

The Role Of Strategic Planning In Enhancing Organizational Competitiveness: A Comparative Analysis

Dr Sajjan Choudhuri¹, Dr. B. Shanmuga Priya², Dr. Anil kumar singh³, Dr. Geetanjali Dangi Thakur⁴, Deepak Prasad Baloni^{5*}, Dr Jagbir Singh Kadyan⁶

¹Professor of Management Department, Brainware University, kolkata, West Bengal, Orcid Id-<https://orcid.org/k0-k2-2900-7009>, Email: sajjan.choudhuri34@gmail.com

²Assistant Professor (Sr.Scale), Symbiosis Centre for Management Studies-Bengaluru, Symbiosis international (Deemed), University, Pune, Email ID:mtssp77@gmail.com.

³Associate Professor, Department of Chemistry, Faculty of Engineering, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh, India, Email : dr.anilkumarsingh2009@gmail.com.

⁴Assistant Professor, Management, Amity University Madhya Pradesh, specialization : Finance, orcid id 0009-0002-6229-2064, email Id : gdtthakur@gwa.amity.edu

⁵Research Scholar-Management Reg. No. SVU22020142, University Name: Shri Venkateshwara University, U.P. India, Email ID: dbaloni1@gmail.com

⁶Associate Professor, School of Management & Commerce, Manav Rachna University, Faridabad, Haryana
Dr.jskadyan@gmail.com

*Corresponding Author: Deepak Prasad Baloni

*Email ID: dbaloni1@gmail.com

ABSTRACT

Strategic planning has been considered a critical factor in determining an organization's competitiveness, despite the fact that empirical research has seldom looked at the practice in terms of industry and firm size. The current study looks at how planning structure, stakeholder participation, and temporal perspective relate to company performance, differentiating between manufacturing and information technology (IT) organizations as well as small and medium-sized enterprises (SMEs) and big enterprises. A mixed-methods comparative design was used. Multiple regressions and structural equation modeling (SEM) were used to analyze quantitative data from 32 organizations in order to ascertain the relationship between planning procedures and the expansion of market share and return on assets (ROA). Additionally, semi-structured interviews were conducted to elucidate contextual variations in planning procedures. The results demonstrate that organized, interactive, and flexible planning procedures foster competitiveness. Large IT organizations have a particularly high correlation between innovation-driven growth and formal planning. SMEs benefit from targeted, team-based planning efforts even though they frequently do not employ formalized procedures. The trends across the industries show that whereas manufacturing firms use planning primarily to control risks and improve operational efficiency, IT businesses use it to promote agility. Strategic coherence is promoted by cross-functional participation and regular reviews, and governments should institutionalize assistance and planning literacy, particularly for SMEs. Therefore, by integrating process-oriented knowledge with comparative analysis, the current study advances the theory of strategic management by demonstrating the importance of contextually sensitive planning techniques. Additionally, it reaffirms the strategic relevance of planning by balancing the views of resource-based and dynamic capacities.

Keywords: Strategic Planning, Organizational Competitiveness, Dynamic Capabilities, Resource-Based View, Planning Participation, Comparative Analysis.

1. INTRODUCTION

Strategic planning is a crucial management function designed to ensure that the organization's goals are in line with the constantly shifting external environment. The significance of strategic planning as a strategy for long-term competitiveness has increased in today's turbulent, disruptive, and rapidly evolving technology marketplaces (George et al., 2019). Additionally, organizations are expected to operate with flexibility, cross-functional coherence, and foresight, all of which are primarily produced through methodical strategic planning procedures

(Chaib Lababidi et al., 2020). Regardless of its format, formalized roadmaps, scenario-based thinking, or dynamic resource reconfiguration, strategic planning helps businesses prioritize investments, manage uncertainty, and maintain performance amid cyclical variations (Glaister et al., 2008). There is plenty of proof linking strategic planning to enhanced organizational performance, including market adaptability, growth, and profitability. Nonetheless, there is still disagreement over the strength of this link and its applicability in other organizational contexts (Vecchiato, 2015). The way strategic planning is conceived, executed, and converted into competitive advantage is influenced by the firm's size, industry, leadership structure, and planning culture (Muhammad Siddique et al., 2015). SMEs frequently lack the analytical and structural skills of their bigger counterparts, which leads to inconsistent strategic foresight and planning rigor. Because of this diversity, a more thorough, comparative understanding of the function of strategic planning in the various organizational structures is necessary (Sen et al., 2023).

Despite more than 40 years of research, organizational factors affect the efficacy of strategic planning (Ojha et al., 2020). Because the majority of the research that is now accessible is either industry-specific or restricted to the examination of large, resource-rich enterprises (Skokan et al., 2013). The idea that formal planning will always lead to better performance is coming under greater scrutiny as actual outcomes indicate a range of performance. Furthermore, recent global events like the COVID-19 pandemic, supply-chain problems, and geopolitical uncertainty have increased the need for strong and flexible planning systems. There is, however, a dearth of empirical data comparing how organizations execute strategy planning and how competitiveness is affected in such unstable situations (Armstrong, 2013).

The strategic planning process has been influenced by several schools of strategic management theory. The traditional idea of strategic planning, as articulated by Ansoff (1965), holds that strategy is a deliberate and structured process of matching a company's internal resources with external environmental opportunities. In order to successfully implement long-term goals, this perspective emphasizes control, predictability, and top-down rational planning under the presumption of a stable and analysable environment (Moussetis, 2011).

Porter's (1980) school of positioning went on to advance the discipline by emphasizing the significance of competitive positioning and industry structure. According to this viewpoint, strategic planning serves as a tool for defining the market, assessing the competitive landscape, and identifying sustainable advantages (Banker et al., 2014). Therefore, it is advised that businesses create strategies that would enable them to achieve cost leadership, distinction, or focus, all of which are often dependent on meticulous planning (Weber et al., 2014). On the other hand, Mintzberg (1994) suggested a more emergent, adaptable approach to strategy formulation, criticizing an excessive focus on codified planning. said that in the real world, where strategy regularly changes in response to unanticipated situations, learning and adaptation are more important than strict planning models. According to this viewpoint, planning is only effective when paired with organizational adaptability and a willingness to undergo iterative change (Wolf et al., 2017).

There are some gaps in the literature on strategic planning despite its abundance. It is still difficult to compare different kinds of businesses and sectors. The majority of research either focuses only on SMEs or large businesses, and thus offers little insight into how planning methods and results vary depending on the organizational setting. Given that businesses of different sizes have different constraints, leadership structures, and planning capabilities, this leads to a theoretical and practical blind spot. Furthermore, contextual variables such as industry type, environmental instability, and technical complexity have not received enough attention. Few people have systematically compared how businesses in various industries (such as manufacturing and IT) adapt their planning processes to environmental uncertainty, even though others have acknowledged its significance. This is crucial as different businesses require different levels of strategic agility and long-term vision. Additionally, the existence of strategic planning is confused with its depth or quality in the contemporary literature. Having a strategy plan does not automatically provide you with a competitive edge. It matters how many people are involved, how well-defined the objectives are, how frequently they are reviewed, and how they are to be carried out and evaluated. These are the process-level elements that comparative research, in particular, studies.

The main objective of this study examine how strategic planning affects an organization's ability to compete across a range of company sizes and business sectors. The research evaluates the impact of structured planning approaches while taking into account differences in planning coordination, stakeholder engagement, and time

frame, with a particular focus on market performance, organizational flexibility, and operational efficiency. Planning as an organizational dynamic capability is better understood through the lens of the manufacturing and information technology industries thanks to the study's comparative, mixed-methods approach, which offers a more nuanced discussion that deviates from the preexisting generalizations.

2. METHODOLOGY

2.1 Research Design

The current study examines the relationship between organizational competitiveness and strategic planning in several institutional contexts using a comparative cross-sectional approach. The comparative lens makes it possible to examine the structural and procedural differences between the two primary organizational types, large corporations and small and medium-sized enterprises (SMEs) that operate in the information technology (IT) and manufacturing sectors. A cross-sectional approach was thought to be particularly pertinent since it gathers data all at once, reflecting the dynamism of strategic planning during this period of fast change in the competitive landscape. This methodological choice provides breadth and analytical depth by enabling the systematic identification of situational divergences and interdependencies.

2.2 Study Population and Sample

The present study examines companies in India's major cities, Bangladesh, Delhi-NCR, and Pune, because of their high levels of strategic activity and dense concentration of diverse sector clusters. In order to guarantee the inclusion of companies that were actively engaged in strategic planning, purposeful sampling was adopted. In order to find organizations with formal strategic planning arrangements, that is, official planning departments, documented strategic plans, and regular strategic reviews, a screening process for probable instances was first carried out. A total of 32 organizations were included in the sample, 16 SMEs and 16 major corporations, with a fair representation of each sector in both IT and manufacturing. Two factors that are thought to mitigate the effects of strategic planning are organizational size and complexity, which are maximized in the design and permit cross-sector comparison.

2.3 Data Collection

A mixed-methods technique was used in this work to guarantee thorough data triangulation. To increase the validity and comprehensiveness of the results, both primary and secondary sources were used.

2.3.1 Primary Data

The collection of data was done by the concurrent use of structured surveys and semi-structured interviews. The survey instrument was based on the existing literature and contained 25 questions that explored the dimensions of strategic planning, including formalization, stakeholder participation, period, implementation, and the resulting impacts on the competitiveness of firms. The use of instruments was conducted through online platforms, and the respondents assessed the items using a 5-point Likert scale, thus preserving homogeneous quantitative analysis. In order to add depth to it, a series of in-depth interviews with senior executives with strategic oversight, such as strategy heads and SME leaders, was undertaken. These interviews (45 to 60 minutes) were recorded after informed consent and provided contextual information that can be used to shed light on the nuances that are less susceptible to structured measures.

2.3.2 Secondary Data

The thoroughness of the validation of the main findings is ensured by the analysis of secondary data based on the publicly available corporate reports, strategic planning documents, industry white papers, and performance reviews. In this data, the key performance indicators, namely market share growth, return on assets (ROA), and employee productivity, were analyzed systematically to find objective measures of organizational competitiveness.

2.4 Data Analysis Techniques

In order to fully comprehend strategic planning methods and their impact on competitiveness, the study used both quantitative and qualitative methodologies to examine the data.

2.4.1 Quantitative Analysis

The quantitative information generated by the structured questionnaires was analyzed using AMOS and SPSS version 28. The distribution and intensity of strategic planning techniques throughout sectors were described by the descriptive statistics. After controlling for company size, industry type, and market maturity, the link between certain planning characteristics and organizational competitiveness was examined using multiple linear regression. The proposed causal pathways were then investigated using structural equation modeling (SEM), with a focus on the mediating role of implementation efficacy. The chi-square to degrees of freedom ratio ($2/df$), the Root Mean Square Error of Approximation (RMSEA), and the Comparative Fit Index (CFI) were among the well-recognized indices that were used to assess the model fit in order to guarantee that it was resilient.

2.4.2 Qualitative Analysis

A thorough thematic content analysis was made possible by the semi-structured interviews that were part of the qualitative portion of the data analysis. These interviews were verbatim transcribed and coded using NVivo 14. In order to discover important themes, such as strategy alignment, leadership participation, and implementation challenges, the study employed an inductive coding method, with open coding serving as the first phase, followed by axial coding and selective coding. The data was evaluated by two independent coders, and the Cohen Kappa of 0.78, a substantial intercoder agreement that indicates reliability was attained. These anecdotes provide a nuanced knowledge of how contextual elements like management style and organizational culture affected the effectiveness of strategic planning across a range of business types.

2.5 Comparative and Integrative Analysis

The strategic planning procedures of major companies and small and medium-sized businesses (SMEs) are cross-case synthesized in the current study. In order to understand how contextual and structural variables affect the planning competitiveness nexus, systematic studies are conducted to compare planning horizon, stakeholder participation, and the frequency of strategic reviews among the groups. The convergent mixed-methods methodology triangulates quantitative and qualitative data, adding to the validity and enabling a comprehensive assessment of the impact of strategic planning on an organization's competitiveness in many circumstances.

3. RESULTS

3.1 Descriptive Statistics

The 32 companies that were sampled were half SMEs and half major organizations, with 16 in the manufacturing and 16 in the IT sectors. All of the major companies employed formal strategic planning systems, while 75% of SMEs reported using some kind of organized planning. SMEs (31.2%) have less long-term planning (3-5 years) than large firms (68.7%). 94% of large businesses used SWOT analysis and performance dashboards, compared to 59% of SMEs. In large companies, planning was often cross-functional, although large companies often had cross-functional planning, whereas SMEs had more centralized planning that was typically run by the founders or upper management. While strategic reviews were the standard in large corporations, SMEs conducted reviews on an as-needed basis, typically in response to outside influences. The variations in structure and procedure between business types and industries are shown in Table 1. In bigger, IT-focused companies, tool usage and review frequency are significantly higher, indicating more ingrained strategic frameworks.

Table 1: Strategic Planning Features Across Organizational Categories

Feature	Large Enterprises	SMEs	IT Sector	Manufacturing
Formal Planning Process (%)	100%	75%	94%	81%
Long-Term Horizon (>3 years)	68.7%	31.2%	75%	50%
Use of Analytical Tools (%)	94%	59%	87.5%	65.6%
Annual Strategic Reviews (%)	91%	40%	88%	63%
Cross-functional Participation	High	Low-Moderate	High	Moderate

3.2 Main Findings

3.2.1 Correlation Between Strategic Planning and Competitiveness

The existence of a structured strategic planning process is statistically significantly positively correlated with key competitive metrics, particularly return on assets (ROA) and market share growth, according to empirical data. According to the regression models, 17.6% of the variation in ROA may be attributed to strategic planning ($R^2 = 0.176$; $p < 0.05$). Furthermore, enterprises with long-range planning perspectives outperform those that limit their strategic planning to short-term or near-term planning in terms of market share. Additionally, studies show that businesses that employ a planned strategy, carry out frequent evaluations, and include a range of stakeholders are typically better executed and more strategically oriented. Last but not least, greater flexibility and creativity are associated with higher managerial levels' engagement, and inclusive planning in particular promotes greater internal cohesion and more reliable performance outcomes. According to Table 2, ROA and market share increases are both statistically significantly predicted by formal planning and inclusive participation ($p < 0.05$). Tool usage and review frequency were somewhat significant.

Table 2: Multiple Regression Results – Predictors of Competitiveness (ROA and Market Share Growth)

Predictor Variable	β (ROA)	p-value	β (Market Share Growth)	p-value
Formal Planning Structure	0.47	0.004	0.42	0.006
Stakeholder Involvement	0.39	0.010	0.33	0.015
Planning Horizon	0.22	0.042	0.26	0.038
Review Frequency	0.18	0.087	0.19	0.075
Tool Utilization	0.21	0.063	0.24	0.051
R^2	0.176		0.169	

The average gain in market share for each of the four categories is shown in Figure 1. The biggest growth was reported by companies with systematic planning, especially big IT companies.

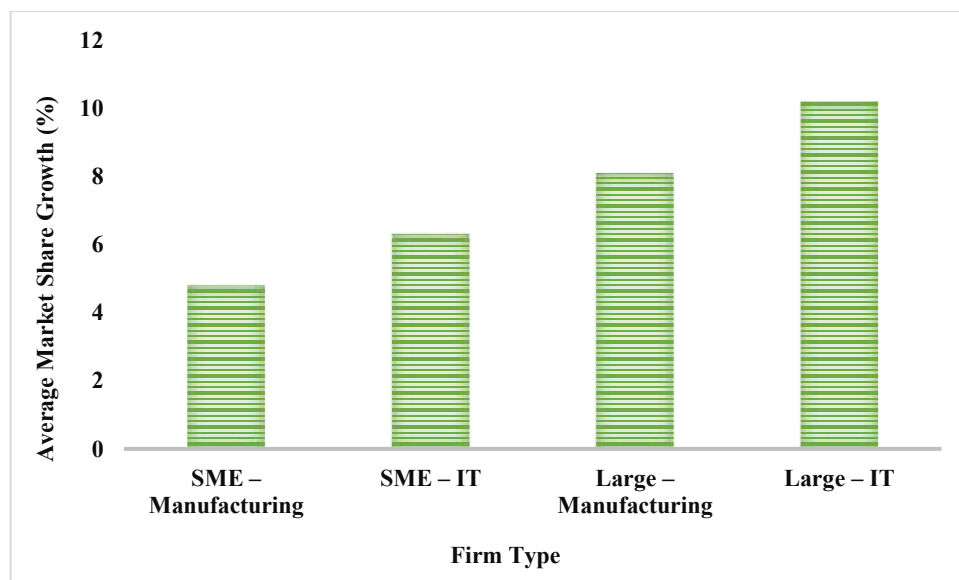


Figure 1: Strategic Planning Formalization and Market Share Growth

3.2.2 Case-Specific Insights

Case-based research demonstrates that rigorous strategic planning enables proactive action. For instance, a Pune-based IT company improved its market position by using scenario planning to transition to cloud services early enough. In contrast, a small- and medium-sized manufacturing company without formal strategic planning found it difficult to sustain exports following a tardy response to regulatory changes. After conducting a thorough strategic risk analysis, a major automotive supplier diversified its clientele to prevent becoming overly dependent on a single original equipment manufacturer in the event of a major supply disruption. All of these tales

demonstrate that strategic planning is not the only factor that determines competitive advantage; quality, inclusivity, and level of foresight are also important factors. Subjective planning maturity scores obtained from coded interviews are summarized in Figure 2. Due to their execution of data-driven strategies and iterative evaluations, large IT organizations received the best scores.

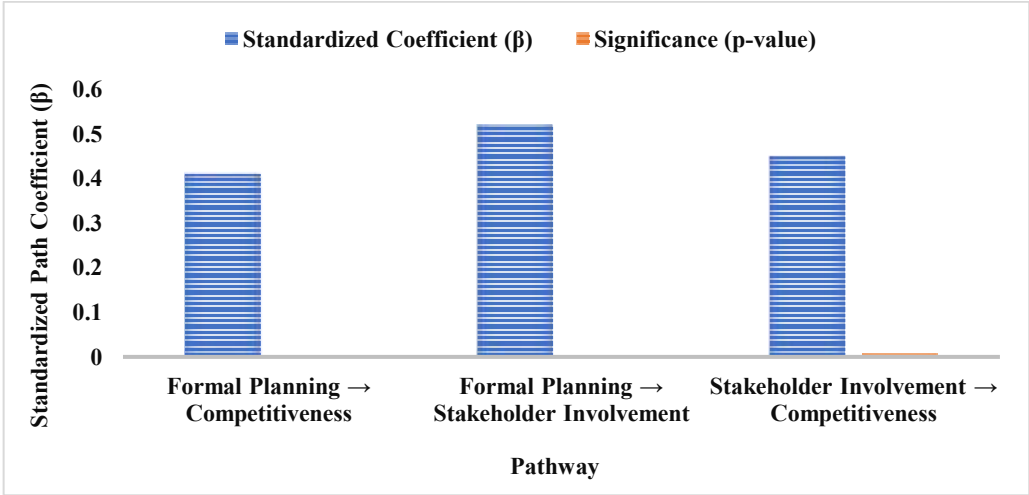


Figure 2: Comparison of Strategic Planning Maturity Levels (Qualitative Scoring)

3.3 Strategic Differentiation Across Organizational Contexts

Empirical research has shown that there are significant disparities in the way that businesses of all sizes and industries approach strategic planning. To support proactive decision-making and preserve competitive advantage, major organizations often have a systematic, inclusive, and forward-looking planning framework. The operational stability and strategic vision of small and medium-sized businesses (SMEs) are generally restricted by their founder-based, reactive tactics. Additional sectoral trends include the usage of agile and iterative planning methods by information technology (IT) organizations, which capitalize on the quick feedback loop and are ideal for environments that are focused on innovation and speed. The old, hierarchical planning methods used by industrial organizations, particularly the smaller ones, are less flexible and make it more difficult for them to adapt to changes in the external environment. Combining collaborative planning with adaptive execution systems is one of the characteristics shared by high-performing organizations. The optimum approach to enhancing long-term competitive performance appears to be the mix of formal processes, participative culture, and strategic responsiveness.

3.4 Statistical Tests and Case Evidence

There were statistically significant ($p < 0.05$) correlations between competitiveness indicators and the regression model that comprised five independent variables like planning structure, involvement, horizon, review frequency, and tool usage. Using structural equation modeling (SEM), it was demonstrated that the model fit was good (CFI = 0.943; RMSEA = 0.062; 2.1) and that the impacts of planning structure on the results were mediated by stakeholder engagement. The strengths of the coefficients and the variations in performance across the various company types were displayed using descriptive data tables. The differences between SMEs and big firms that are frequently seen are included in Table 3. The efficiency of planning and, eventually, competitive results were impacted by structural and cultural variations.

Table 3: Strategic Planning Gaps by Firm Type

Gap Identified	SMEs	Large Enterprises
Long-term Vision	Often lacking	Present and aligned
Role Clarity in Planning	Unclear, centralized	Clearly defined roles
Use of Strategic Metrics	Sporadic	Regularly monitored
Adaptability to Change	Variable	Generally high

4. DISCUSSION

The goal of the current study was to clarify how strategic planning affects an organization's ability to compete across a range of sectors and firm sizes. The findings indicate that improved competitive performance is directly correlated with a well-structured, collaborative, and forward-looking planning process; this correlation is particularly noticeable in major corporations and information technology firms. The usefulness of strategic planning as an active organizational capability that improves resource fit and market responsiveness is supported by these studies (Rau et al., 2021).

The advantages of strategic planning may be understood as the firm's capacity to use special resources, such as knowledge systems, planning procedures, and a collaborative culture, as strategic resources under the impact of the Resource-Based View (Bergh et al., 2025). Large businesses, particularly those with well-developed planning processes, have a greater capacity to turn planning into action (Davis et al., 2021). Complementary resources, including funding, sophisticated analytical tools, and cross-functional knowledge, increase its efficacy. According to Dynamic Capabilities, businesses that update and modify their strategic plans regularly have a higher chance of success than their competitors that stick to a set approach. Because they have included feedback systems and frequent recalibration into their planning process, the organizations are better equipped to respond strategically to shifts in the market environment or technical advances (Hughes et al., 2021).

The data also demonstrated that the degree of inclusivity and iterative nature of the process are more important factors in strategic planning performance than the presence of a formal strategy. This perspective challenges the purely traditional view of planning as a top-down process (Kathuria et al., 2024). Instead, it encourages a hybrid approach in which ownership of the organization and strategy alignment result from the presence of both structure and participation. Small and medium-sized businesses may still profit from planning, even with a basic structure, thanks to the growth of teamwork, the clarity of goals, and easy monitoring systems. A cross-sectoral analysis highlighted the impact of context on strategic behavior. Information-technology companies showed better correlations between strategic planning and innovation outcomes; this tendency is likely due to the shorter market cycles and more digitalized processes of these companies (Verreynne et al., 2016). Manufacturing companies benefited more from risk reduction and long-term resource alignment. The contingency theory, which contends that strategic instruments should be adjusted in response to contingency factors such as industry complexity, environmental dynamism, and internal strengths, is in line with these tendencies.

The goal of the current study was to clarify how strategic planning affects an organization's ability to compete across a range of sectors and firm sizes. The findings indicate that improved competitive performance is directly correlated with a well-structured, collaborative, and forward-looking planning process; this correlation is particularly noticeable in major corporations and information technology firms (Helfat et al., 2009). The usefulness of strategic planning as an active organizational capability that improves resource fit and market responsiveness is supported by these studies. The advantages of strategic planning may be understood as the firm's capacity to use special resources, such as knowledge systems, planning procedures, and a collaborative culture, as strategic resources under the impact of the Resource-Based View. Large businesses, particularly those with well-developed planning processes, have a greater capacity to turn planning into action. Cross-functional knowledge, sophisticated analytical tools, and financial capital are examples of complementary resources that increase this efficacy. Businesses that regularly update and modify their strategy plans have a higher chance of success than their competitors with set strategies, according to the Dynamic Capabilities lens. Because they have included feedback systems and frequent recalibration into their planning process, these organizations are more strategically able to respond to changes in the market environment or technology advances.

The data also demonstrated that the degree of inclusivity and iterative nature of the process are more important factors in strategic planning performance than the presence of a formal strategy. This perspective challenges the purely traditional view of planning as a top-down process. Instead, it promotes a hybrid form that fosters strategic alignment and organizational ownership by allowing formal structure and participatory engagement to coexist. Small and medium-sized businesses may still profit from planning, even with a basic structure, thanks to the growth of teamwork, the clarity of goals, and easy monitoring systems. A cross-sectoral analysis highlighted the impact of context on strategic behavior. Information-technology companies showed better correlations between strategic planning and innovation outcomes; this tendency is likely due to the shorter market cycles and more digitalized processes of these companies. Manufacturing companies benefited more from risk reduction and long-

term resource alignment. The contingency theory, which contends that strategic instruments should be adjusted in response to contingency factors such as industry complexity, environmental dynamism, and internal strengths, is in line with these tendencies (Fawcett et al., 2011).

Despite its significant findings, the current study has some limitations. First off, the sample is limited and concentrated on particular geographic and industrial regions, even if it explicitly reflects variety. This may restrict the conclusions' external validity to broader populations. Secondly, the data was gathered all at once, making it impossible to examine how planning evolves or to make inferences about long-term causal links. Third, the qualitative component may not be able to capture the diversity of planning cultures and organizational behaviors because it was used in a few instances. Fourth, subjective bias may arise from the use of secondary indicators in conjunction with self-reported competitiveness measures.

Using longitudinal designs, future studies should examine how planning methods have evolved and how this has impacted competitiveness. Research of this type would make it possible to examine the institutionalization learning curve and planning maturity. Additionally, research may be done on how to use digital strategy, especially in industries where technology is always changing the landscape. A new area of strategic agility research is how businesses are using digital tools like real-time dashboards, AI forecasting, and data analytics in their planning. To get a better understanding of the function of strategic planning in other organizational contexts, it would be intriguing to broaden the comparative scope to include multinational corporations, government agencies, and non-profit organizations.

5. CONCLUSION

This study compares and contrast the relationship between organizational competitiveness and strategic planning regarding company size and industry. Strategic planning has a significant beneficial influence on competitive outcomes when integrated into organized, participative, and flexible organizational routines, according to studies using a mixed-methods methodology. Formalized planning systems that integrate iterative assessment with long-term vision are particularly advantageous for large businesses, particularly those in the information technology (IT) sector. These businesses can effectively deploy resources, anticipate changes in the environment, and execute strategic goals in a cohesive way. Conversely, small and medium-sized businesses (SMEs) typically have unofficial reactive planning procedures that limit their ability to respond proactively to outside issues. Nonetheless, the findings demonstrate that strategic planning may be utilized to boost competitiveness in a cooperative, goal-oriented, and integrated approach to ordinary decision-making, even in a context with limited resources. Sectoral differences also exist, industrial firms prioritize risk management and operational efficiency, whereas IT firms benefit from flexible and innovation-based planning. The study theoretically validates the relationship between the resource-based approach and dynamic capacities, demonstrating that structural characteristics, responsiveness, and integration are the foundations of good planning. In actuality, it highlights how important it is to create inclusive and contextual planning cultures. It is recommended that managers switch from using fixed documentation to dynamic participative procedures. For policymakers and development organizations, the ramifications are clear assistance programs must assist SMEs in institutionalizing strategic thinking without imposing overly strict rules that are inappropriate for their scale or pace. Strategic planning is a crucial tool for increasing an organization's competitiveness, but only if it is designed to reflect the complexity, culture, and environment of the business.

REFERENCES

1. Armstrong, C. E. (2013). Competence or flexibility? Survival and growth implications of competitive strategy preferences among small US businesses. *Journal of Strategy and Management*, 6(4), 377–398.
2. Bergh, D. D., D'Oria, L., Crook, T. R., & Roccapiore, A. (2025). Is knowledge really the most important strategic resource? A meta-analytic review. *Strategic Management Journal*, 46(1), 3-18.
3. Banker, R. D., Mashruwala, R., & Tripathy, A. (2014). Does a differentiation strategy lead to more sustainable financial performance than a cost leadership strategy? *Management Decision*, 52(5), 872–896.
4. Chaib Lababidi, H., Lababidi, R., Colak, M., & Dayan, M. (2020). Contingency effects of firm structure and environmental uncertainty on strategic planning process and firm performance: Evidence from UAE enterprises. *Strategic Change*, 29(2), 241-252.

5. Davis, P. E., & Bendickson, J. S. (2021). Strategic antecedents of innovation: Variance between small and large firms. *Journal of Small Business Management*, 59(1), 47-72.
6. Fawcett, S. E., Wallin, C., Allred, C., Fawcett, A. M., & Magnan, G. M. (2011). Information technology as an enabler of supply chain collaboration: a dynamic-capabilities perspective. *Journal of supply chain management*, 47(1), 38-59.
7. George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? A meta-analysis. *Public administration review*, 79(6), 810-819.
8. Glaister, K. W., Dincer, O., Tatoglu, E., Demirbag, M., & Zaim, S. (2008). A causal analysis of formal strategic planning and firm performance: Evidence from an emerging country. *Management Decision*, 46(3), 365-391.
9. Helfat, C. E., & Peteraf, M. A. (2009). Understanding Dynamic Capabilities: Progress Along a Developmental Path *Strategic organization*, 7(1), 91-102.
10. Hughes, P., & Hodgkinson, I. (2021). Knowledge management activities and strategic planning capability development. *European business review*, 33(2), 238-254.
11. Kathuria, R., & Lucianetti, L. (2024). Aligning performance metrics with business strategy. *Management Decision*, 62(5), 1539-1559.
12. Moussetis, R. (2011). Ansoff revisited: How Ansoff interfaces with both the planning and learning schools of thought in strategy. *Journal of Management History*, 17(1), 102-125.
13. Muhammad Siddique, C. (2015). A comparative study of strategic planning practices of SMEs and large-sized business organizations in emerging economies: The case of UAE. *Strategic Change*, 24(6), 553-567.
14. Ojha, D., Patel, P. C., & Sridharan, S. V. (2020). Dynamic strategic planning and firm competitive performance: A conceptualization and an empirical test. *International Journal of Production Economics*, 222, 107509.
15. Rau, D., Flores, L., & Simha, A. (2021). A moderated-mediated examination of the relations among strategic planning, organizational learning, slack and firm performance. *Management Decision*, 59(9), 2200-2216.
16. Sen, S., Savitskie, K., Mahto, R. V., Kumar, S., & Khanin, D. (2023). Strategic flexibility in small firms. *Journal of Strategic Marketing*, 31(5), 1053-1070.
17. Skokan, K., Pawliczek, A., & Piszczur, R. (2013). Strategic planning and business performance of micro, small and medium-sized enterprises. *Journal of competitiveness*, 5(4).
18. Vecchiato, R. (2015). Strategic planning and organizational flexibility in turbulent environments. *Foresight*, 17(3), 257-273.
19. Verreynne, M. L., Meyer, D., & Liesch, P. (2016). Beyond the formal-informal dichotomy of small firm strategy-making in stable and dynamic environments. *Journal of Small Business Management*, 54(2), 420-444.
20. Weber, Y., & Tarba, S. Y. (2014). Strategic agility: A state of the art introduction to the special section on strategic agility. *California management review*, 56(3), 5-12.
21. Wolf, C., & Floyd, S. W. (2017). Strategic planning research: Toward a theory-driven agenda. *Journal of management*, 43(6), 1754-1788.