Exploring the Evolving Landscape of Strategic Planning Approaches: A Comprehensive Literature Review

Novelita A. Manno[1] and Vilma B. Beliano[2]

[1,2]Graduate School Doctoral Student/ Baguio Central University

Abstract— This comprehensive literature review offers a panoramic exploration of strategic planning within diverse organizational landscapes. Drawing from an extensive array of scholarly sources, the review synthesizes theoretical perspectives, empirical studies, and practical applications to illuminate the multifaceted nature of strategic planning. It sheds light on the evolving paradigms and frameworks that underpin strategic decision-making, highlighting the complex interplay between environmental dynamics, organizational capabilities, and strategic foresight. Strategic planning is critical in the management of an organization due to the essential role it plays in leading the organization into the identification of strategic plan to be used by the organization through focusing the issues within the organization, evaluating their effects while considering the organizational operations and developing alternative measures and tactics to ensure that the organization earns competitive advantage as discussed in the paper. The dependence of the strategic planning and the performance of an organization especially in education institution is also notable with all the goals in the strategic planning, leading to influence the performance of the organization. The paper uses elements of the strategic plan including the mission and the vision, the core values, the strengths, the weaknesses, the opportunities, and the threats as well as the strategies, with an inclusion of the objectives and the operation tactics to review the strategic planning and the organizational performance. The study finds strategic planning significantly depending on the analyzed elements of the strategic planning in achieving the outcome. The elements also play a critical role in aligning the organization towards working on a specific organizational strategic planning process to ensure all stakeholders are focused on a common goal that determines the performance of the firm. By delving into the strategic planning terrain, this review aims to inform and inspire strategic leaders, scholars, and practitioners, fostering a deeper appreciation for the nuances and strategic imperatives inherent in contemporary organizational management.

Keywords— Organizational Performance, Strategic Planning, Organizational Strategies, Decision-Making, Competitive Advantage, Organizational Goals.

I. INTRODUCTION

Strategic planning, derived from the Greek word "strategos," which refers to "the roles of a general," and the term "planning" in management, are integral components of organizational management (Mohamed et al., 2010; Khan and Khalique, 2014). The synthesis of these concepts provides a framework for organizations to optimize resource utilization and achieve their objectives efficiently. Strategic planning enhances coordination, control, and internal communication, driving sustainable success by aligning organizational efforts with overarching goals (Aldehayyatand Twaissi, 2011).

However, despite its benefits, strategic planning in education faces persistent challenges. These challenges include translating strategic plans into actionable initiatives, equitable resource allocation, stakeholder engagement, adaptation to dynamic environments, and fostering a culture of continuous improvement. Educational leaders face these challenges as they work hard to understand complex situations and make good changes in their schools.

Moreover, the literature underscores the importance of strategic planning in organizational performance and highlights key factors contributing to its success or failure. These factors include organizational commitment, responsiveness to market conditions, effective leadership, and realistic goal-setting (Wells & Doherty, 1994; Aileron, 2011). Understanding these factors can inform strategic decision-making and empower organizations to optimize their systems, create competitive advantages, and achieve their goals effectively.

In summary, strategic planning plays a pivotal role in organizational management, offering a roadmap for success and guiding decision-making processes. By addressing the challenges and leveraging best practices highlighted in the literature, organizations can enhance their performance, adapt to changing environments, and achieve their mission effectively (Moody, n.d.). Through a comprehensive understanding of strategic planning principles, education leaders can drive positive change and foster innovation in the field of education.

II. REVIEW OF RELATED LITERATURE

Strategic planning draws upon theoretical frameworks such as Agency Theory and Institutional Theory to understand its complexities and outcomes. Agency Theory emphasizes aligning stakeholder interests and effective decision-making (Eisenhardt, 1989), while Institutional Theory explores how organizations conform to external norms for legitimacy (DiMaggio & Powell, 1983). These theories underscore the importance of stakeholder alignment and organizational legitimacy in strategic planning.

Previous studies highlight the evolution of strategic planning towards agility and adaptive strategies (Mintzberg et al., 2013). They emphasize strategic alignment, decision-making complexities, and their impact on organizational performance (Hrebiniak & Joyce, 2016). Despite its benefits, barriers such as resistance to change persist (Kaplan & Norton, 2016). Future research should focus on longitudinal studies and interdisciplinary collaborations (Venkatraman & Ramanujam, 2014).

In terms of the relationship between strategic planning and organizational performance, perspectives vary. Some view strategic planning as a roadmap for goal achievement, while others emphasize its critical elements for effectiveness (Maleka, 2017; Berzins, 2018). This study addresses the influence of strategic planning on organizational performance through its elements like mission, vision, and objectives.

In conclusion, integrating Agency Theory and Institutional Theory offers a comprehensive understanding of strategic planning, guiding practitioners to develop adaptive plans aligned with organizational goals and external norms.

III. METHODOLOGY

The research basically investigates specific information and knowledge on a specific subject which is termed by Mishra & Alok (2017) as systematic investigation. The study hence seeks to review the aspects of strategic planning and firm performance by comprehension of the strategic plan elements in promoting the performance of a school. Mishra & Alok (2017) also notes that research methodology is the science of studying the way of carrying out research systematically. Hence, the scientific approach adopted to conduct the research is the methodology. The study adopts a specific qualitative research method approach and is an exploratory type of research. Others (e.g. Hammersley 2018; Fine and Hancock 2017) have identified the treat to qualitative research that comes from external forces, seen from the point of view of "qualitative research." This threat can be further divided into that which comes from inside the school, such as the critique voiced by "quantitative research" and outside of school. Qualitative research methodology looks critically at non-numerical data to analyze a particular phenomenon. The study reviews the existing theoretical information about strategic planning and organizational performance. Exploratory research creates and explains theoretical literature already in existence (Mishra & Alok, 2017). Still, it is carried out to investigate the future possibilities of carrying out specific studies (Goundar, 2012), which derive the similarity with the study which identifies the link of the existing studies on strategic planning and school performance.

Table 1. School Based Management Level of Practice

	Multi-Year Data		
	Year 2022	Year 2023	Year 2024
SBM Level 1	████████		On deliberation
SBM Level 2		████████	
SBM Level 3			

The school has achieved the School Based Management level 2. Through the cooperative efforts of all the teachers and stakeholders of the school. All have contributed to the different phases or processes of the SBM development aiming to the SBM level 3.

Based on the findings, several factors contribute to a school's advancement to the next level of successful School-Based Management (SBM). Firstly, effective leadership from the principal in executing the programs and projects outlined in the School Improvement Plan (SIP). The principal's role is pivotal in decentralizing authority, fostering a schoolwide dedication to progress, and skillfully delegating responsibilities to teachers and other community stakeholders. Leadership and delegation by the principal are fundamental for the effective functioning of SBM. Secondly, genuine control over budget, personnel, and curriculum. For SBM to succeed, stakeholders at the school site must possess actual decision-making authority in these crucial areas, rather than merely advisory roles. This authority should directly influence teaching and learning practices. Thirdly, adequate training and professional development opportunities. Schools should offer avenues for both teaching and non-teaching staff, as well as other stakeholders, to enhance their competencies in decision-making, problem-solving, and organizational

management. This strengthens the capacity for effective SBM implementation. Additionally, establishment of robust data collection and feedback mechanisms. Schools involved in SBM require timely and comprehensive information on student performance, resource allocation, and other pertinent metrics to monitor progress and make well-informed decisions. Lastly, strong communication and engagement with parents and the broader community. Successful SBM schools actively involve parents, local government units, non-governmental organizations (NGOs) such as cooperatives, various government agencies like the Department of Health and the Department of Social Welfare and Development (DSWD), including beneficiaries of programs like 4Ps, private individuals, and the wider community in their endeavors. Effective communication and outreach are crucial components of successful SBM implementation.

In summary, School-based Management (SBM) is a strategy to improve education by transferring significant decision-making authority from state and district offices to individual schools. SBM provides principals, teachers, students, and parents greater control over the education process by giving them responsibility for decisions about the budget, personnel, and the curriculum. Through the involvement of teachers, parents, and other community members in these key decisions, SBM can create more effective learning environments for children.

The exploration of strategic planning and its performance implications draws from various theoretical foundations, including the Resource-Based View (RBV), organization theory, and contingency theory. This literature review aims to offer a thorough comprehension of the theoretical frameworks, essential concepts, and emerging trends within the strategic planning domain. The research objectives encompass identifying and evaluating pertinent academic literature such as articles, books, and research papers on strategic planning, analyzing the key themes and theoretical perspectives, examining the evolution of strategic planning practices, and identifying areas for future research. The search strategy involves systematic searches utilizing academic databases and relevant keywords, followed by screening and selection based on predefined criteria. Data collection and analysis entail developing an extraction form to capture relevant information from selected studies and analyzing the data to identify common themes and research methodologies. Synthesizing the findings aims to construct a coherent narrative highlighting the evolution of strategic planning literature and its practical implications. Furthermore, the interpretation of findings seeks to draw conclusions regarding the current state of knowledge and its relevance for organizational success especially in education sector. Despite the methodology's rigor, limitations such as the availability and quality of existing research, scope constraints, and potential biases may influence the review's outcomes. Nonetheless, adhering to this methodology promises a comprehensive and insightful examination of strategic planning literature, contributing to a deeper understanding of this critical field of study.

IV. DISCUSSION

The study identifies the relationships or dependency between the strategic planning and the organizational performance and elements of the strategic plan. With reference to strategic planning to be defined from a different school of thought as evident in (National Minority AIDS Council (NMAC), (Maleka, 2014), the standout explanation of strategic planning is the process of focusing on the issues within the organization, evaluating their effects while

considering the organizational operations and developing alternative measures and tactics of ensuring the organization earns competitive advantage. Strategic planning focus is brought out by different studies analyzed to focus on the performance of the organization, hence a conclusion can be made that it develops a strategic plan that positions an organization towards growth and development.

The mission and vision of a firm have been expressed to be essential in promoting the goals of an organization in the study outlined in the literature review as (Taiwo, Lawal, & Agwu, 2016). They focus on the future expectation of the school hence guide the organizational short-term goals in the standards of the goals to be achieved. The mission and vision set up what the organization should work on achieving by setting general obligations of the organizations which set the framework of a strategic planning process. It is thus the reason why the mission and vision statements are supposed to be clear, concise, and easy to understand to communicate the role of each resource within the firm and instruct the managers on the effective allocation of resources.

The mission is described to create the perception of the order of activities within a firm and vision express the measurement of success of the firm in a specified duration by stating the expected position in the reviewed study by (Papulova, 2014). Both mission and mission of the organization are formulated with the organizational performance goals and inspire the selection of approaches in strategic planning to achieve the required performance. Thus, it is a correct interpretation to state that the strategic planning and organizational performance depend on the organizational mission and vision for competitive advantage and positive overall outcome respectively.

Considering another element of the strategic plan, the core values of an organization, that prescribe the conduct within the organization, various observations can be made on its relationship with the organizational strategic planning and performance. The express of strategic planning from the cognitive school of thought as an intellectual process the seeks to create constructive organizational approaches, captures the core values as the key factor of enhancing the strategic concepts to solid strategies reliable for the growth of the organization with reference to study by Berzins (2010). Among the listed characteristics of success-oriented core values of an organization is the ability to influence adjustments to the strategies and change with the slightest effect on the organization's vision and mission in the review studies by (Gorenak & Kosir, 2012; Lunden & Utberg, 2017). Thus, the strategic planning process is significantly impacted by the core values of the organization to ensure they align the developed strategies with the available core values. For instance, the strategic planning process must be able to ensure it does not alter the established framework on employee engagement to avoid creating customer dissatisfaction, which leads to employees turn over and difficulty in talent acquisition. Therefore, for growth and stability of an organization, which results in excellent strategic planning and focus on the performance of the organization is significantly influenced by the organizational core values.

The strengths, weaknesses, opportunities, and threats of a firm form the environment an organization thrive under hence used in SWOT analysis. The study with reference to studies by Odera (2014), Sammut-Bonnici & Galea, (2014), Gurel & Tat (2017) notes the significance of environmental evaluation in the process of strategies

formulation. The SWOT analysis is applicable in the development of a strategy plan hence forms an essential aspect of decision-making on the strategic planning process. The key role of SWOT analysis is to develop a competitive advantage for the organization as strengths define the features that organization could utilize for effective performance at ease, the weaknesses show the incapability of the firm, the opportunities are the gaps in the market that an organization could prosper in then the threats are the features out of control impacting the performance of the organization. All the four dimensions discussed to address the efforts of the organization towards performance by developing interactive situations that later develop strategies relatable to everyone within the organization. Strategic planning requires the collaboration of all stakeholders to develop an excellent working environment that supports positive performance, the SWOT analysis by introducing group discussions on the challenges within the organization promotes control of the organization towards the organizational objectives. Hence, a conclusion can be drawn that the SWOT analysis not only brings an understanding of the organization status but also builds an environment supportive of the excellence of an institution.

The strategies and the objectives could be perceived as the result of the strategic planning process, but they play a critical role in strategic planning and organizational performance as noted that objectives form short term goals that align with common organizational goals in reference to the reviewed studies by Tapera (2014), Holdt (1995), Nwafor-Orizu, Chinyere, & Tochukwu (2019). It is notable that an organization could have various objectives with different strategies to facilitate their achievements as derived from the study by Tapera (2014).

The strategy is therefore the means of ensuring the goals are achieved and the overall organizational goals are met. Therefore, they serve a critical role in strategic planning. The objectives which could target ensuring customer satisfaction, employee engagement an improving efficiency in production all are oriented toward the performance of the organization. The strategies link all the objectives towards a common goal. Hence, the strategies and objectives should not only be considered as the absolute end results but also should be adopted as the guide in strategic planning for the expected performance. Conducting a comprehensive literature review offers valuable insights into the theoretical foundations, current trends, and emerging research areas within the field of strategic planning.

By systematically reviewing and analysing relevant academic articles, books, and research papers, this literature review aims to provide a holistic understanding of strategic planning, its evolution, and its implications for organizational success. The review encompasses key objectives such as identifying and synthesizing the foundational theories and frameworks that underpin strategic planning practices, as well as exploring the evolving landscape of strategic planning in response to dynamic environmental factors.

In conducting this literature review, it is essential to consider various methodologies and approaches employed in existing studies, including qualitative and quantitative research methods, case studies, and conceptual analyses. By critically evaluating the methodologies used in the selected literature, the review aims to provide a comprehensive analysis of the strengths and limitations of previous research.

The synthesis and interpretation of findings are integral to the literature review process. Through a meticulous analysis of the extracted data, common themes, theoretical perspectives, and emerging trends within the strategic planning literature can be identified. This synthesis provides a cohesive narrative that outlines the current state of knowledge in the field and sheds light on future research directions.

Moreover, the discussion of implications stemming from the literature review findings can offer valuable insights for both academics and practitioners. By highlighting the practical implications of strategic planning literature for organizational decision-making and performance, the review can contribute to the advancement of strategic planning practices in real-world settings.

It's important to acknowledge the limitations of the literature review, such as potential gaps in the existing research and the influence of reviewer perspectives. Nevertheless, by following a rigorous methodology and maintaining a critical approach to the selected literature, this comprehensive review aims to make a meaningful contribution to the understanding of strategic planning and its significance within organizational contexts.

Many schools also value additional outcomes for students beyond academic achievement, such as well-being or school belonging (Allen et al., 2017). Vision or mission statements for schools typically describe the school's purpose and priorities. The study conducted by Allen et al. (2017) sought to determine whether there is a relationship between the emphasis schools place on academic achievement and student well-being, as indicated by their respective vision or mission statements.

School administrators in the school are confronted with many challenges for providing children with a sound, basic education and to be well prepared for life beyond elementary. Even though the enrolment of the school is decreasing but remained relatively stable. The precipitous decline in enrolment has been acutely felt in the school, where residents are going home to their hometown with their children after they earned enough money in the community because they are laborer, and they are not permanent resident in that place. The school are confronted with daunting challenges in the face of declining enrolments and limited funding from the government. Despite these challenges, the school administrators and personnel strive to be "good stewards of resources and their charges" (Little, 2020).

V. CONCLUSION

The review underscored the importance of considering environmental factors, such as globalization, technological advancements, and market dynamics, in shaping modern strategic planning practices. It also highlighted the evolving nature of strategic planning, emphasizing the need for organizations to adapt their approaches in response to changing circumstances.

Additionally, the synthesis of findings from the literature review has revealed the significance of aligning strategic planning with organizational goals and fostering stakeholder engagement. Moreover, it has shed light on the

various methodologies and approaches utilized in strategic planning research, offering insights into best practices and potential areas for further investigation.

Furthermore, the review has implications for both educational institutions and practice, providing a foundation for future research endeavours and offering practical guidance for organizations seeking to enhance their strategic planning processes.

While the literature review has provided a comprehensive overview of strategic planning, it is essential to recognize the limitations inherent in any review of this nature, including potential gaps in the literature and the impact of reviewer perspectives.

Ultimately, through its rigorous methodology and critical analysis, this literature review serves as a valuable resource for scholars, practitioners, and decision-makers, contributing to the ongoing discourse on strategic planning and informing strategies for organizational success.

In conclusion, the comprehensive literature review on the landscape of strategic planning has yielded valuable insights into the theoretical and practical dimensions of strategic planning in organizational contexts. By systematically reviewing and analysing a wide array of academic sources, this review has synthesized key themes, identified foundational theories, and explored current trends, ultimately contributing to a deeper understanding of strategic planning. Based on the discussion, the study concludes that in as much as the strategic planning process through the school of thoughts that are perceived to create in an organization, the specific element of strategic planning also plays a critical role in establishing the roadmap to the organizational achievement of its goals. After the discussion, the study develops the definition of strategic planning as the process of identifying organizational issues in terms of strengths, weaknesses, opportunities and threats, analysis of the issues and their effects on the firm and coming up with measures and approaches that will drive the organization to gain competitive advantage. The mission and vision element of the organizational strategic planning inspires the selection of approaches and measures thus influence the performance of the organization. The core values help in adjusting the approaches and measures to align with the culture of the organization to ensure the success of the strategy. The strengths, weaknesses, opportunities, and threats through its analysis, help in establishing the environment the organization operate in both internally and externally and enable building or improving the environment to promote organizational performance.

VI. RECOMMENDATIONS

1. Develop a clear and well-defined strategic planning process: Organizations should establish a structured and systematic approach to strategic planning, involving all relevant stakeholders and aligning the process with the organization's mission, vision, and core values.
2. Foster a culture of continuous learning and adaptation: Strategic planning should be viewed as an iterative process that requires continuous learning and adaptation to changing environmental conditions.

3. Strengthen stakeholder engagement and communication: Effective strategic planning relies on active engagement and communication with internal and external stakeholders.

4. Integrate data-driven decision-making: Strategic planning should be informed by comprehensive data analysis and performance metrics.

5. Prioritize strategic plan implementation and accountability: While developing a strategic plan is crucial, organizations should place equal emphasis on effective implementation and accountability.

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