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## Modern planning strategy and a course in achieving the competitive advantage in the mixed sector institutions in the Republic of Yemen

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### Abstract

The study aims to identify the role of strategic planning in achieving sustainable development in the Hadramout Corporation for Consultation and Sustainable Development, which is considered, according to Yemeni law, to be a medium-sized company. The sample of the study was represented in Hadramout institutions for consulting and sustainable development, and the number of respondents was (30) employees in the institution out of a total of (50) employees, meaning that the questionnaire was distributed to (60%) of the total number of employees in the institution. The researcher used the descriptive and analytical approach to achieve the goals. The study and testing its hypotheses represented the independent variable in the strategic planning represented in (the external environment, the internal environment, the mission and goals) while the variable dependent on the study was the competitive advantage, the researcher used the questionnaire in the study as an appropriate tool for the study, where the formulation of the questionnaire was represented by the total items of the questionnaire for the independent variable Strategic planning and its chosen dimensions in the study (external environment, internal environment, mission and goals) (23) questions, while the total paragraphs of the questionnaire for the dependent variable, which is the competitive advantage (16) questions, and the researcher used the five-point Likert scale consisting of five points and the following statistical package (SPSS) and methods Statistics for data processing, which are (frequency, percentages, weighted average, standard deviation, regression analysis, coefficient of variation A) To analyze the paragraphs of the questionnaire, the researcher also used to test hypotheses (T of favoritism, T of tabulation, T of significance, correlation coefficient, coefficient of determination) to test the hypotheses. The external environment, the internal environment, the mission and objectives) has a role in achieving the competitive advantage, and the current study suggested paying attention to employees and achieving coordination and communication between them to achieve a kind of distinction, efficiency in the services provided by the institution and educating and training employees on the importance of applying the objectives and mission of the institution because of its great impact. On the organization and its performance, the institution must prepare high competencies that control the techniques of public institutions for sustainable development.

**Keywords:** Strategic planning; External environment; Internal environment; Mission and objectives; Competitive advantage; The institution; The Republic of Yemen

### 1. Introduction

With the advent of globalization, business practices and strategic planning methods have changed dramatically; In this case, the customer's requirements and expectations change, competition becomes fiercer, and high-tech methods are deployed in the industry. In addition, the problem of lack of strategic planning has led to a rise in failures in institutions and business organizations, which cause them to fail and stop [1]. Which led to a significant increase in the importance of strategic planning and urged countries, their institutions and companies of all kinds to strategic planning [2]. For

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these reasons, it is challenging businesses to maintain growth and a competitive advantage in today's rapidly dynamic economic environment [3]. Therefore, a company's strategy needs to be developed and modified accordingly to keep firms competitive in the long run. Hence, firms that can deliver real superior value to the customer experience via an innovative corporate strategy built on a long-term viable, sustainable basis will endure and be sustained for a long time [4,5]. Likewise, the importance of strategic planning has led to the success of thousands of large, small and medium companies and it caused an excellent competitive advantage between companies and business organizations [6]. Thus, all kinds of enterprises, mainly SMEs, are recommended to adopt new business models with resilient and innovative business strategies through which they can attain sustainability [7- 9]. Similarly, sustainability has become a priority in modern production sectors due to the challenges posed by conventional manufacturing techniques and rules enforced by stakeholders. In this context, sustainable manufacturing entails low-cost items that require few resources, have minimal environmental adverse effects, and are safe for society [10]. Therefore, adapting small and medium enterprises to the concepts of sustainable development has become a priority to meet the challenges detailed above, and the small and medium sustainable development sector in Poland suffers from many issues and challenges that hinder its prosperity and limit its ability to achieve a higher level of sustainable performance. These challenges can be categorized into three main issues: intrinsic, structural, and internal. The first challenge is external because of the political conflict that restricts economic growth in some developing countries [11]. Likewise, the second challenge is internal and is classified as a structural obstacle attributed to the weak role of the policy of some companies and sustainable development institutions in controlling, organizing and strengthening the environment conducive to the prosperity of the private sector and the manufacturing industry [12-14]. The third major challenge, which will be the main focus of this study, is the internal issues at the level of the organization, which are attributed to the application of best management practices at the level of the company, such as the implementation of sound strategic planning and the application of sustainable development standards. Moreover, the majority of small and medium-sized companies are family businesses that have started to face real challenges to their survival and sustainability, which has led to the bankruptcy of a large number of small and medium-sized companies [15-20]. More precisely, previous studies of the strategic planning sector revealed that these challenges can be summed up by the fact that the market share of locally manufactured products in the local market does not exceed 20 percent [21]. It is worth noting that small and medium industrial companies in manufacturing do not fully utilize their energies. They work at only 50% of their available production capacity, and increasing it to 70% will create about 40,000 new job opportunities [11, 14, 22]. On the other hand, small and medium industrial companies face stiff competition from imported products, which has led to a trade deficit of \$5.4 billion in some Middle Eastern countries [23]. Furthermore, most SMEs in the country encounter significant barriers that jeopardize their sustainability, which is attributed to a lack of institutionalization at the firm level. They also face structural management concerns and export limitations [15]. The issues outlined above reduce the ability of SMEs to grow, compete and sustain themselves. These issues severely affect the efficiency and sustainability of SMEs. Therefore, this study suggests that addressing most of the mentioned internal issues and achieving a higher degree of performance for sustainable development at the economic, environmental and social levels with regard to the sustainability of small and medium enterprises can be achieved through the effective implementation of systematic strategic planning and innovation. Hence, many of the challenges facing SMEs can be categorized into two components and solved: systematic strategic planning and strategic business innovation. Usually, SMEs operate less formally; hence, the aspects of systematic strategic planning and innovation would not be adequately addressed. Few empirical research studies have found a correlation between strategic-planning aspects, business innovation, and SMEs' improved performance leading to SMEs' sustainability [24 -27]. Thus, this study aims to determine the role of strategic planning in achieving sustainable development for small and medium enterprises in the field of commercial and administrative. This research can support the ability of small and medium enterprises that live in dynamic and turbulent environments to achieve sustainable development. It can also help the country's policy makers develop ways to improve formal strategic thinking and direction, adopt strategic planning in business, and enhance creative skills that lead to long-term success. Moreover, this study contributes to the literature by expanding knowledge about strategic planning and sustainable development in manufacturing small and medium enterprises in developing countries, including Yemen, which suffers from political and economic uncertainty. Hence, the results of the research show how sustainable development institutions operate in a highly competitive and turbulent environment.

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## 2. Literature Review

This section provides a theoretical overview of the theories, concepts, and variables used in this study. The aim is to develop a theoretical model and hypothesis. The literature has focused on the impact of strategic planning and business innovation on sustainable performance in large enterprises. However, the SMEs' perspective is significantly neglected, especially in developing countries. SMEs are a crucial pillar to the success of the development cycle of economies in industrialized, emerging, and developing nations as they are considered the significant primary source of employment generation [7,28]. Nevertheless, governments in developing countries are significantly dependent on the efficiency of SMEs to absorb jobs compared to established economies, which are heavily reliant on the success of large domestic and

international firms [7,29–31]. In the meantime, a country's overall economic health may suffer if SMEs do not have enough clear strategies, financial, and non-financial resources, such as adequate human capital and affordable raw material and energy. For this reason, authorities and other support organizations should provide all the necessary assistance to SMEs, such as policy support and business-enabling environmental regulations and actions [8,32,33]. Although SMEs contribute considerably to economic growth worldwide, they face a challenge concerning material scarcity as they contribute to global raw material consumption, which will quadruplicate by 2060 due to the development of the global economy and the rise in the average quality of life [34]. Therefore, SMEs must successfully adapt their operations to the sustainability model since different organizations frequently face sustainable development challenges [35]. They should be prepared to encounter the expected scarcity in raw materials by enhancing their resource efficiency, energy efficiency, and production techniques [36]. In parallel, industrial firms must consider complying with strict environmental requirements and rising societal pressure due to deteriorating climatic circumstances [37]. Thus, all kinds of enterprises, mainly SMEs, are recommended to adopt new business models with resilient and innovative business strategies through which they can attain sustainability [7 -9]. In Arab countries, SMEs lead to economic development through creating sources of employment and promoting innovation [8]. Yet, SMEs in developing economies encounter managerial issues that limit their growth, lower their aimed performances, and threaten their sustainability. These challenges can be summarized as follows: first, difficulties in long term planning; second, the absence of vision and strategic orientation; third, a lack of planning skills; fourth, the absence of creative and innovative solutions to keep pace with the dynamic changes in business surroundings; fifth, not being sufficiently resilient to be able to react to dynamic environments, sixth, high operation costs; and seventh, a weak ability to articulate a given challenge, and an inability to define constraints [19,38 -40]. Additionally, SMEs' top management in developing countries lacks business-related skills [40,41]. Scholars and experts worldwide have argued for more strategic planning and resilience in SMEs. They have cited the importance of implementing strategic tangible and intangible enablers such as business innovation. Consequently, several studies highlighted that systematic strategic planning (SSP) and Strategic Business innovation (SBI) could help any company, big or small, improve its economic, environmental, and social performance individually or collectively [40-45]. However, few studies have investigated the influence of the mentioned strategic variables collectively on the sustainable performance of firms working in the manufacturing sector, mainly SMEs, specifically in developing countries. Hence, this study will investigate the impact of the strategic factors, SSP and SBI, on the sustainable Performance (SP) of manufacturing SMEs in Palestine operating in a fully turbulent environment [46]. Triple Bottom Line (TBL) and Resources Based View (RBV) Theories: The underpinning theories used for the research model in this study are the triple bottom line (TBL) and resource-based view (RBV) theories. Sustainability and the triple bottom line (TBL) are two closely related concepts frequently and equally used in the literature [47,48]. Furthermore, the TBL establishes a framework for evaluating business entities' performance and achievement via three balanced dimensions: economic, social, and environmental [49]. Consequently, the term TBL has been used to refer to the operational basis for sustainability [50]. Back in the early 1990s, the phrase TBL was unknown. TBL terminology was invented in the 1990s by John Elkington, a business development advisor; "TBL introduced the economic, environmental, and social value of the asset that may accumulate outside a firm's financial bottom line". Elkington defined the TBL using profit, people, and the planet as the line segments [51]. Regarding balance, the TBL assigns equal weight to each of the three lines; this results in the construct being more balanced and coherent [51–53]. The TBL methodology uses the value properties more precisely and uses the available tangible and intangible resources most sufficiently. Hence, firms' assets must be utilized competently and efficiently [50,54]. Therefore, firms are gradually evaluated according to their stakeholders' environmental impacts and critical economic and social performance results. Sustainable performance implies that companies can achieve preferred public, environmental, and economic results, called "People, Planet, and profit 3Ps", the three-layered, value-adding, and combined value [55].

### *Objectives of the study*

Showing the extent of the institution's increased interest in strategic planning whenever it helps in the institution's mission To obtain the competitive advantage, which represents the institution's performance of its activities in a more efficient and effective manner In a way, that makes it unique and distinct in creating value that other competitors cannot achieve.

- Knowing the role of strategic planning in achieving competitive advantage through:
- Knowing the role of the internal and external environment in achieving competitive advantage.
- Knowing the role of mission and objectives in achieving competitive advantage.

Presenting a set of conclusions and recommendations in the study with regard to strategic planning and competitive advantage and benefiting from them for the community, the study sample and researchers in the future.

**2.1. Study hypotheses**

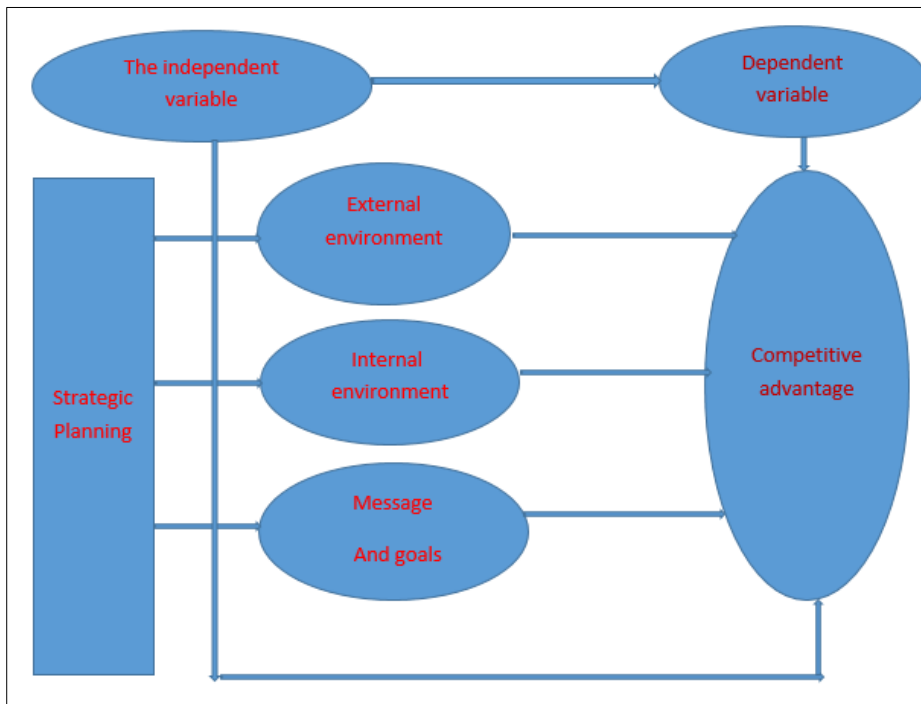
The main hypothesis: “There is a statistically significant relationship between strategic planning and the competitive advantage in the institution under study at the level of a: 0.05.

The first hypothesis: H0: There is a statistically significant relationship between the external environment and the competitive advantage in the institution under study at level, a: 0.05.

The second hypothesis” H0: There is a statistically significant relationship between the internal environment and the competitive advantage in the institution under study at level, a: 0.05.

The third hypothesis:” H0: There is a statistically significant relationship between the message, the goals and the competitive advantage in the institution under study at level, a: 0.05.

**2.2. The form for developing study hypotheses**



**Figure 1** Study variables

The following figure shows the variables and dimensions of the study

*2.2.1. He scale shows the five-point Likert scale*

Five-point Likert scale and dimensions, which were used to analyze the questionnaire and its paragraphs, where (frequency, percentage, weighted average, standard deviation, coefficient of variation) were used.

**Table 1** Five-point Likert scale scores

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

*2.2.2. Questionnaire stability test*

The validity of the study data: In order to know the validity and reliability of the data contained in the questionnaire, Cronbach's alpha test was used. Questionnaire stability test.

**Table 2** Questionnaire stability test

<b>pivot</b>	<b>Dimensions</b>	<b>honesty coefficient</b>	<b>Stability coefficient</b>
Strategic Planning	external environment	0.769	0.877
	internal environment	0.793	0.892
	Company objectives	0.838	0.913
Competitive advantage	Competitive advantage	0.851	0.924
The total items of the questionnaire	The internal consistency coefficient for all questionnaires	0.927	0.924

Source: Prepared by the student, based on the outputs of the program (SPSS)

Through the table, we notice that all stability ratios for the dimensions of the questionnaire are high and greater than the ratio Approved by statisticians and estimated at 60%, since Cronbach's alpha for all items of the questionnaire is equal to 0.927, which indicates the validity and stability of the study axes.

### 2.2.3. Statistical tests

To test the hypotheses of the study and to identify the role of strategic planning and its dimensions chosen in the study in achieving the competitive advantage in companies, it was necessary to use the methods of descriptive and inferential statistical analysis, which we referred to previously, where correlation coefficients and simple regression were used in order to know the type and strength of the relationship between strategic planning and competitive advantage. **Analyze and interpret the attitudes of the sample members towards the variables of the study.** The study variables are analyzed and interpreted through the distribution of the study variables used for the purposes of descriptive statistical analysis, to obtain the arithmetic mean, standard deviations, and percentages of similar answers for all paragraphs. To the lowest value in the scale, which is the correct one (1), in order to determine the upper limit of the cell, and accordingly, the interpretation of the results will be based on the following:

**Table 3** Answers to questions and their implications

<b>Answer the questions</b>	<b>Code</b>	<b>SMA</b>
Strongly Agree	1	1:1.79
Agree	2	1.80 :2.59
Neutral	3	2.60 :3.39
Disagree	4	3.40 :4.19
Strongly Disagree	5	4.20 :5

Table ( 4) contains the mean, standard deviation, and coefficient of variation for the environment dimension: Where paragraph (4) ranked first, represented by "the company develops strategies for financing projects in the long term", with an arithmetic mean of (4.26), which is greater than the general arithmetic mean of (4.07) and a standard deviation of (0.522). This makes sense because most companies seek to seize all opportunities in the external environment in order to remain in leadership. Also, Paragraph No. (6), which states "the company is constantly looking into the various laws related to companies," came with an arithmetic mean of (4.12), which is greater than the general arithmetic mean of (4.07) and a standard deviation of (0.342). In third place came paragraph (5), which is represented in "The company studies the economic conditions outside the company" with an arithmetic mean of (4.06) close to the general arithmetic mean of (4.07) and a standard deviation of (0.979). The arithmetic is estimated at (4.07), the standard deviation is estimated at (0.625), and the power coefficient of difference is (16.42). This percentage is less than 50%, which means agreement with the answers of the study sample.

**Table 4** Frequencies, percentages, arithmetic averages, standard deviations, and coefficient of variation for paragraphs after the external environment

Paragraphs	Repetition %	Options					SMA	standard deviation	coefficient of difference
		1	2	3	4	5			
The company's ability to respond to external variables such as new technology.	Repetition	1	12	1	7	9	3.38	1.377	40.87
	%	3.3	40	3.3	23.4	30			
The company identifies opportunities available in the external environment to invest them.	Repetition	5	16	0	0	9	3.96	0.998	0.252
	%	17.7	53.3	0	0	30			
The company follows the latest technical and scientific developments, which reflect future ambitions.	Repetition	8	16	0	0	6	3.66	0.092	29.77
	%	26.7	53.3	0	0	30			
The company develops strategies for financing projects in the long term.	Repetition	0	0	1	20	9	4.26	0.522	12.19
	%	0	0	3.3	66.7	30			
The company studies the economic conditions outside the company.	Repetition	0	4	1	14	11	4.06	0.979	24.06
	%	0	13.3	3.3	46.7	36.7			
The company is constantly researching various corporate related laws.	Repetition	0	0	0	26	4	4.12	0.342	8.29
	%	0	0	0	86.6	13.3			
The company is working to exploit its capabilities to increase the available opportunities.	Repetition	0	1	4	19	6	4.1	0.694	17.374
	%	0	3.3	13.3	63.3	20			
The company works to find out the social conditions of customers.	Repetition	5	6	6	9	4	3.89	1.329	43.77
	%	16.7	20	20	30	13.3			
Total	overall average					4.07	0.625	16.42	

Source: Prepared by the student, based on the outputs of the program (SPSS)

Table ( 5) contains the mean, standard deviation, and coefficient of variation for the environment dimension Where paragraph (4) ranked first, which is represented by “the company works to employ its human capabilities and exploit them positively” with an arithmetic mean of (3.78), which is greater than the general arithmetic mean of (3.45) and a standard deviation of (0.971). This is logical because most companies work to employ their human potential and exploit it positively for its survival and achieving its goals. Paragraph No. (3) also came, which states that “the company works to reduce or cancel useless operations” with an arithmetic mean of (3.67), which is greater than the general arithmetic mean of (3.45) and a standard deviation of (0.817). Paragraph (1) came in third place, which is represented in “The company relies on the use of promotional means to attract customers” with an arithmetic mean of (3.56), which is greater than the general arithmetic mean of (3.45) and a standard deviation of (1.103). In general, the dimension of the internal environment within the company If the arithmetic mean is estimated at (3.45), the standard deviation is estimated at (0.797), and the coefficient of difference is (23.3), this percentage is less than 50%, which means that the answers of the study sample agree.

**Table 5** Frequencies, percentages, arithmetic averages, standard deviations, and coefficient of variation for paragraphs after the internal environment

Paragraphs	Repetition %	Options					SMA	standard deviation	coefficient of difference
		1	2	3	4	5			
The company relies on the use of promotional means to attract customers.	Repetition	0	6	9	7	8	3.56	1.103	30.92
	%	0	20	30	23.3	26.7			
The company relies on the use of in-house technologies.	Repetition	2	11	3	10	4	3.11	1.241	39.05
	%	6.7	36.2	10	3.3	13.3			
The company works to reduce or eliminate useless operations.	Repetition	0	2	8	15	5	3.67	0.817	21.67
	%	0	13.3	20	43.3	23.3			
The company works to employ its human potential and exploit it positively.	Repetition	0	4	6	13	7	3.78	0.971	25.75
	%	0	13.3	20	43.3	23.3			
The company is characterized by a suitable atmosphere for work.	Repetition	0	6	9	14	1	3.34	0.971	29.15
	%	0	20	30	46.7	3.3			
The company can create an atmosphere of competition among employees.	Repetition	0	2	8	11	9	3.23	0.923	23.66
	%	0	6.7	26.7	36.66	30			
Total	overall average						3.45	0.797	23.3

Source: Prepared by the student, based on the outputs of the program (SPSS)

**Table 6** Frequencies, percentages, arithmetic means, standard deviations and coefficients Difference for paragraphs after the message and objectives

Paragraphs	Repetition %	Options					SMA	standard deviation	coefficient of difference
		1	2	3	4	5			
The company aims to fulfill its obligations to customers in providing services.	Repetition	0	2	8	11	9	3.37	0.935	24.81
	%	0	6.7	26.7	36.7	30			
The company prepares its message clearly according to the capabilities and resources available.	Repetition	0	2	4	14	10	4.07	0.868	21.32
	%	0	6.7	13.3	46.7	33.3			
The company plans long-term goals and seeks to achieve them.	Repetition	0	2	4	19	5	3.90	0.759	19.46
	%	0	6.7	13.3	63.3	16.7			
The company's objectives are motivating the capabilities and skills of the employees.	Repetition	1	6	9	10	4	3.33	1.061	19.46
	%	3.3	20	30	33.3	13.3			

The company offers a future vision for its services.	Repetition	0	5	9	13	3	3.47	0.900	25.46
	%	0	16.7	30	43.3	10			
The company seeks to achieve profits and growth in the long term.	Repetition	1	0	3	18	8	4.07	0.828	20.34
	%	3	0	9.4	21.9	59.4			
The company determines the type of service provided to the public and customers.	Repetition	0	4	5	15	6	3.77	0.935	20.34
	%	0	13.3	16.9	50	20			
The company's goals are realistic and measurable.	Repetition	0	9	10	5	6	3.44	1.31	38.31
	%	0	30	33.3	16.7	20			
The company's objectives are characterized by adapting to unexpected changes in the internal and external environment.	Repetition	0	11	5	11	3	3.20	1.064	33.25
	%	0	36.7	16.7	36.7	10			
Total	overall average						3.65	0.640	17.48

Source: Prepared by the student, based on the outputs of the program (SPSS)

Table (6) contains the arithmetic mean, standard deviation, and the coefficient of difference related to the dimension of the mission and goals, where paragraph (2) came in the first place, which is represented by “the company prepares its mission clearly according to the available capabilities and resources” with an arithmetic average of (4.07), which is greater than the general arithmetic mean (3.65) and a standard deviation of (0.868). This is logical because companies are preparing their message clearly according to the capabilities and resources available in a positive way for their survival and achieving their goals. Paragraph No. (6), which states “the company seeks to achieve profits and growth in the long term,” came with an arithmetic mean of (4.07), which is greater than the general arithmetic mean of (3.65) and a standard deviation of (0.828). Paragraph (3), which is represented by “the company plans long-term goals and seeks to achieve them,” came in third place, with an arithmetic mean of (3.90), which is greater than the general arithmetic mean of (3.65) and a standard deviation of (0.759). In general, the dimension of the mission and objectives within the company has The arithmetic mean is estimated at (3.65), the standard deviation is estimated at (0.640), and the power coefficient of difference is (17.48). This percentage is less than 50%, which means agreement with the answers of the study sample.

Through the table (7) and on the basis of the five-point Likert scale, which depends on the weighted arithmetic averages of the expressions of the dimension of competitive advantage in the institution, we find that most of the items of this dimension were averages corresponding to an agreeable trend, as it ranked first in paragraph (7), which is represented by “the institution seeks to achieve A kind of distinction in consulting services, such as the use of remote counseling, with an arithmetic mean of (4.07), i.e. greater than the general arithmetic mean of (3.73) and a standard deviation of (0.740), while paragraph (1) came in second place, represented by In "The Corporation strives to provide its services to the maximum point." With an arithmetic mean of (4.04), that is, it is greater than the general arithmetic mean, which amounted to (3.73) and a standard deviation of (0.904). When came Paragraph (8), which is represented in “the consulting services provided by the institution are excellent and unique.” In third place, with an arithmetic mean of (4), greater than the general mean of (3.73), and a standard deviation of (0.830). Estimated at (11.09), this percentage is less than (50%), which means agreement of the study sample's responses to the questionnaire in one direction, which is approval.



**Table 7** Frequencies, percentages, arithmetic averages, standard deviations, and coefficient of difference for paragraphs after the competitive advantage

Paragraphs	Repetition %	Options					SMA	standard deviation	coefficient of difference
		1	2	3	4	5			
The institution seeks to deliver its services to the furthest point.	Repetition	0	3	4	12	11	4.04	0.904	23.92
	%	0	10	13.3	40	36.7			
It is difficult to imitate the services of the institution by other consulting institutions.	Repetition	3	6	2	14	5	3.40	1.276	37.52
	%	10	20	6.7	46.7	16.7			
Dealing with the institution through the Internet makes the customer feel comfortable and reassured	Repetition	1	6	4	14	5	3.53	1.106	31.33
	%	3.3	20	13.3	46.7	16.7			
The Foundation allocates sums of money for research, development and continuous improvement.	Repetition	0	5	6	16	3	3.57	0.898	25.15
	%	0	16.7	20	53.3	10			
The institution has qualified human resources and experience in the field of consulting.	Repetition	3	2	0	25	0	3.97	0.615	15.49
	%	10	6.7	0	83.3	0			
The company uses modern technology in consulting with clients.	Repetition	0	11	0	16	3	3.37	1.098	32.58
	%	0	36.7	0	53.3	10			
The institution seeks to achieve a kind of excellence in consulting services, such as the use of remote counseling.	Repetition	0	1	4	17	8	4.07	0.740	18.18
	%	0	3.3	13.3	56.7	26.7			
The advisory services provided by the institution are excellent and unique.	Repetition	0	2	4	16	8	4	0.830	20.75
	%	0	6.7	10	56.7	26.7			
The institution can work in free consultations.	Repetition	0	2	3	17	8	4.03	0.809	20.07
	%	0	6.7	10	56.7	26.7			
The organization's advisory programs contributed to gaining a competitive advantage.	Repetition	3	3	4	17	6	3.87	0.860	22.22
	%	0	10	13.3	56.7	20			
There are facilities by the institution in granting industrial, commercial and marketing consultancy.	Repetition	0	3	6	15	6	3.87	0.819	21.16
	%	0	10	20	50	20			
The company has a good reputation among customers.	Repetition	0	2	6	16	6	3.87	0.817	21.14
	%	0	6.7	20	53.3	20			
	Repetition	0	8	6	11	5	3.33	1.061	19.46

The institution is distinguished by its rapid response to customer requests for advisory services.	%	0	26.7	20	36.7	16.7			
The advantages of the service provided by the institution make customers insist on dealing with it.	Repetition	0	7	9	8	6	3.43	1.073	31.28
	%	0	23.3	30	26.7	20			
Consulting processes are subject to continuous improvement.	Repetition	0	6	7	13	4	3.50	0.974	27.82
	%	0	20	23.3	43.3	13.3			
The institution works to reduce consulting costs.	Repetition	0	1	8	12	9	3.77	0.850	21.41
	%	0	3.3	26.7	40	30			
Total	overall average						3.73	0.414	11.09

Source: Prepared by the student, based on the outputs of the program (SPSS)

2.2.4. Test the study hypotheses:

The following decision rule was used to test the hypotheses:

- The hypothesis "H0" is accepted if the calculated value is less than the tabular value and the significant value is greater than 0, 05.
- The hypothesis "H0" is rejected if the calculated value is greater than the tabular value and the significant value is less than 0, 05 .

2.2.5. The first hypothesis test

There is a statistically significant relationship between the external environment and the competitive advantage in the institution under study at the level, a: 0.05, the simple slope test was used to test the hypothesis and results as follows:

**Table 8** Results of testing the first hypothesis

T nepotism	T tabular	T Moral Sig	Correlation coefficient R2	The coefficient of determination R1	The result
5.719	4.573	0.000	0.655	0.429	Accepted

Source: Prepared by the student, based on the outputs of the program (SPSS)

The table shows the relationship between the external environment and the competitive advantage if the results show a statistically significant relationship between strategic planning and competitive advantage, where the correlation coefficient: (0,655), meaning the presence of a strong and strong relationship. One of the variables that occur in the competitive advantage is caused by the external environment, meaning that changing the external environment by one rate leads to changing the competitive advantage by (43 %) and the rest (57 %) is due to other factors that did not enter into the model, and what this relationship confirms the value of the calculated t that reached (5,719), which is a function at the level of (1.15), where it came larger than T Tabulic, which amounted to (4,573). Statistics between the external environment and the competitive advantage in the institution under study at a level, (a: 0.05) and reject the alternative hypothesis, which states (there is no relationship with statistical significance between the external environment and the competitive advantage in the institution under study at a level,( a : 0.05) and clicked with a role and a relationship Significant Statistics between the a:0.05 .

2.2.6. The second hypothesis test

H0: There is a statistically significant relationship between the internal environment and the competitive advantage in the institution under study at the level, a: 0.05, the simple slope test was used to test the hypothesis and results as follows:

**Table 9** Results of testing the second hypothesis

<b>T nepotism</b>	<b>T tabular</b>	<b>T Moral Sig</b>	<b>correlation coefficient R2</b>	<b>The coefficient of determination R1</b>	<b>The result</b>
9.669	4.489	0.000	0.643	0.421	Accepted

Source: Prepared by the student, based on the outputs of the program (SPSS)

The table shows the relationship between the internal environment and the competitive advantage, as the results showed a significant relationship Statistics between the two variables, where the correlation coefficient (0,643), i.e. the presence of a strong and strong relationship. As for the identification factor, it reached (0,421), i.e. (41%) of the variables that occur in the competitive advantage due to the internal environment, meaning that changing the internal environment in one rate leads to the change of the advantage Competitiveness B: (41%) and the rest (59%) is due to other factors that are included in the model, and what confirms this relationship is the calculated value of (9,669), which is a sign at the level of (1.15), where it came greater than T Tabuli (4,489) and since that The value of Sig is less than (0.05) This leads us to accept and emphasize the validity of the nihilistic hypothesis, which provides for (there is a statistical significance relationship between the internal environment and the competitive advantage in the institution under study at the level of A: 0.05.) And reject the alternative hypothesis that provides for (There is no statistically significant relationship between the internal environment and the competitive advantage in the institution under study at the level of a: 0.05.

#### 2.2.7. The third hypothesis test:

There is a statistically significant relationship between the message and goals of the enhanced and the competitive advantage in the institution under study at the level, a : 0.05. The simple slope test for the hypothesis and results test has been used as follows:

**Table10** Results of testing the third hypothesis

<b>T nepotism</b>	<b>T tabular</b>	<b>T Moral Sig</b>	<b>correlation coefficient R2</b>	<b>The coefficient of determination R1</b>	<b>The result</b>
9.354	4.111	0.000	0.615	0.378	Accepted

Source: Prepared by the student, based on the outputs of the program (SPSS)

The table shows the relationship between the mission, institutional goals, and competitive advantage if the results showed a statistically significant relationship between the two variables, where the correlation coefficient was: (0.615), meaning that there was a direct and strong relationship. As for the coefficient of determination, it reached (0.378), meaning (37%) of the variables This means that changing the mission and goals by one percentage leads to a change in the competitive advantage by (37%) and the rest (63%) is due to other factors that are included in the model, and what confirms this relationship is the calculated value of t, which amounted to (6,354). It is a function at the level (1.15), as it came greater than the tabular t, which amounted to (4,111), and since the value of sin is less than (0.05), this leads us to accept and confirm the validity of the null hypothesis, which states (there is a statistically significant relationship between the message And the objectives and competitive advantage in the institution under study at the level of a: 0.05) and the rejection of the alternative hypothesis, which states (there is no statistically significant relationship between the mission, goals and competitive advantage in the institution under study at the level of a: 0.05) and we acknowledge the existence of a statistically significant role between the message and the gifts P and competitive advantage at the level of significance a:0.05.

#### 2.2.8. Testing the main hypothesis

There is a statistically significant relationship between strategic planning and competitive advantage in the institution under study at the level of a: 0.05. A simple regression test was used to test the hypothesis, and the results are as shown in the table:

**Table 11** Results of the main hypothesis test

T nepotism	T tabular	T Moral	correlation coefficient	The coefficient of determination	The result
6.465	4.962	0.000	0.683	0.462	Accepted

Source: Prepared by the student, based on the outputs of the program (SPSS)

The table shows the relationship between strategic planning and competitive advantage, if the results showed a statistically significant relationship between strategic planning and competitive advantage, where the correlation coefficient was: (0.683), while the coefficient of determination was (0.462), meaning that (45%) of the variables that occur in The competitive advantage is caused by strategic planning. This means that changing the strategic planning by one percentage leads to a change in the competitive advantage by (46%), and the rest (55%) is due to other factors that are included in the model. What confirms this relationship is the calculated value of t, which amounted to (6,465), which is a function of Level (1.15), where it came greater than the tabular t (4,962), and since the value of the error rate is less than (0.05), this leads us to accept and confirm the validity of the null hypothesis, which states (there is a statistically significant relationship between strategic planning and competitive advantage in The in situation under study at the level of a: 0.05) and reject the alternative hypothesis, which states (there is no statistically significant relationship between strategic planning and competitive advantage in the institution under study at the level of a: 0.05), and we acknowledge and confirm the existence of a statistically significant role between planning strategies and competitive advantage at the level of significance

**The results of the study related to testing the hypotheses of the study:** By testing the hypotheses of the study, the following results were reached:

By testing the first hypothesis, the study concluded that the institution is interested in the external environmental conditions surrounding it in order to achieve excellence in services.

By testing the second hypothesis, the study concluded that the institution is interested in the internal environmental conditions in order to push employees to achieve excellence in providing services.

By testing the third hypothesis, the study concluded that the institution is interested in achieving its mission and goals at the long term.

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### 3. Results

Strategic planning is an essential task for an organization that wants to compete And to stay in the markets to depend on it.

The process of environmental analysis is one of the most important stages of strategic planning, so the institution must pay attention to this stage and adopt accuracy in dealing with environmental information.

There are several problems that prevent the application of strategic planning in the institution under study, including the lack of sufficient time for managers to develop long-term strategic plans.

The Corporation is considered one of the important pillars in advancing development and economic progress in the region.

Competitive advantage is a necessary thing that must be present in the Hadramout Foundation for Sustainable Development.

Competitive advantage is achieved through strategic planning through good management of financial resources and distinction in services for sustainable development.

he competitive advantage is achieved through the solidarity of the organization's efforts and integrated coordination between its various activities, and this requires continuous training, in addition to the costs that the organization may bear, in addition to research and development programs.

The institution should realize that there is no fixed competitive advantage forever. The institution that aspires to continue to succeed is the institution that seeks continuous development and improvement of its services.

### **3.1. Through the field study in the Public Institution for Sustainable Development in Hadramout, several results were concluded, which we can summarize in the following points**

The Public Institution for Sustainable Development in Hadramout relies on young people to carry out activities and businesses and achieve a competitive advantage.

Most of the employees in the Public Institution for Sustainable Development in Hadramout hold university degrees.

Most of the employees in the Public Institution for Sustainable Development in Hadramout have experience, with levels of seniority ranging from more than 5 years.

### **3.2. Study suggestions**

Based on the results of the study, which prove the validity of the hypotheses put forward study, we can make some suggestions as we see fit.

Paying attention to employees and achieving coordination and communication between them would achieve a kind of distinction Efficiency in the services provided by the institution.

Educating employees and training them on the importance of applying the objectives and mission of the institution, as it has a great impact on the organization their performance.

The institution must prepare high competencies that control the techniques of public institutions for sustainable development Achieve quality services that increase customer satisfaction and increase competitive advantage.

Good treatment with customers helps in winning new customers and retaining existing customers.

Verify the efficiency and credibility of the applicants for consulting.

Reducing the period of studying submitted customer files.

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## **4. Conclusion**

Strategic planning is an essential task for an organization that wants to compete and survive in markets to rely on. The process of environmental analysis is one of the most important stages of strategic planning, so the organization must pay attention to this stage and adopt accuracy in dealing with environmental information. There are many problems that prevent the application of strategic planning in the institution under study, including the lack of sufficient time for managers to develop long-term strategic plans. Competitive advantage is achieved through strategic planning through good management of financial resources and excellence in services for sustainable development.

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## **Compliance with ethical standards**

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No conflict of interest.

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