

Strategic Analysis and Its Role in Formulating Appropriate Future Strategies

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Abstract. *Strategic analysis is the process of conducting research, collecting information, and conducting scientific analyses of that information in the business environment in which the organization operates and identifying the internal and external environmental factors of the organization in order to formulate the required and appropriate strategy. There are different methods of strategic analysis to determine and evaluate the organization's outputs, for example, or to determine the characteristics of the organization's strategic position or to determine long-term goals or to strengthen the organization's competitiveness, as it helps the organization to predict the future, etc. The importance of the research lies in highlighting that choosing the correct or required strategy, with a presentation of how to formulate and present appropriate strategies in private organizations, which is done through strategic analysis of all environmental conditions and the importance of implementing them by adopting strategic tools, techniques and methods in order to achieve the desired strategy while taking into account an environment full of major technological, scientific and economic changes in the market and economy. One of the most important results reached by the research is that the strategic analysis of the organization helps in defining and modifying its message and objectives and helps in developing and improving its performance. Therefore, it is one of the most important recommendations that organizations must adhere to when they want to choose future and new strategies. The research concluded that the strategic analysis of the organization is necessary in choosing future or new strategies.*

Keywords: *Components of Analysis, New Strategy, Strategic Analysis.*

1. RESEARCH HYPOTHESIS

There is a positive impact on drawing a required or new strategy for those who rely on strategic analysis.

The nature of strategic analysis: In order to understand strategic analysis, we must study a set of topics related to it, such as the concept, importance, components, stages, correct and appropriate analysis tools, how to choose the appropriate analyst, and the most important recommendations that must be adopted when conducting this process.

1- The concept of strategic analysis: The concept of strategic analysis refers to the process that organizations implement systematically in order to search the surrounding business environment and obtain data, analyze it, and convert it into information that helps decision makers make a decision regarding goals, priorities, and objectives. Also, on the basis of this information, organizations formulate appropriate and necessary strategic plans to achieve the objectives. (Al-Zahir N., 2009)

Through strategic analysis, organizations can evaluate their position and competitors by assessing their internal and external environment using various tools for the purpose of identifying their weaknesses, strengths, and factors that affect the efficiency of operations in all their activities, in addition to better defining their goals, evaluating

their operations, and identifying obstacles that may stand in their way, and thus determining the best strategies to overcome them or formulating strategic plans that support growth and sustainability, including the required or new strategy. (Papula J., & Papulova Z., 2015)

2- The importance of the study: Strategic analysis is considered a guiding work guide that provides all the information and details to decision-makers to help them make the decisions they want, including presenting appropriate strategies. Therefore, strategic analysis must be studied scientifically, practically and with great accuracy, as the continuous changes that surround organizations from every field and aspect, and the competition, challenges and increasing pressures they face, increase the need to use strategic analysis, which may contribute to raising the organization's competitive level and achieving the desired goals. Therefore, the importance of the topic is evident through the following: (Taher M. M., & Wael M. S., 2007) (Al-Issawi, M., Al-Ardi, J., & Al-Abadi, H., 2012) (Heikal, F. M., 2014)

- a. This topic is important as an additional study to previous studies, as it was noted that there are few studies presented on this topic that will help decision-makers and organizations in their work in the future.
- b. It will contribute to presenting and defining strategic analysis for organizations and highlighting the role it plays in the organization, by helping it identify opportunities and threats in the external environment, as well as helping it to know its strengths and weaknesses so that it can address them in a rapidly changing, growing and developing environment.
- c. Highlighting the many methods of strategic analysis, which helps organizations choose the most appropriate method for them.
- d. Knowing the real role of strategic analysis in achieving the strategy that the organization aims to work on.
- e. Improving decision-making, as through strategic analysis the organization obtains valuable data that it uses to make informed decisions, meaning that its decisions are based on data and requirements and do not depend on intuition or incomplete information, and this data also benefits the organization in evaluating various alternatives and choosing the most appropriate.
- f. Better risk management, as strategic analysis plays a prominent role in enhancing the organization's ability to manage potential risks, as the analysis sheds light on these

risks so that the organization can develop mitigation strategies and contingency plans that help control any potential risk.

- g. Gaining a competitive advantage for the organization, as organizations need to conduct strategic analysis periodically because it gives them an advantage over competitors, as the analysis provides insights that lead to developing unique competitive advantages and provides a deep understanding of competitors, which distinguishes the organization from them.
- h. Optimal allocation of resources, as when implementing strategic analysis, the organization obtains information about areas that need improvement and then uses that information to allocate resources better to areas that maximize returns, improve efficiency and enhance competitiveness.
- i. Enhancing organizational flexibility, as strategic analysis enhances the ability of organizations to quickly adapt to changes in the external work environment thanks to the vital and appropriate information it provides about market conditions and competitive dynamics.
- j. Improving strategic alignment, as the strategic analysis process is considered an effective means of ensuring that the organization's strategy is consistent with its internal capabilities and external opportunities and that its activities are consistent with its vision and goals, which is positively reflected in improving its efficiency and the effectiveness of its operations.
- k. Strategic analysis works to improve the organization's brand by reviewing its previous administrative operations and identifying any errors in them to address them in the future or when developing more effective strategies.
- l. Strategic analysis also works to achieve long-term sustainability, as it involves developing long-term strategies that help organizations maintain their position in the competitive market and drive their growth in changing business environments.

Components of strategic analysis: We can show the components of strategic analysis through the following figure no :1:

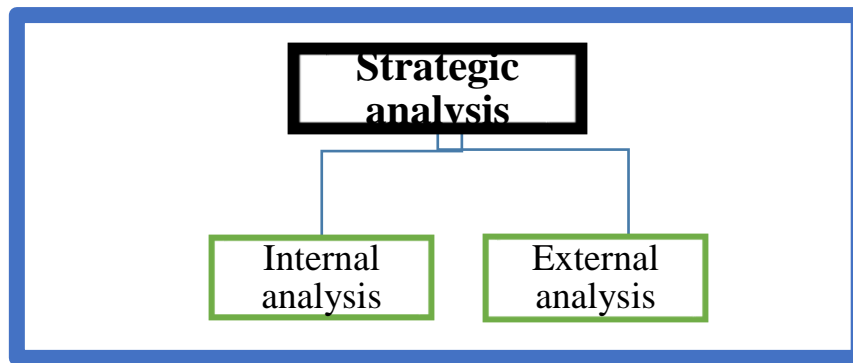


Figure 1. The components of strategic analysis

First - Internal Strategic Analysis: It represents a set of closely related information and factors within the organization's boundaries that are taken into consideration when thinking about decision-making behaviors. Strategic internal environment analysis can be viewed as the process through which factors (production, purchasing, marketing, promotion, distribution, research and development, total resource operations, individuals (human resources), information systems, and administrative philosophy related to the organization are selected in order to identify the organization's core strengths or weaknesses. As for the elements of internal analysis, they include the main components, which are the organizational structure (simple organizational structure and functional organizational structure), organizational culture, and organizational resources. (Laghalbi T. M., & Al-Qattan, M., 2019)

Internal strategic analysis also refers to the organization examining its internal operations and evaluating its performance. This also includes analyzing assets and competitors, monitoring operations, and evaluating risks, with the aim of determining the extent to which the organization's operations are successful in achieving its goals and complying with regulations or standards. Through this analysis, it learns about its position (location) among other competing organizations and how to improve its reality in a way that enables it to meet customer requirements. Then, this data and information are used to develop strategic action plans that enable it to expand its reach and accomplish its mission better. Most organizations use SWOT analysis in their internal strategic analysis, which involves investigating the following factors: (Al-Issawi, M., Al-Ardi, J., & Al-Abadi, H., 2012) (Laghalbi T. M., & Al-Qattan, M., 2019)

- a) Strengths: These are the positive attributes, points and indicators within the organization that enable it to succeed and give it an advantage over competitors. These may be represented by expertise, material and human resources, location, commercial reputation, etc.

- b) Weaknesses: These are the important attributes, points and indicators that the organization lacks or needs in order to perform better and enter the competition in the market. They can be identified by studying previous challenges.
- c) Opportunities: These are the resources, events or circumstances that may help the organization improve its performance and drive its growth better, such as entering into a new partnership or selling across multiple platforms.
- d) Threats: These are the negative factors that may affect the organization's growth and hinder it from achieving its goals, such as economic turmoil, cash flow, human competencies or intense competition.

Second - External strategic analysis: The external environment consists of variables and factors that exist outside the organization and are beyond its control within the scope of short-term control. Therefore, analyzing these variables is useful in: (Al-Zahir N., 2009, p. 102) (Laghalbi T. M., & Al-Qattan, M., 2019).

- 1) Helping in formulating the objectives to be achieved.
- 2) How to direct available resources and the possibility of maximizing the benefit from them.
- 3) Identifying good opportunities that can be invested or seized.
- 4) Identifying risks or threats that must be prevented, limited or treated.

External environmental factors are usually divided into two basic types, which are: (Laghalbi T. M., & Al-Qattan, M., 2019)

- General environment: These are the factors that generally affect all organizations and are not subject to the control of the management of those organizations.
- The special environment: It is a group of factors that fall within the limits of the organization's dealings, where their impact varies from one to another, and the organization can relatively control and influence them (customers, competing suppliers, shareholders, labor unions...).

Thus, the external strategic analysis enables the organization to identify the opportunities and threats surrounding the organization that are generated through changes in the environment, as the organization must search for opportunities and quickly seek to seize them before losing them, provided that it identifies the threats and takes preventive measures to avoid them. (Wafiya, 2017, p. 376)

Thus, the external strategic analysis focuses on studying the external elements that may affect the organization's growth and success, and these elements include the following: (Al-Issawi, M., Al-Ardi, J., & Al-Abadi, H., 2012)

- Political factors: including legislation, international relations, or special government restrictions that may affect the organization, its approach, and the surrounding market.
- Economic factors: It is a group of factors that affect current economic trends such as economic turmoil, inflation rates, and taxes.
- Legal factors: These are the legislations and laws that may affect a particular industry, such as licenses, permits, import and export legislation through border crossings, or what relates to health and safety.
- Social factors: These are the factors that affect the organization and the market and lead to a change in consumer preferences, such as opinions, ideas, customs, or social standards.
- Technological factors: These are modern technological techniques that may affect the organization's performance and capabilities, such as marketing automation or the emergence of new manufacturing and marketing options.
- Environmental factors: These include ongoing and new sustainability processes that affect the industrial processes in which the organization operates, such as waste treatment or the production of carbon and toxic gases.

When implementing external strategic analysis, it is often based on the use of (PESTEL) analysis, which provides the organization with a general picture of the various external factors that must be taken into account.

Strategic Analysis Stages:

The strategic analysis process is implemented in several stages as follows: (Masa'adah, M. A., 2013) (Saeed A. & Siraj Y., 2017)

- a. Determining the level of strategic analysis: The first stage of conducting a strategic analysis is determining the level of strategic analysis to be implemented by determining whether this analysis is intended for the entire organization level or a specific functional area (such as recruitment) or whether its goal is to expand a specific department, as this step affects the depth and breadth of the strategic business analysis.
- b. Determining clear objectives: The second step is to determine the objectives to be analyzed from conducting this analysis. These objectives must be clear and have

results that can be relied upon when implementing the analysis and tracking its progress. The objectives of the strategic analysis may be to improve customer experiences, attract new workers, uncover growth opportunities, improve brand reputation, enhance operational efficiency, expand market reach, etc.

- c. Establishing a strategic analysis team: Given the details and complexity of the strategic analysis process, it is important to carefully select the members of the team assigned to implement it and ensure that they have the required expertise and skills. The team must include members of the board of directors or leadership, along with representatives from finance, human resources, operations, sales, and all critical job holders.
- d. Studying internal factors: The next step is to study the internal factors affecting the continuity and success of the organization by conducting an internal strategic analysis and starting to review the company's vision and mission statement, with an analysis of opportunities, threats, strengths and weaknesses using SWOT analysis, for example, or others, without neglecting factors such as financial success, operational success, customer satisfaction, employee satisfaction, etc.
- e. Studying external factors: In this step, PESTLE analysis is used to study the external factors affecting the organization and determine the extent of the impact that these factors have had in the past or the present time, and then this information is used to predict the impact of external factors on the organization in the future, and on this basis, the factors that should be given priority in the strategic plan to be achieved are determined.
- f. Developing the action plan: After studying the internal and external factors of the two paragraphs above, comes the step of formulating the action plan using all the information collected from the previous two steps and conducting the analysis afterwards. To implement this, previous and current strategies must be evaluated to determine the most effective strategies in order to integrate them into the new plan and to determine the old strategies that must be replaced with new ones that are more effective and relevant to the company's needs. Finally, after drawing and developing the plan and setting a timetable for implementation, a detailed report must be created about it and submitted to the executive managers and decision-makers for review and then approval.

Strategic Analysis Tools:

The frequently asked question is whether there are other analysis tools other than the SWOT and PESTLE analysis tools. The answer is yes, there are many other tools that can be used in strategic analysis and I will summarize them briefly, the most prominent of which are the following: (Heikal, F. M., 2014) (Baajajjah, S. S., 2014) (Akan O., Allen R.S., Helms, M.M., & Spralls, S.A., 2015)

- a) (VRIO) analysis: (VRIO) analysis is one of the most prominent tools used in internal strategic analysis, as through it the organization can evaluate its organizational resources (human and material) that can give it competitive advantages. Based on that, the organization classifies those resources based on the characteristics that make it a rare organization that cannot be imitated by others. This analysis provides a framework that the organization uses to transfer and develop those resources until they turn into one or more competitive advantages that give it an advantage in the market.
- b) Pareto Analysis: Pareto analysis is based on the theory that (20%) of products, services, customers or distribution provide (80%) of profits. Therefore, the main objective of its use is to know where the value comes from in business. Therefore, the organization uses it to make decisions about the best place to apply resources. Therefore, this tool is particularly useful for organizations that have suffered previous losses and are seeking to regain their position in the market.
- c) Gap Analysis: The gap analysis tool is used to identify gaps within the organization that hinder its progress towards its goals. Through the analysis, the current situation of the organization can be compared with the future situation that is to be achieved. Based on this, the organization takes a set of measures that help to bridge the identified gaps, such as making adjustments and improvements to certain processes.
- d) Four-corner Analysis: Four-corner analysis is a tool for internal strategic analysis that organizations use to evaluate their future strategies and identify the trends and motivations of competitors and the strategies they use. Thus, the organization can formulate a predictive course of action that makes it one step ahead of competing organizations.
- e) Five Forces Analysis: Michael Porter developed the Five Forces Analysis in order to conduct external strategic analysis. This analysis provides a framework used to closely identify the current market and focuses on studying five basic forces: new competitors, seller power, buyer power, threat of substitute products, and internal competition. This analysis is the most common in external analysis.

- f) Ansoff Matrix: It is one of the most important strategic planning tools used by organizations to determine their growth strategy, as it involves exploring four basic areas: market penetration, product development, market development, and product diversification. Thus, it helps the organization raise its market position and achieve growth.

Who is The Strategic Analyst?

We mentioned in the third paragraph of the strategic analysis stages the necessity of establishing a strategic analysis team and the special characteristics of the members of this team, including calling them strategic analysts. The strategic analyst is the person appointed by the organization to be responsible for determining its needs and the direction in which it is supposed to go in order to achieve its goals. This is done by analyzing, collecting, and reviewing data, then creating effective solutions to the problems it faces.

The tasks and responsibilities of the strategic analyst include the following: (Masa'adah M. A., 2013) (Bakhit Y., 2013)

- 1) Analyzing and interpreting data in order to identify market trends and then predict the future of the industry.
- 2) Utilizing the data resulting from the strategic analysis and converting it into information to feed into a strategic plan or plans that help solve the problems facing the organization and enable it to achieve its goals.
- 3) Participating in creating strategic solutions for clients using strategic analysis data.
- 4) Identifying competitors in the industry, analyzing their market and the strategies they use, and providing recommendations that help outperform them.
- 5) Working with senior executives to develop the organization's strategy and ensure that all business activities are aligned with its overall goals.
- 6) Identifying potential business risks and developing contingency plans that effectively mitigate them.
- 7) Collaborating with technical leaders to provide spending reports and resource planning.

What Are the Best Tips for Conducting a Successful Strategic Analysis?

Here are some tips that help in conducting an effective strategic analysis: (Taher M. M., & Wael M. S., 2007) (Bakhit Y., 2013)

- a. Relying on intuition to determine the starting point: With the availability of a lot of data from multiple sources and due to its abundance, multiple sources and accuracy, the strategic analysis team may not realize the starting point in the analysis. Therefore, it is preferable to rely on intuition and form hypotheses because this is the appropriate way to know where the team starts if it has previous experience in this field.
- b. Using the appropriate tools: Before conducting the strategic analysis, it is necessary to choose the correct tools that suit the purpose of the analysis from among the wide range of available tools. The benefits of each tool and the purpose of its use are identified, then the most appropriate one is chosen.
- c. Knowing the perspectives of stakeholders: Strategic analysis requires taking an external perspective by identifying the perspective of stakeholders from customers, distributors and suppliers in the organization's work and market, and asking customers about what they see as the organization's strengths and weaknesses in relation to competitors.
- d. Using scenario planning: Regardless of the quality and accuracy of the data collected from various sources, using scenario planning is also an effective way to deal with gaps and inconsistencies in that data, which helps in using it to make the best decisions.
- e. Continue to follow up and repeat the analysis: After completing the strategic analysis and implementing the resulting strategies, it is preferable to continue repeating the analysis on an ongoing basis due to the possibility that stakeholders will not respond to its results as expected or that there will be resistance from competitors that was not taken into account.

Previous studies: Previous studies constitute one of the basic pillars that we relied on in determining our current study by analyzing the sequence of objectives of these studies and the fields in which the variables of the studied phenomenon were tested, in addition to determining the extent of variation or integration between the hypotheses adopted by these studies and the conclusions and recommendations they resulted in, to form useful indicators to avoid repetition and start with what others have finished to form an integrated approach to revealing the truth of the studied phenomenon, which results in a real understanding of all its aspects, in addition to the benefits of studies in determining the location of the current study from previous studies. Below is Table No. 1, which shows some of the previous studies.

Table 1. Previous studies

| Study | details |
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| Study No.1 (Abdul S. H. Y., 2007) | Abdul Sattar Hussein Yousef (2007) Risk assessment in light of SWOT analysis in industrial institutions "An analytical study" |
| The Problem | Highlighting and assessing risk in light of SWOT analysis in industrial institutions and the nature of risk management and assessment and the concept of the importance of SWOT analysis. |
| Results | <ul style="list-style-type: none"> - The economic organization, especially production organizations, must face potential risks regardless of the type of its activity or development or the country in which it operates. - There is no economic organization today in which the risk is zero. - Risk management in organizations has become one of the necessary departments in business organizations today as it represents a system for protecting and ensuring the continuity of the organization's activity and success. - SWOT analysis has become a necessary department for business organizations because it provides objective standards and indicators to accurately identify potential risks and formulate objective plans and methods to confront them. - The use of scientific methods and approaches in analysis, prediction and continuous updating of them and databases in information systems raises the level of the economic organization's ability to avoid various risks. - The effectiveness of the economic organization's systems is considered the most important shields for protecting economic organizations from risks and reducing their damages. - The concern of the administrations of economic organizations in confronting risks is to address their weaknesses and work to overcome them and enhance and expand their strengths. - Adopting strengths and weaknesses as a basis for determining the level of effectiveness of the economic organization can be considered an acceptable objective and practical basis. |
| Study No. 2 (Saeed A. H. & Siraj Y. A., 2017) | Saeed Ali Hassan and Siraj Yousef Abed (2017) Towards Strategic Planning and Environmental Analysis SWOT Analysis for the Arab Economic Renaissance to Confront Global Competition in the Current Circumstances. |
| The Problem | Determining the general framework for strategic planning and environmental analysis for the Arab economic renaissance is urgent in the face of global competitiveness in the shadow of internal and external environmental conditions. |
| Results | <ul style="list-style-type: none"> - Global competition is an opportunity and a challenge. - There is a decline in the competitiveness of Arab countries. - Strategic planning for the renaissance project is a way to confront competition. |
| Study No.3 (Al-Tayeb D., 2007) | Al-Tayeb Daoudi (2007) The impact of analyzing the external and internal environment in formulating the strategy. |
| The Problem | Clarifying the impact of analyzing the external and internal environment in formulating the strategy |

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| Results | <ul style="list-style-type: none"> - The aim of analyzing the internal environment of the organization is to identify the strengths and weaknesses of the organization. - The more the analysis is directed to a specific number of activity factors in light of the opportunities available to the organization, the better it contributes to formulating the strategy. - The external environment has an impact on formulating the strategy, as it requires the organization to extrapolate the external environment and prepare its strategic alternatives for the expected variables. - The great importance of drawing up any strategy for the organization is to analyze the environment from its external and internal aspects. - The more attention is paid to good environmental analysis and knowledge of its influence, the more this leads to responding to achieving the organization's goals with great effectiveness. |
| Study No. 4 (Baajjah, S. S. 2014) | Baajjah, Salem Saeed (2014) Strategic Cost Analysis and the Possibility of its Application - An Applied Study in Saudi Cement Companies. |
| The Problem | Achieving a main goal, which is to address the problems of strategic cost analysis, and knowing the extent of its application in Saudi industrial organizations. |
| Results | <ul style="list-style-type: none"> - The application of strategic cost analysis requires many auxiliary tools to achieve the target cost, the most important of which are continuous cost improvement, value engineering, cost schedules, and decomposition analysis. - The need for cost accountants in industrial establishments to realize the importance of applying the concept of strategic cost analysis. |
| Study No.5 (Al-Kaltham, H., & Badarna, H., 2012) | Al-Kaltham, Hamad bin Marzi, and Badarna, Hazem Ali Ahmed, (2012) Obstacles to strategic planning at Umm Al-Qura University from the perspective of its faculty members. |
| The Problem | Knowing the obstacles to strategic planning at Umm Al-Qura University from the perspective of its faculty members. |
| Results | <ul style="list-style-type: none"> - Adopting standards of excellence and efficiency in selecting academic leaders at all levels. - Holding advanced training courses for academic leaders on strategic planning and its strategies. - The necessity of faculty members' participation in the strategic planning process. |
| Study No. 6 (Bakhit, Y. 2013) | Bakhit, Youssef Abdel-Baqi (2013) Strategic Cost Analysis to Support the Competitive Advantage of the Establishment - An Applied Theoretical Study. |
| The Problem | Identifying, studying, analyzing and evaluating the external environment and the internal environment enables the organization to build the strategy that suits it and its circumstances |
| Results | <ul style="list-style-type: none"> - Exploiting the available opportunities that result from changing environmental conditions, market conditions or customer behavior may enable the organization to enjoy aspects of strength. - Weaknesses reflect the decrease in resources and core competencies compared to competitors, such as weak research and development programs and weak production facilities. |

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| | <ul style="list-style-type: none"> - Opportunities are related to positive conditions in the organization's external environment, such as increasing awareness in society in terms of taste and the importance of maintaining health, and anticipating consumer demand for the new product. - Threats reflect unfavorable conditions or obstacles to the organization's present and future. |
| Study No.7 (Ashraf H. M., 2015) | Ashraf Hassan Mahmoud (2015) Strategic Cost Management to Maximize the Value of the Establishment and Support Competitive Advantages, a Survey Study. |
| The Problem | The Extent to Which These Organizations Apply the Concept of Strategic Cost Management, and the Extent to Which They Apply Cost Management Tools |
| Results | <ul style="list-style-type: none"> - The majority of organizations apply the concept of strategic management partially and incompletely. - The majority of organizations rely on one or two methods or on more than three cost management methods and are also partially applied. - The necessity of spreading the theoretical and applied thought of the concept of strategic cost management in industrial organizations. |
| Study No.8 (Fouda, S. 2015) | Fouda Shawky El-Sayed (2015) A proposed framework for integration between the target costing method and strategic cost analysis with the aim of reducing activity costs through the concept of value chain - A theoretical and exploratory study. |
| The Problem | Presentation and analysis of the problem of reducing the costs of various activities, through the concept of value chain analysis for the organization. |
| Results | <ul style="list-style-type: none"> - To build an integrated framework for reducing the costs of various activities, it is necessary to have two cost management tools: the target costing method and strategic cost analysis. - The study relied on conducting an exploratory study to determine the feasibility of the degree of integration between these two tools to build an integrated framework with the aim of reducing the costs of various activities through the concept of value chain analysis for some Egyptian industrial organizations. - The possibility of determining the target costing method with the help of some cost scaling tools such as cost engineering and cost tables, as they are among the tools most closely related to the application of the target costing method in Japanese organizations. |
| Study No.9 (Adwan M., 2011) | Adwan Munir (2011) The reality of the selection and appointment policy and its impact on the career path of employees in banks operating in the Gaza Strip. |
| The Problem | Identifying the reality of the selection and appointment policy and its impact on the career path of employees in banks operating in Gaza in Palestine. |
| Results | <ul style="list-style-type: none"> - The job analysis process followed in banks, the planning process, and the selection and appointment procedures are considered somewhat good and need improvement. - Those in charge of the selection and appointment process are experienced and competent. - The analysis should be accurate and understood by all employees, and banks should take this into account when preparing the job analysis. |

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| | <ul style="list-style-type: none"> - The necessity of taking into account that the interview time is sufficient and compatible with the nature of the questions and the job. - Using external expertise when conducting the appointment process. |
| Study No.10 (Farah K., 2016) | Farah Khaled Abdel Hamid (2016) The impact of the selection and appointment process on the quality of performance of employees in business organizations - applied to telecommunications companies in the Northern State during the period (2010-2015). |
| The Problem | Identifying the impact of the selection and appointment process on the quality of performance of employees in business organizations in the telecommunications sector in the Northern State / Sudan. |
| Results | <ul style="list-style-type: none"> - There is a statistically significant relationship between recruitment in the organization and the increase in the efficiency of employee performance. - There is a statistically significant relationship between the necessity of taking into account the job requirements when making the appointment decision and the increase in the efficiency of employee performance in the company. - Determine the required quality and quantity of human elements before starting the recruitment process. - Taking into account the requirements of the required jobs in the organization is necessary to determine the specifications of the job holder. |
| Study No.11 (Ekwoaba, J., Ikeije, U., & Ufoma, N., 2015 p (22-33) | Ekwoaba J. O., Ikeije U. U., & Ufoma N., (2015) The impact of recruitment and selection criteria on organizational performance, European center for research training and development UK. |
| The Problem | Identifying the degree of influence of recruitment and selection criteria on organizational performance |
| Results | <ul style="list-style-type: none"> - That recruitment and selection criteria affect the bank's performance and that the more objective the recruitment and selection criteria are, the better the bank's performance. - Be careful when designing recruitment criteria and developing selection methods and that the process of building them should be based on sound and transparent foundations. - Information related to vacant positions in the bank is not provided to employees on a permanent basis. |
| Study No.12 (Ramki S., 2015) | Ramki S.(2015) Effect of recruitment and selection practices on retention of teacher sin international primary schools in Nairobi county. |
| The Problem | Measuring the impact of recruitment and selection practices on the retention of teaching staff in international primary schools in Nairobi County, Kenya. |
| Results | <ul style="list-style-type: none"> - Recruitment channels (personal contacts, media, and public agencies) have a high impact on staff retention. - Selection practices (interviews and testing) have a high impact on staff retention in international primary schools in Nairobi County. - The need to pre-determine selection criteria from tests and interviews - The study recommends that officials in the surveyed schools fund recruitment and work on developing it |

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| | - The study recommends taking into account the needs of employees such as salaries and providing flexible administrative practices that give employees more autonomy and responsibility, which enables workers to do their work more comfortably and efficiently, which enables them to retain competencies. |
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2. RESULTS

We list below a number of the results that we reached from the previous presentation and the results reached by the researchers who preceded us at the theoretical and applied levels, as follows:

First: At the theoretical level: Through the literature related to the subject, I concluded the following results:

- 1) Strategic analysis helps the organization in defining and modifying its message and objectives.
- 2) Strategic analysis helps the organization develop and improve its performance. In all administrative literature, the performance evaluation process is considered one of the most important methods of improving performance, as the performance evaluation process is considered necessary for the organization by revealing errors and deviations in performance and correcting them and clarifying the extent to which the organization's goals are achieved, which leads to raising the level of the organization's performance.
- 3) Strategic analysis is an important pillar and starting point for developing any plan at the level of organizations and even individuals in making their daily life decisions.
- 4) Strategic analysis tools are very important and should not be overlooked or ignored in the life cycle of organizations in general.
- 5) The performance evaluation process (one of the results of strategic analysis) is considered one of the most important methods of improving performance necessary to raise the level of organizational performance by revealing errors and deviations in performance and correcting them and clarifying the extent to which the organization's goals are achieved.
- 6) It is necessary to pay attention to and activate strategic analysis within organizations.
- 7) Strategic analysis contributes to identifying available strengths that can be activated to confront obstacles, exploit opportunities, reduce or control weaknesses and confront potential threats.

- 8) Conducting strategic analysis periodically is essential for organizations to identify the areas in which they operate efficiently, and the areas that need improvement, in addition to the role of this analysis in formulating successful projects and strategies, enhancing the smoothness and effectiveness of business operations and maximizing potential revenues.

Second: At the applied level: Through the applied studies of the group of researchers and the applied studies they conducted previously, we found the following:

- a. Organizations that have significant financial, material and human resources must invest their capabilities in conducting strategic analysis to maintain the sustainability and continuity of the organization.
- b. Organizations must adopt modern information and communication systems technology in the practice of developing their new strategic plans.
- c. Organizations that do not provide the necessary financial and logistical support to the strategic planning team will inevitably make mistakes in drawing up plans.
- d. Organizations must find their competitive advantage and work to sustain it.
- e. Adopt strategic analysis tools in line with the required strategy.
- f. The necessity of continuous and permanent interest in analyzing the organization's external environment, as it is necessary for its sustainability and confronting the risks and threats it is exposed to as a preventive defense method and exploiting opportunities to strengthen and improve its defense methods, and assisting the organization in the evaluation process in order to improve its performance.
- g. Strategic analysis helps in choosing future and new strategies.
- h. Organizations should focus on hiring administrators who specialize in quantitative methods or seek to deal with specialists when drawing up strategic plans.

3. CONCLUSIONS AND RECOMMENDATIONS

The above presentation is an attempt to reveal the extent of the role of strategic analysis in improving the organization's performance. We have tried to give even a brief picture of the dimensions of the study variables, their concepts and the relationship between them, as well as enriching its various aspects, in order to deepen this proposal by supporting it with interpretations and the results reached.

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