.

This section has 8 items which connect each effectiveness KPI (Dimension) with financial performance KPI, such as revenue growth, cost optimization, profitability, and market share.

For sections B & C, the five point Likert scale was used to rate and evaluate each statement with 1 for “strongly disagree” and 5 for “strongly agree”.

3.6 Designing and Developing the Questionnaire

- The questionnaire was developed by the researcher based on a review of academic literature related to strategic planning and financial performance and interviews with strategy experts.
- The Items within the survey were formulated to fit Ooredoo Palestine’s business context, using clear and straightforward language.
- After developing the questionnaire, it was reviewed and aligned with an academic expert and a strategy senior management director from Ooredoo Palestine, and this is to make sure from the validity and clarity of the questionnaires before distributing to the selected employees.
- A pilot study was conducted with five respondents to test the clarity and reliability of the questionnaire. Based on the feedback, minor wording changes were made without changing the meaning or the structure for any items. As no major changes on the items, and no deleting or adding or modifying the meaning of any items, the pilot responses were retained and included in the final analysis.

3.7 Validity and Reliability of the Instrument.

The questionnaire was reviewed from experts (academic, and practical) to make sure from the validity and that all items accurately measured the intended concepts before the distribution for gathering the data from the study’s sample.

On the other hand, to test the reliability Cronbach's Alpha was used, which measures and test the consistency among the items for each section.

Table 3.1 – Reliability of Questionnaire

Section	# Of Items	Cronbach's Alpha
Section B: Effectiveness of Strategic Planning	16	0.91
Section C: Relationship Between Strategic Planning Effectiveness and Financial Performance	8	0.89
Overall Scale	24	0.9

The results here in the table show a high rate which indicate that the questionnaire has a very good internal consistency and reliability, and this aligns with what Nunnally (1978) said that the rate above 0.7 is acceptable, and above 0.80 is very good.

To make sure that all items within each KPI are consistent, in addition to Cronbach's Alpha, the item-total correlation was conducted and reviewed. All items showed acceptable correlation, and none of the items reduced the reliability; accordingly, no items within the questionnaire were removed.

3.8 Data Gathering Procedures

The data gathering process are as below steps:

1. The formal approval and permission have been obtained from Ooredoo Palestine's management to distribute the questionnaires and gather the data from the employees.
2. The questionnaires have been sent to the selected sample of employees (managers and above) via email containing a short description of the study's purpose and the confidentiality.

3. After one week, reminders have been sent to the selected sample to increase the participations and reach the target for the needed data.
4. After the participants completed the questionnaires, they were checked and reviewed to make sure from the accuracy and the completeness before starting the analysis

3.9 Statistical Tools and Data Analysis

After the completing of the questionnaires, the data was entered to the **Microsoft Excel** in order to clean and sort the results to analyze them by **SPSS**.

- **Descriptive statistics** (mean, standard deviation, and frequency) were used to describe respondents and measure overall trends.
- **Inferential statistics** included a one-sample t-test to determine whether respondents' mean scores significantly differed from the neutral value of the Likert scale, indicating agreement or disagreement with the measured constructs.
- Cronbach's Alpha was used for **Reliability testing** to make sure from the internal consistency.
- The evaluation of how the dimensions of strategic planning (which is measured in section B in the survey) has been found through the sections C in the survey (causal linkage analysis) which is examined the participants perceptions of the relationship between the effectiveness of strategic planning and Ooredoo's Palestine financial performance.

All these analyses provide a full detailed view of the relationship between the independent and dependent variables.

3.10 Steps Leading to the Results

The main analytical steps were:

1. The completed and collected data were entered into the Excel to be cleaned and organized.
2. After that, descriptive statistical measures were applied to provide an initial understanding of general trends within the responses.
3. The analysis then moved to test the reliability and significance test by using the SPSS to make sure from the consistency and that the results can be statistically relied on.
4. Each effectiveness dimension was measured by 4 items, accordingly the next step was to group all items into each KPI.
5. And finally, the statistical results were interpreted and linked to each research question.

All above analysis and the results were the based to answer the research questions and to achieve the purpose of this study.

3.11 Ethical Considerations

Ethical standards were maintained throughout the study. Participation was voluntary, and respondents were informed of the study's purpose and their right to withdraw at any time. Additionally, no personal information was disclosed, as well as all responses were treated as confidential, the collected data were used solely for academic and research purposes.

Chapter Four: Analysis and Interpretation of Data

4.1 Overview

After collecting the completed surveys from Ooredoo Palestine employees, now this chapter will show the analysis and the interoperation of the data.

The analysis will examine the effectiveness of strategic planning for Ooredoo Palestine and found its impact on the financial performance of the company.

There are three major parts in the analysis:

- **Section A** shows the demographic of the respondents.
- **Section B** analyzes the degree of effectiveness of strategic planning using four key performance indicators (KPIs).
- **Section C** explains the perceived causal linkages between the effectiveness of strategic planning and the company's financial performance.

4.2 Section A: Demographic Characteristics of Respondents

Table 4.1 — Distribution of Respondents by Department

Department	Frequency	Percentage
Technology	6	24.0%
Marketing	5	20.0%
Corporate Services	3	12.0%
Finance	3	12.0%
Sales	3	12.0%
Human Resources	2	8.0%

Strategy and Performance	2	8.0%
Commercial	1	4.0%

The respondents are distributed across all major departments as shown in the table 4.1 with the highest participation from Technology and Marketing

This distribution enhances the reliability of the analysis, as the strategic planning is doing across all these departments, and all of them are interesting and participating in the planning process.

Table 4.2 — Distribution of Respondents by Position Level

Position Level	Frequency	Percentage
Manager	10	40.0%
Senior Manager	10	40.0%
Director	3	12.0%
Chief	1	4.0%
Associate Director	1	4.0%

Most of the participants are in the manager and senior manager positions with 40% for managers and 40% for senior managers, and this indicates that these levels are directly involved in all strategic planning processes starting from formulation until implementation, and this ensures that the respondents have practical experience in strategic planning.

The other smaller share represents the high level of management positions; these levels are important in the sample and analysis due to their important roles in the strategic planning, especially in supervision and decision-making.

Table 4.3 — Distribution of Respondents by Years of Service

Years of Service	Frequency	Percentage
More than 10 years	18	72.0%
6 – 10 years	4	16.0%
2 – 5 years	2	8.0%
Less than 2 years	1	4.0%

72% of the participants have served the company for more than 10 years as table 4.3 shows.

This long time on the job gives them a historical perspective on how well planning works and how it impacts the financial performance.

Respondents with fewer years of service add freshness of outlook, balancing institutional memory with newer insights.

4.3 Section B: Effectiveness of Strategic Planning

Section B is designed to evaluate the four mentioned KPIs in which they represent the different aspects of strategic planning. Respondents rated each statement on a five-point Likert scale (1 = Strongly Disagree ... 5 = Strongly Agree). Higher mean values therefore indicate stronger agreement and a greater perceived effectiveness.

Table 4.4 — Clarity of Vision and Mission (KPI B1)

Statement	Mean	SD
I can clearly articulate Ooredoo Palestine’s mission in my own words.	4.52	0.65
I understand how my role contributes to achieving Ooredoo Palestine’s strategic objectives.	4.84	0.37
The company’s vision and mission align with its values.	4.52	0.59
Management effectively communicates the vision, mission, and strategic directions to employees.	4.20	0.82
Overall KPI Mean	4.52	0.50

As seen in Table 4.4, the mean scores are well above the neutral midpoint (3), indicating strong agreement among respondents.

The employees understand of how they roles and working contribute to achieve the company’s objectives give the highest mean score of 4.84.

Standard deviations are very small, indicating consistency of views across departments.

The one-sample t-test result ($p < 0.01$, sig.= 0.000) confirmed that the KPI mean is statistically higher than the neutral value.

Table 4.5 — Achievement of Strategic Objectives (KPI B2)

Statement	Mean	SD
I am satisfied with the company’s progress toward achieving its strategic goals.	4.40	0.58
Strategic initiatives are effectively implemented in my department.	4.52	0.59
Ooredoo Palestine meets its planned strategic milestones on schedule.	4.20	0.71
Resources are effectively allocated to support strategic priorities.	4.00	0.76
Overall KPI Mean	4.28	0.59

All means in Table 4.5 lie above 4, signifying favorable perceptions of goal achievement.

The small variation across items ($SD \approx 0.6$) denotes moderate consensus.

The t-test result ($p < 0.01$, sig.= 0.000) confirmed that the overall KPI mean is statistically higher than neutral.

The slightly lower mean (4.00) is for the resource’s allocation followed by meeting the milestones on schedule (4.30).

Table 4.6 — Strategic Communication and Participation (KPI B3)

Statement	Mean	SD
I receive adequate information about strategic plans and their progress.	4.40	0.58
Communication of strategic initiatives flows effectively across departments.	4.12	0.78
I feel engaged and involved in the strategic-planning process.	4.40	0.64
I am promptly informed about changes in strategic direction or priorities.	4.24	0.66
Overall KPI Mean	4.29	0.71

Table 4.6 demonstrates overall agreement that communication and participation mechanisms function well.

Means above 4 indicate strong positive agree with this KPI.

Standard deviations remain under 1, showing stable responses.

The t-test result ($p < 0.01$, sig.= 0.000) confirmed that the KPI mean is statistically higher than neutral.

Nevertheless, slightly higher SD values for “communication of strategic initiatives” reflect natural differences between the responses.

Table 4.7 — Adaptability and Innovation (KPI B4)

Statement	Mean	SD
The company adapts its strategies effectively to respond to market changes.	4.28	0.61
The company responds quickly to competitive pressures.	4.28	0.61
Ooredoo Palestine encourages innovative approaches to achieve goals.	4.36	0.70
The company anticipates and prepares for future market challenges.	4.36	0.64
Overall KPI Mean	4.30	0.68

In Table 4.7, mean values above 4 again reveal positive perceptions.

The all practices for this KPIs show standard deviation between 0.6-0.7, and this mean a high agreement on the respondents' answers.

The t-test result ($p < 0.01$, sig.= 0.000) confirmed that the KPI mean is statistically higher than neutral.

Table 4.8 — Summary of Section B (Overall KPI Means)

KPI	Mean	SD
B1 – Clarity of Vision and Mission	4.52	0.50
B2 – Achievement of Strategic Objectives	4.28	0.59
B3 – Strategic Communication and Participation	4.29	0.71
B4 – Adaptability and Innovation	4.30	0.68
Overall Section Mean	4.35	0.54

All four indicators show high mean values with good agreement on the answers as all SDs are between 0.5-0.71.

The overall section mean of 4.35 is well above the midpoint, and the t-test result ($p < 0.01$, sig.= 0.000) verified that this deviation is statistically significant.

Table 4.9 — Reliability of Section B (Cronbach’s Alpha)

Scale	Cronbach’s α
B1	0.81
B2	0.80
B3	0.88
B4	0.88
Overall Section B	0.91

Reliability coefficients in Table 4.9 exceed 0.80 for all sub-scales and 0.90 for the total scale, indicating strong internal consistency. This supports the statistical dependability of the Section B instrument and reinforces confidence in the measured perceptions.

4.4 Section C: Causal Linkage between Strategic Planning and Financial Performance

This section is set to present the statistical analysis of perceived regular linkages between strategic planning and financial performance.

Each KPI is designed to measure the extent of the effectiveness of a particular strategic-planning practice that is perceived to influence financial or operational outcomes.

Responses have been rated on a five-point Likert scale (1 = Strongly Disagree ... 5 = Strongly Agree). For all items, a one-sample t-test compared the observed means against the neutral value (3).

Table 4.10 — Vision and Mission → Financial Performance (KPI C1)

Statement	Mean	SD
When I clearly understand Ooredoo Palestine’s mission, it positively affects my work productivity and contribution to company revenue.	4.40	0.58
Clear strategic direction leads to better team performance and achievement of financial targets.	4.32	0.56
Overall KPI Mean	4.36	0.51

As presented in Table 4.10, means of 4.40 and 4.32 lie well above the neutral midpoint (3), indicating a strong positive result.

Standard deviations under 0.6 indicate tightly clustered responses.

The one-sample t-test result ($p < 0.01$, sig.= 0.000) confirmed that the overall KPI mean is statistically higher than neutrality.

Table 4.11 — Achievement of Objectives → Market Performance (KPI C2)

Statement	Mean	SD
Successful achievement of strategic goals contributes to improved market position and competitiveness.	4.52	0.59
When strategic objectives are met, it leads to measurable improvements in market share and customer acquisition.	4.40	0.58
Overall KPI Mean	4.46	0.59

Table 4.11 shows high means (≥ 4.40), denoting strong agreement that successful strategic execution is accompanied by stronger market outcomes.

Standard deviations under 0.6 indicate tightly clustered responses.

The one-sample t-test result ($p < 0.01$, sig.= 0.000) confirmed that the overall KPI mean is statistically higher than neutrality.

Table 4.12 — Strategic Communication → Operational Efficiency (KPI C3)

Statement	Mean	SD
Effective strategic communication improves operational efficiency and optimizes costs in my department.	4.44	0.51
When strategic information flows well, it reduces operational delays and improves service quality.	4.44	0.58
Overall KPI Mean	4.44	0.56

As shown in Table 4.12, the equal mean scores and very low SD values reflect strong, unified agreement on the operational benefits of communication.

Because variability is minimal, the t-distribution test produced a significant outcome ($p < 0.01$, sig.= 0.000), confirming that responses are statistically above neutral.

Table 4.13 — Adaptability and Innovation → Profitability (KPI C4)

Statement	Mean	SD
Strategic flexibility and adaptability directly contribute to improved financial results and profitability.	4.32	0.69
Quick response to market changes results in measurable revenue growth and competitive advantage.	4.20	0.76
Overall KPI Mean	4.26	0.63

The mean scores in Table 4.13 are above 4, reflecting positive perception of adaptability’s role in financial success.

Standard deviations (0.63–0.76) show slightly greater variation compared with previous KPIs, which is expected given differing departmental exposure to market change.

The t-test result ($p < 0.01$, sig.= 0.000) confirmed that the overall KPI mean remains significantly higher than neutral.

Table 4.14 — Summary of Section C (Overall KPI Means)

KPI	Mean	SD
C1 – Vision and Mission → Financial Performance	4.36	0.51
C2 – Achievement of Objectives → Market Performance	4.46	0.59
C3 – Communication → Operational Efficiency	4.44	0.56
C4 – Adaptability and Innovation → Profitability	4.26	0.63
Overall Section Mean	4.38	0.51

The data in Table 4.14 summarize the collective means for Section C, all exceeding 4.2. This uniform elevation above the neutral benchmark statistically illustrates a positive linkage between strategic-planning effectiveness and perceived financial outcomes.

The overall t-test ($p < 0.01$, sig. = 0.000) reaffirmed the statistical significance of this trend.

Table 4.15 — Reliability of Section C (Cronbach's Alpha)

Scale	Cronbach's α
C1	0.50
C2	0.82
C3	0.72
C4	0.58
Overall Section C	0.89

Cronbach's Alpha coefficients shown in Table 4.15 are acceptable for two-item constructs and high for the overall scale ($\alpha = 0.89$). These reliability values confirm that measurement items are internally consistent, allowing confidence in the stability of the statistical patterns observed across Section C.

4.5 Correlation Analysis:

The main purpose of this study is to evaluate the effectiveness of strategic planning of Ooredoo Palestine and to find its impact on the company's financial performance, and to find this relationship, a separate section of the questionnaire (Section C) was developed for this study.

In the questionnaires, each effectiveness KPI was directly linked to financial performance indicator, and this perceived causal linkage design provides a direct understanding of the relationship between each dimension (KPI) of strategic planning effectiveness and financial performance.

However, in order to support the results of section C as shown in the previous section, correlation statistical test was conducted to statistically find the strength of the relationship between the effectiveness of strategic planning for Ooredoo Palestine and the company's financial performance.

To statistically find the nature of the relationship between the two variables, Pearson correlation coefficients were calculated between each strategic planning effectiveness KPI (measured in Section B) and its corresponding financial performance indicators (measured in Section C)

Table 4.16 — Correlation Analysis

Effectiveness KPIs	Correlation (r)	Interpretation
Vision & Mission	0.34	Moderate positive
Objectives	0.46	Moderate positive
Communication	0.62	Strong positive
Adaptability	0.73	Strong positive
Over All	0.74	Strong Positive
Financial Performance is the dependent variable		

All results show a positive correlation across all four dimensions, and despite the varying results, all of them confirming that higher levels of strategic planning effectiveness are reflecting a stronger financial performance.

4.6 Interpretation and Conclusion

This chapter talked about how to use statistics to look at and understand the data that people who work at Ooredoo Palestine gave. This analysis has been divided into three main parts to help in understanding how employees view about the company's strategic planning effectiveness and how it affects its financial performance.

Most of the employees who took part were managers or higher-ups and had worked for the company for more than ten years. This was mentioned in the first section, which gave a demographic profile of the respondents. This method, on the other hand, made sure that the insights came from employees who were directly involved in planning and carrying out the strategy.

Four key performance indicators were used to measure how well strategic planning worked in the second section. These were adaptability and innovation, clarity of vision and mission, communication and participation, and goal achievement. The t-test results ($p < 0.01$, sig. = 0.000) showed that these good feelings were statistically important. The average scores were higher than the neutral midpoint, and there wasn't much difference between the scores for each item. High Cronbach's Alpha coefficients showed that the measures were reliable on the inside.

The third section looked at how employees thought financial performance and strategic planning effectiveness were linked. The mean values were once again above 4.0, and the reliability analysis gave high coefficients. All t-tests were significant at $p < 0.01$.

The correlation analysis supported the results in section C with over all $r = 0.74$, and this indicates a strong positive relationship between the study's dependent and independent variables.

Eventually, the statistical data presented in this chapter indicated a consistent upward trend in opinions regarding Ooredoo Palestine's strategic planning methods, additionally, these findings aligned with the literature in chapter two which they talked about the effectiveness KPIs and how the practices make the planning better and more successful, and aligned with the studies which found that the effective strategic planning positively impact the financial performance.

Finally, the statistical findings in this chapter give chapter five a strong quantitative basis on which to discuss the findings in light of the study's goals and research questions and make recommendations.

Chapter Five: Findings, Conclusions, and Recommendations

5.1 Overview

In this chapter, the researcher presents the main results of the study and explains how they relate to the research questions. This chapter shows how good strategic planning at Ooredoo Palestine plays a role in having high financial performance.

The study also presents the most effective planning practices and the lessons that can be learned from them. At the end it provides the conclusions and recommendations that can help the company and others improve strategic planning.

5.2 Findings

5.2.1: The effectiveness of strategic planning in Ooredoo Palestine.

It was found that effectiveness KPIs at Ooredoo are at a 4.35 score, which means that Ooredoo Palestine performs well in most planning practices.

This shows excellent performance and a commitment to strategic planning. Some areas are more advanced than others, but the organization still has a clear approach to goal-setting, action planning, and progress monitoring.

KPI 1: Clarity of Vision and Mission:

The average of this KPI for Ooredoo Palestine is the highest (4.52). Ooredoo employees understand what the company is trying to do and where it's going. They also know how their daily tasks help the organization reach the goals. This is motivating as they can see how their efforts help the business make money.

The company's values align with the mission and vision, and that makes planning easier. When everyone in the organization knows what its goals and values are, it ensures that everyone in every department makes decisions that align with others’.

The only thing that brings this KPI's average down a little is how well management educates all employees about the company's mission and vision. It is still a good indicator at 4.20, but it means that management should talk to employees, especially new ones, more regularly and in more depth about the company's strategic purpose is.

KPI 2: Achievement of Strategic Objectives:

The accomplishment of strategic objectives also showed excellent performance at an average score of 4.28. This illustrates how Ooredoo Palestine is effectively accomplishing its goals, breaking them down into detailed actions for each department, and tracking the results.

The business has a clear process of translating strategic goals into departmental plans in order to guarantee that each employee and department contributes to the end result.

Resource allocation has a low average of 4.00 and meeting scheduled timelines is 4.20. These scores are still good but they show that external factors like financial constraints and problems with suppliers and market issues can slow progress. The last section will explain this more.

This KPI shows that Ooredoo Palestine is committed to achieving objectives and is able to monitor and assess success.

KPI 3: Strategic Communication and Participation:

This KPI says that employees are involved in the process of making plans for the future and the average score is 4.29.

Employees at Ooredoo help make with strategy, and management tells them about changes or new information.

Most employees agreed with this. This proves that Ooredoo has good communication and teamwork, and that helps with strategic planning.

KPI 4: Adaptability and Innovation:

Flexibility is important for strategic planning especially in Palestine because the environment changes quickly.

Adaptability score in Ooredoo is 4.30 and that is very good. The company responds quickly to changes in the market.

The researcher also found that Ooredoo supports innovation by encouraging new ideas and creativity. This helps Ooredoo in improving performance.

5.2.2: The most effective practices in strategic planning.

In this part, the researcher explains the most effective practices in the strategic planning process at Ooredoo Palestine. Section B showed good scores for all planning practices, and this means employees believe the company has a strong planning system.

But some practices had higher scores than others. This means that they are more important for the company's strategic planning to work.

Practice 1: Employees' Understanding of Their Role in Achieving Strategic Goals

Most employees said that they knew how their roles helped the organization reach its objectives (score 4.84). So Ooredoo Palestine employees know how their daily work connects to the company's goals. This makes them more responsible and want to do their best.

Strategies at Ooredoo work in real life as everyone knows what they're doing because customers know them well.

Practice 2: Putting Strategic Initiatives into Practice Across Departments

It's important to ensure that planned initiatives are implemented successfully in every department (mean 4.52). The study shows that Ooredoo Palestine management strategies are actionable and not only written. Each team understands what they need to do to help with organizational objectives. Seeing plans come to reality proves that Ooredoo Palestine strategic planning has clear results.

Practice 3: Clear Employee Awareness of the Company's Mission

Ooredoo Palestine employees can explain the company's aim in their own words (score 4.52). When individuals speak about the company's aim and are confident about it, it shows they understand what it is. This knowledge helps the team operate better and motivates more individuals to reach those goals.

Practice 4: Alignment Between the Company's Vision, Mission, and Values.

It was found that Ooredoo Palestine has an objective and mission that align with its basic principles (4.52) so the company's ambitions align with what it stands for. When the company's values and goals align, it's simpler to make decisions and people have more trust in management. It makes it simpler to make plans since everyone understands what the company stands for and where it wants to go. It also helps Ooredoo Palestine expand in a strong and moral way.

Practice 5: Employee Satisfaction with the Company's Progress Toward Strategic Goals.

Ooredoo employees are satisfied with how it is doing at fulfilling its goals (score 4.40). Employees are able to see growth and success and that helps them stay motivated. This is what makes the planning process successful.

Practice 6: Access to Adequate Information About Strategic Plans and Progress.

Another practice that scored a 4.40 was that employees knew about the company's strategic objectives and progress.

Managers at Ooredoo Palestine tell employees about how company's performance. When employees have this kind of knowledge, it makes them feel engaged.

Open communication also helps everyone stay on the same page and make it harder to have misunderstandings.

Practice 7: Employee Engagement and Participation in the Strategic-Planning Process.

The seventh practice which got an average score of 4.40 also suggests that workers are interested in and participating in the planning process at work. Employees at Ooredoo Palestine don't only follow orders but they also help make the strategy. They brainstorm, exchange their perspectives, and receive updates. This helps people feel like they are helping the company do well.

This makes it simple for managers and employees to trust each other and get things done. One of the most crucial things to do to work successfully is to make sure that everyone feels like they are a part of the planning process. This ensures that they work hard for their plan to work.

5.2.3 The relationship between the effectiveness of strategic planning and financial performance for Ooredoo Palestine.

The findings suggest a strong positive relationship between the effectiveness of strategic planning and financial performance, with average mean of 4.38 for all casual linkage between the 4 effectiveness KPIs and the financial performance KPIs (Revenue, Cost Optimization, Market Share,, Etc.), this mean that the effectiveness of strategic planning is positively impacted the financial performance of Ooredoo Palestine.

The below discussion will show each effectiveness KPI how it impacts the financial performance.

1) Vision & Mission Clarity Impact on Performance.

The results showed that the first variable in the effectiveness of strategic planning, "clarity of the company's vision and mission," positively impacts company performance. This was reflected in the standardized mean of 4.36, where Ooredoo employees believe this criterion positively affects their performance, which is directly reflected in the company's financial performance.

Employees believe that a clear and understandable company mission motivates them and improves their productivity, contributing to increased company revenue. For example, sales and marketing employees' understanding of the company's mission and vision contributed to increased sales, which in turn helped achieve the company's mission. And so increased revenue positively impacted the company's financial performance.

On the other hand, the strategic direction of higher management also contributes to improving employee performance and achieving financial goals.

2) Achievement of Objectives impact on Market Performance.

The results showed that the company's achievement of its objectives positively impacts the company's financial performance. The average score for this was 4.46, a high percentage indicating positive relationship.

Ooredoo employees believe that the company's success in achieving its strategic objectives helps improve its market position and make it more competitive. This also helps the company acquire new customers which helps grow its market share.

An increase in the number of customers means an increase in revenue, which results in improved financial performance for the company.

3) Strategic Communication impacts the Operational Efficiency.

One indicator of positive financial performance is cost reduction that improves company performance instead of negatively affecting it. The study showed a high standardized average of 4.44, a strong indicator that effective strategic planning positively affects the company's financial performance through cost optimization.

As demonstrated above, effective strategic communication improves operational efficiency and thus reduces expenses across all departments.

When the strategic plan is clear and communicated smoothly to employees, it minimizes strategic delays and enhances service quality, leading to efficient and effective cost reduction.

4) Adaptability and Innovation Impact on Profitability.

With a standard average of 4.26, flexible and adaptable planning directly and positively impacts performance and profitability.

The telecommunications sector, as previously shown in the previous chapters of this research, is characterized by the rapid changes that affect it with technological developments and the market's evolution towards digital solutions.

In Palestine specifically, with the changes due to the unstable political situation, the existence of a strong and flexible strategic plan that confronts and keeps pace with these changes improves the company's financial performance.

This is what the results showed for Ooredoo Palestine. The flexibility of its strategic planning and its adaptation to changes increases customer acquisition and enhances the company's competitive strength.

5.2.4 The practices in strategic planning who are most effective at improving the financial performance of Ooredoo Palestine.

The results showed that the most important practices that enhance and improve Ooredoo's financial performance are working towards achieving the goals set by the company in its strategic plan. These goals are not merely written; they are real objectives designed to achieve the company's financial and non-financial growth.

Therefore, working towards achieving the goals and objectives improve the company's market position by attracting and acquiring customers, and it also enhances its competitiveness in the market. This increases the market share and in turn improves and financial growth.

The second practice is strategic communication between management and other employees. Effective communication increases efficiency and that improves the services' quality and decreases expenses. It ensures that work is completed on time without any delays. This has a great impact on the company's financial performance.

5.2.5 Ooredoo Palestine’s Financial Performance (2018–2023)

USD in Million	2018	2019	2020	2021	2022	2023	CAGR (2018-22)	CAGR (2018-23)
Total Revenue	100.4	99.4	101.6	112.2	115.5	109.0	3.6%	1.7%
EBITDA	26.4	30.0	34.3	40.8	42.5	42.6	12.6%	10.0%
Net Profit	0.1	1.1	7.5	13.4	16.6	16.1	258.9%	176.3%

* EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization)

To further support of what this study found, Table (5.4) shows how Ooredoo Palestine did financially from 2018 to 2023 (www.ooredoo.ps). The table shows that all of the main indicators, such as Revenue, EBIT, and Net Profit, are growing in a positive way.

The Compound Annual Growth Rate (CAGR) was used to show how quickly finances were getting better over time. CAGR shows how consistently the company's financial results have gotten better each year by showing the average annual growth of each indicator over a period of several years.

The financial improvement seen overall support the survey results, which suggest that effective strategic planning has helped Ooredoo Palestine have strong financial results over the shown five years.

5.2.6 Hypothesis Findings

Main Hypothesis: Strategic planning effectiveness dimensions have a statistically significant effect on financial performance.

- The results also showed a strong relationship between the effectiveness of strategic planning and the financial performance of Ooredoo.
- Through the dimensions (4 KPIs) that measured effectiveness, the results showed that all of them have a direct relationship to the company’s financial performance.

- The results showed that Ooredoo uses all effective strategic practices to improve financial performance indicators such as revenue, profitability, and market share. Therefore, this Hypothesis is accepted.

5.2.7 Other Factors Influencing Financial Performance and Strategic Plan Implementation.

Even though the main goal of this study was to investigate the connection between financial performance and the effectiveness of strategic planning, the analysis and conversations with top management at Ooredoo Palestine also identified other significant factors that may have an impact on financial results and the implementation of strategic plans.

These factors such as illegal competitor, technological advancements limitations, and economic conditions. These factors were brought to light through informal management interviews and are covered here to give readers a better grasp of the environment in which strategic planning functions, even though they were not part of the primary research questions or the quantitative analysis.

Future research can examine each of these factors separately and evaluate their direct effects on financial performance and strategic planning, as the current study did not thoroughly examine them.

Factor 1: Illegal competition – Israeli Mobile Telecommunication Companies.

One of the most important factors affecting Ooredoo's performance and the overall performance of Palestinian mobile telecommunications companies is the competition from Israeli companies in the Palestinian market.

Due to the technological advancements of Israeli companies, their access to 5G networks, and their superior knowledge and expertise, they offer telecommunications services at lower costs and faster internet speeds than Palestinian companies. Because of these advantages, a

large number of the population tends to use them, which comes at the expense of Palestinian companies that should be the primary providers of telecommunications services in the Palestinian market.

This is legitimate competition and without it the company's performance would be significantly worse than it is now. Furthermore, the company is losing customers who switch to Israeli companies, which negatively impacts its revenue and profitability. This also prevents the company from achieving some of its goals related to customer numbers and sales growth.

Factor 2: Technological Advancements Limitations

While telecommunications companies worldwide are trying to keep pace with technological advancements, particularly 4G and 5G, in Palestine, the Israeli side controls these developments. This makes Palestinian telecommunications companies limited to providing 3G service, and many advanced technological devices and equipment are not approved for use.

These restrictions impact the performance of Palestinian companies negatively compared to their global counterparts. They affect the quality of services provided to customers and prevent them from keeping up with technological advancements in telecommunications. This is why a large segment of the Palestinian market purchases services from Israeli networks instead of Palestinian ones as mentioned previously.

Keeping up with technological development and improving service quality is still a fundamental part of Ooredoo's strategic plan, so these restrictions negatively impact and delay the company's achievement of some of its strategic objectives.

Factor 4: Unstable Economic Conditions

The Palestinian market suffers from unstable economic condition due to the political situation and ongoing conflict. This is clear in the deterioration of the Palestinian economy and the rise in unemployment which affects the purchasing power.

As telecommunications companies are one of the most important pillars of the Palestinian economy, they are also affected by the instability of economic conditions. When the economy is stable, this translates into increased sales and profits. And when the economy and consumer purchasing power weaken, this clearly reflect in a decline in sales for these companies, as people prioritize spending on essential goods such as food, medicine, and housing.

Therefore, unstable economic conditions directly affect Ooredoo and the telecommunications sector in Palestine. This also makes it difficult for the company to respond quickly to the numerous rapid changes, which may affect the effectiveness of its strategic planning and financial performance.

5.3 Conclusions:

5.3.1 Effectiveness of Strategic Planning

All four effectiveness KPIs confirm that Ooredoo Palestine has an effective strategic planning system. Even though there are small differences between the 16 practices, all of them scored high and positive. This means that the company successfully applies its planning process in real ways through all departments.

There is a variation between the KPIs and that is normal and could be affected by external conditions. Overall, the findings clearly show that Ooredoo Palestine approach to strategic planning is strong, active, and well understood by its employees.

5.3.2 The impact of effectiveness of strategic planning on financial performance

In general, the study shows that Ooredoo Palestine's finances get better when its strategic planning gets more effective.

The researcher found that good planning leads to good financial results. This is because the mission keeps employees on track, good communication helps things run smoothly, and ability to change keeps the company growing.

Strategic planning at Ooredoo is about creating a way of working that always leads to financial success.

5.3.3 Other Factors Influencing Financial Performance and Strategic Plan Implementation – Further studies

Illegal competition, technological development limitations, and unstable economic conditions affect strategic planning and finances at Ooredoo. But the main objective of this study is to examine the impact of effective strategic planning on financial performance so it didn't analyze these other factors. The researcher kept this open for the further studies.

5.4 Recommendations

Based on the findings and analysis of this study, the following recommendations are proposed to enhance the effectiveness of strategic planning and further strengthen Ooredoo Palestine's financial performance:

1. Continuously improve strategic planning

Since efficient planning improved financial performance, Ooredoo Palestine should keep enhancing its strategic planning system. Reviewing, updating, and aligning the strategic plan with market circumstances can help the organization stay competitive and financially stable.

2. Focus on Relatively Low Planning Effectiveness Scores

Resource allocation and internal vision and mission communication scored lower, but overall planning effectiveness was good.

The corporation is urged to focus on these areas by efficiently distributing financial and human resources and communicating management's goals and direction at all organizational levels.

3. Improve Interdepartmental Communication

Strategic communication was largely favorable, although departmental information flow may be improved.

Improving communication methods, conducting more inter-departmental meetings, and using digital dashboards to assess progress may reduce delays and clarify strategic goals.

4. Make Strategic Plans More Flexible and Innovative

Adaptability and innovation have one of the lowest efficacy indicator means.

Ooredoo Palestine should enable staff to propose new solutions, experiment with trial projects, and create a culture that encourages adaptation and learning to improve its planning process. This will enable the organization adapt faster to market and technology developments.

5. Better align departmental goals with corporate strategy

To maintain the good financial trend, departmental and individual goals should be closely tied to company strategy. Clearer KPIs at each level will guarantee that all departments contribute to strategic goals that drive financial performance.

6. Give Employees Training and Awareness

Since vision and mission clarity have the greatest influence on performance, employee comprehension must be maintained and improved.

To promote its objective and vision, Ooredoo Palestine should hold seminars, internal communication campaigns, and leadership briefings. This will engage workers and link them with the company's goals.

7. Manage Resources sustainably

The somewhat lower resource allocation findings suggest that some departments may struggle to allocate money and people.

Management should assess the resource planning system to ensure each department has enough tools and ability to perform key tasks.

8. Create a Financial Results-Strategic Planning Feedback Loop

Management should create a feedback loop that relates strategic planning results to revenue growth, cost efficiency, and profitability.

Financial outcomes should be reviewed in light of strategic success to determine what works and what needs improvement.

THE END.

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Appendix A: Survey Questionnaire

Strategic Planning Effectiveness and Financial Performance Survey - Ooredoo Palestine

Dear Employee,

This survey is part of a Master's thesis research study examining "The Effectiveness of Strategic Planning and its Impact on Financial Performance of Mobile Telecommunications Companies in Palestine" focusing on Ooredoo Palestine as a case study. Your responses will help evaluate the effectiveness of strategic planning at Ooredoo Palestine and its relationship to financial performance. All responses are completely anonymous and confidential.

Time Required: Approximately 10-12 minutes

Scale: All questions use a 5-point scale (1 = Strongly Disagree, 5 = Strongly Agree)

Answer: Please put “✓” for your answer to each question.

Section A: Demographics

A1. Department:

Corporate Services Commercial Marketing Sales Finance Human Resources Technology Customer Service Other: _____

A2. Position Level:

Senior Management Middle Management Supervisory Non-supervisory

A3. Years with Ooredoo:

Less than 2 years 2-5 years 6-10 years More than 10 years

Section B: Strategic Planning Effectiveness

B1. Vision and Mission Clarity (4 questions)

B1.1: I can clearly articulate Ooredoo Palestine's mission in my own words.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B1.2: I understand how my role contributes to achieving Ooredoo's strategic objectives.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B1.3: Ooredoo's vision aligns with my personal values and career goals.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B1.4: Management effectively communicates the company's strategic direction to all employees.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B2. Strategic Goal Achievement (4 questions)

B2.1: I am satisfied with Ooredoo's progress toward achieving its strategic goals.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B2.2: Strategic initiatives are being effectively implemented in my department.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B2.3: Ooredoo is meeting its planned strategic milestones on schedule.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B2.4: Resources are effectively allocated to support strategic priorities at Ooredoo.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B3. Strategic Communication and Engagement (4 questions)

B3.1: I receive adequate information about strategic plans and their progress.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B3.2: Communication of strategic initiatives flows effectively across all departments.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B3.3: I feel engaged and involved in the strategic planning process at Ooredoo.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B3.4: I am promptly informed about changes in strategic direction or priorities.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B4. Strategic Adaptability and Innovation (4 questions)

B4.1 Ooredoo effectively adapts its strategies to respond to market changes.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B4.2 The company responds quickly and effectively to competitive pressures.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B4.3 Ooredoo encourages innovative approaches to achieving strategic goals.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

B4.4 The company effectively anticipates and prepares for future market challenges.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

Section C: Causal Linkage Questions (Strategic Planning → Financial Performance)

C1. Vision Clarity Impact on Performance (2 questions)

C1.1 When I clearly understand Ooredoo's mission, it positively affects my work productivity and contribution to company revenue.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

C1.2 Clear strategic direction leads to better team performance and achievement of financial targets.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

C2. Goal Achievement Impact on Market Performance (2 questions)

C2.1 Successful achievement of strategic goals directly contributes to Ooredoo's improved market position and competitiveness.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

C2.2 When strategic objectives are met, it leads to measurable improvements in market share and customer acquisition.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

C3. Communication Impact on Efficiency (2 questions)

C3.1 Effective strategic communication improves operational efficiency and reduces costs in my department.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

C3.2 When strategic information flows well, it reduces operational delays and improves service quality.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

C4. Adaptability Impact on Profitability (2 questions)

C4.1 Ooredoo's strategic flexibility and adaptability directly contribute to improved financial results and profitability.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

C4.2 When the company responds quickly to market changes, it results in measurable revenue growth and competitive advantage.

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

Thank you for your participation in this important research study.

فاعلية التخطيط الإستراتيجي وأثره على الأداء المالي لشركات الاتصالات المتنقلة في فلسطين - دراسة حالة شركة أوريدو فلسطين.

أسامة جمال مصطفى فقهاء

لجنة الإشراف: د. أحمد صدقة، د. راجح علاونة، أ.د. فتح الله غانم.

الملخص

تبحث هذه الدراسة في فعالية التخطيط الاستراتيجي وأثره على الأداء المالي، مستخدمةً شركة أوريدو فلسطين كدراسة حالة. كما تبحث في أكثر ممارسات التخطيط الاستراتيجي فعاليةً، وكيف تُسهم في النتائج المالية للشركة. ولتحقيق هذه الأهداف، جُمعت البيانات الأولية عبر استبيان مُنظَّم وُجّه إلى المدراء وكبار الموظفين المُشاركين في عملية التخطيط الاستراتيجي في شركة أوريدو فلسطين، وتم الحصول على 25 اجابة. أظهرت النتائج أن التخطيط الاستراتيجي لشركة أوريدو فلسطين فعالٌ بشكل عام، وله تأثير إيجابي على الأداء المالي للشركة. وكانت ممارسات التخطيط التي كان لها أكبر الأثر الإيجابي هي وجود رؤية ورسالة واضحتين، وتحقيق الأهداف. كما أظهرت النتائج أن الأبعاد الأربعة للتخطيط الاستراتيجي، وهي: وضوح الرؤية والرسالة، تحقيق الأهداف، التواصل والمشاركة، والقدرة على التكيف والابتكار، لها تأثير كبير على النتائج المالية، مثل نمو الإيرادات، نمو الحصة السوقية، توفير التكاليف، والربحية. تُقدّم هذه النتائج معلوماتٍ قيّمة لشركات الاتصالات التي تعمل في ظروفٍ سياسية واقتصاديةٍ مماثلة. وتُظهر أهمية التخطيط الاستراتيجي الجيد لتحقيق الاستقرار المالي ونجاح المؤسسة.

الكلمات المفتاحية: فاعلية التخطيط الاستراتيجي، الأداء المالي، شركات الاتصالات المتنقلة في فلسطين.

مع الشكر.