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COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialisation:	
Affiliated Center:	
Module Code & Module Title:	
Student's Full Name:	
Student ID:	
Word Count:	
Date of Submission:	

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Abstract

In order to evaluate and improve the strategic management practices of construction businesses in Qatar, this study critically examines the function of strategic planning within these organizations. The research discusses the essential elements of strategic planning, such as the identification of critical success criteria, difficulties encountered during execution, and the development of workable solutions, with a particular focus on the Qatari environment. Using a mixed-methods approach, questionnaires and interviews were used to collect data from different classes of construction enterprises. Quantitative as well as qualitative information were collected with the help of questionnaire and interview research as data collection tools. The results show that businesses have a good awareness of and incorporation of strategic planning elements, as well as a dedication to innovation and the active participation of important staff. On the reverse side, discrepancies in fair competition between large and small firms, as well as limitations in motivation, transparency, particularly communication efficiency, have been noted as problems. The establishment of a strong IT strategy and the maintenance of successful practices are emphasized as ways to assist expansion. To tackle these obstacles, more practical goals must be set, leadership development programs must be expanded, performance assessment methods must be enhanced, plans must be implemented on schedule, and just and transparent incentive schemes must be established. The end result of strategic planning is to strengthen individual businesses while simultaneously making a major contribution to the socioeconomic development of the country. The study emphasizes how crucial it is for the government to step in and change the law in order to combat anti-competitive practices and guarantee a positive business climate for the building industry.

Rationale for the Research

Background of the Study

Under the direction of the organization's leadership, strategic planning is a methodical process used to define its purpose, objectives, and vision that direct its course. According to Aguila (2015), strategic planning is positioned as a crucial instrument for strategic management as well as decision-making and plays a key role in guiding the business toward future results. It is a technique that entails predicting future trends, seeing opportunities and dangers, and doing competitive and diversification evaluations. These evaluations, which are based on past patterns, help to modify organizational viewpoints. The organizational process that defines strategy and direction and makes decisions about resource allocation to follow this strategic route is known as strategic planning (Athapaththu, 2016).

Located in the middle of the Arabian Gulf, Qatar is a fast expanding country that has seen an unparalleled boom in building activity over the past several decades (Oxford Business Group, 2021). The nation has deliberately positioned itself as a major participant in the world stage in a number of industries, with infrastructure development receiving special attention (Hua, 2013). With large-scale projects like the stadiums for the “FIFA World Cup 2022”, Qatar is changing its environment even more, thus its construction businesses will need to have strong strategic planning going forward. In existing literature, Ofori and Toor (2012) have highlighted the crucial role that the construction sector plays in promoting economic growth and long-term national socioeconomic development. As for Qatar, a developed country, the building industry has become a focal point and is essential to the overall growth of many other industries. Infrastructure, roads, airports, buildings, as well as government offices have all seen notable advances (Oke et al., 2023). In the Arabian construction sector, there is variation in the way that strategic planning is implemented and used by different organizations (Hua, 2013). The nature and scale of the business, the complexities of the internal and external environments, and the particular tools, approaches, and priorities that the business has chosen all have a substantial impact on this unpredictability. The intricate nature of implementing strategic planning emphasizes the necessity of a customized strategy that takes into account the particular traits and conditions of each building entity (Klein, Crawford and Alchian, 2020).

Moreover, the strategic planning process is made more difficult by Qatar's distinct geopolitical as well as cultural background. The nation's dedication to its “National Vision 2030” that aims to create a diverse and sustainable economy, emphasizes even more how important it is for construction enterprises to match their plans with more general national goals. To ensure that the construction industry is more than just a producer of physical structures and acts as a driver for socio-economic development, this alignment is essential. Strong and efficient strategic planning is a need for businesses that want to achieve significant operational success. Consequently, it turns out to be essential to conduct a comprehensive analysis of the major obstacles faced during the strategic planning process. As such, it is imperative to examine the function of strategic planning in Qatari construction firms (Athapaththu, 2016). Considering the building industry's significant influence on the nation's long-term socioeconomic advancement and economic expansion, this focus is imperative. It is imperative that these issues be addressed, which calls for the development of workable solutions. These kinds of solutions play a crucial role in overcoming challenges, which in turn promotes the establishment of more prosperous building enterprises. It will therefore have a favorable and long-lasting socioeconomic effect, greatly advancing the country's long-term growth (Hua, 2013).

Research Questions and Research Objectives

The goal of this study is to investigate strategic planning's function in Qatari construction enterprises in detail. The main goals are to critically assess the many elements of the strategic planning process, investigate the elements that make it successful, and pinpoint obstacles in various categories of construction companies. The main goal is to offer practical suggestions that strengthen the strategic planning procedure and successfully handle obstacles, thereby making a positive impact on the general enhancement of strategic management techniques in the construction sector in Qatar. This study aims to explore and study the following questions of research:

1. What steps are involved in the strategic planning process in Qatari construction companies?
2. What elements play a role in Qatari construction businesses' strategic planning success?
3. What difficulties do different types of Qatari construction businesses have when putting the process of strategic planning into practice?

4. In the Qatari construction sector, what feasible solutions may be suggested to lessen obstacles to the strategic planning procedure's execution and improve its efficacy?

The purpose and key objective of this study is to do a thorough analysis and evaluation of the function of strategic planning in Qatari construction enterprises. The main goals were:

- To assess the strategic planning process's constituent parts rigorously in Qatari construction firms.
- To investigate the elements that contribute to strategic planning's effectiveness in Qatari construction firms.
- To determine the obstacles that different types of Qatari construction businesses face while implementing strategic planning.
- To offer suggestions for improving the strategic planning procedure used by Qatari construction firms and easing related difficulties.

Critical Literature Review

Being a navigational guide in the ever-changing construction sector, strategic planning is essential to the growth and viability of construction organizations. This procedure involves the creation, application, and assessment of choices that influence an organization's long-term goals. Strategic planning plays a complex and vital function in construction organizations, helping them gain a competitive edge, maintain financial stability, and advance the industry as a whole (Al-Ghrairee, 2021). Creating a clear future roadmap for the company is one of the main functions of strategic planning in the construction industry (Hitt, 2016). Through a rigorous evaluation of the strategic planning process's components, construction companies foster a feeling of sense of direction and purpose. Determining the company's vision, purpose, and particular objectives that complement its overarching business plan are part of this process. Such clarity guarantees that every activity contributes to the larger organizational objectives and is crucial in directing decision-making at different levels (Olsen, 2023).

Additionally, strategic planning helps with resource allocation along with identification, which is important in the construction industry as effective management of assets like labor, supplies, and equipment is crucial. Through methodical identification of resource requirements and strategic goal alignment, construction organizations maximize project efficiency, reduce

risks, as well as enhance overall operational effectiveness (Al-Ghrairee, 2021). Additionally, because construction organizations have to adjust to changing market conditions, modifications to regulations, and technology improvements, strategic planning also plays a role in the external environment. Construction companies may strategically position themselves to take advantage of new chances and successfully handle problems by evaluating the business environment, comprehending industry trends, and recognizing openings and possible risks. The sustainable growth of the building sector is further enhanced by strategic planning. It enables businesses to match their tactics with more general national goals, such those found in national development plans or sustainability programs. This alignment promotes the construction sector as a beneficial resource to societal and ecological health by encouraging moral and accountable business practices (Olsen, 2023).

Researchers like Lindahl and Stefan Christoffer Gottlieb (2023) have written in-depth analyses on a wide range of issues related to the capital construction process. Examining how to include building investment initiatives into regional growth is, nonetheless, severely lacking. The best construction investment projects are usually picked based on financial metrics, but it is sometimes forgotten to consider a project's viability in relation to other current or future investment endeavors. The significance of a synergistic effect is emphasized by the regional development environment, which also highlights the necessity of assessing the combined influence of several variables, such as the volume and patterns of construction investment projects, regulatory concerns, and the viability of constructional alternatives (Lindahl and Stefan Christoffer Gottlieb, 2023). In building projects, tracking progress and resolving disputes are critical functions of strategic planning. Good communication and dispute resolution are essential in an industry wherein projects are frequently complicated and include a large number of stakeholders. A framework for tracking project milestones, making sure budgets and schedules are followed, and promoting effective team communication is provided by strategic planning (Hitt, 2016).

According to Watson (2016), strategic planning is a cooperative endeavor that requires inclusion, adherence to factual data, integration of quantifiable success indicators, and a clear correlation with the financial results of the firm. Barksdale and Lund (2023) identify a number of critical success criteria for strategic planning, such as creating a cooperative atmosphere, using

current data, meeting stakeholder expectations, communicating clearly, carrying out the plan successfully, and being adaptable to required changes. Success factors, according to Ribolde (2019), include competitive and market trend analysis, vision and mission review, identification of opportunities and threats, development of important initiatives and functional objectives, prioritization of goals, appropriate staffing, and budgetary considerations (Ribolde, 2019).

According to Aziz A. and Rahman (2019), strategic planning is the artful process of developing, carrying out, and evaluating decisions that lead businesses toward the achievement of their long-term objectives. It functions as a framework for organizing strategy, guidance, as well as decision-making that includes allocating required resources (Haythem, 2015). The findings of Dissanayake and Jayawarna's (2019) investigation on the relationship involving organizational performance as well as strategic planning are not entirely consistent. When executed well, strategic planning promotes enhanced productivity, enables a strong communication channel, develops collaboration, and fosters a feeling of pride in the company. The best way to create a plan for a construction firm is to focus on four main components: reporting, resource recognition, progress monitoring, dispute resolution, and communication (Workfront, 2020). In construction organizations, strategic plans are essential for providing all project stakeholders, including the team as a whole, with openness and clarity (Stevens et al., 2013). Several studies have examined strategic management approaches in the construction sector. For example, According to Bagader and Sultan (2022), creating a strategic plan involves six steps: researching the company's goals; analyzing its business environment; analyzing its resources; developing a strategy; aligning and implementing the plan; and conducting a thorough review, evaluation, and adjustment of the plan. The traditional concept of construction management places a high value on the capacity to plan and execute tasks with precision. Most people agree that having a clear plan and carrying it out on a daily basis are essential components of good management. In the construction industry, project management is highly valued, but strategy management is frequently neglected. A number of scholars have repeatedly emphasized how important it is for construction organisations to take a strategic approach (Jayawarna and Dissanayake, 2019).

The “Kingdom of Saudi Arabia” (KSA) construction sector is now at its pinnacle, which makes it imperative for construction enterprises to implement cutting-edge tactics. Businesses

have a rare chance to take advantage of this momentum given the continuous building boom as well as the visionary 2030 Vision of KSA that includes megaprojects notably Neom and the Redsea development (Bagader and Sultan, 2022). “Key Performance Indicators” (KPIs) unique to construction organizations need to be identified, and internal and external opportunities and risks will be analyzed. Utilizing the area as an example, Bagader and Sultan (2022) in a research seeks to inform optimal strategic management procedures for enterprises in the construction sector in Saudi Arabia (Bagader and Sultan, 2022).

Al-Ghraisee (2021) studied in this research area about the difficulties that frequently arise when putting strategic planning into practice. These difficulties include inadequate strategy development, poor training, resource limitations, gaps in communication, and inadequate follow-through (Dalum, 2018). This investigation offered suggestions for best practices along with a methodical analysis of these issues and suggestions for remedies. These suggestions are intended to not only lessen difficulties but also improve strategic planning procedures in Qatari construction firms. According to Perkins (2020), there are critical practices that make strategic planning successful including putting together a diverse yet suitable planning team; allocating a sufficient amount of time for strategic thinking; getting commitment from key personnel; encouraging candid conversations; imagining ahead about implementation; using a facilitator; developing a workable plan; remaining flexible; clearly outlining next steps after each meeting; and making strategy a habit instead of a one-time event (Klein, Crawford and Alchian, 2020).

Methodology

Description of Participants of the Study

Participants in the research study were selected from a variety of Qatari organizations, indicating a noteworthy spread across various corporate grades. The majority of responders were connected to elite firms, suggesting that strategic planning was of more relevance to them. The results demonstrated the favorable relationship that exists among a company's grade, efficient lines of communication, proactive management techniques, and a strong dedication to strategic planning. The following table given below shows the demographic profile of the participants (from Qatar construction companies) involved in this study:

Table 1: Description of participants’ demographics in the study

Company grade	Company age	Position	Degree of involvement
Excellent (33)	< 5 years (5)	Leadership (19)	High (22)
Grade 1 (23)	5-10 years (18)	Managerial (25)	Medium (41)
Grade 2 (4)	10-15 years (26)	Operational (15)	Low (4)
Grade 3 (5)	> 15 years (17)	Supervisory (8)	Non (1)

Investigating the temporal dimension of firm age, the data revealed some fascinating trends. 39.39% of the enterprises that were studied were founded between 2005 and 2010, which corresponds to a period of economic expansion and success. A significant portion (27.27%) also began operating between 2010 and 2015, indicating a period of consistent economic growth. Remarkably, just 7.58% of the businesses were founded in the previous five years, during which time there may have been market as well as economic volatility. The preponderance of businesses that were founded between five and fifteen years ago, during periods of economic expansion, indicates an active engagement in strategic planning in the early phases of a company's existence. But there are concerns about the sudden drop in interest in strategic planning among businesses founded within the previous five years. It is generally assumed that newly established businesses are more likely to turn to strategic planning in order to manage the challenges of their early stages of operation. This oddity can point to the impact of macroeconomic variables and Qatar's general market volatility over the previous 5 years. It's possible that the economic crisis made it difficult for these freshly founded businesses to make precise plans for their next ventures.

When considering the age of the firm chronologically, it became evident that a sizeable fraction, 39.39%, had been founded in the prosperous years of 2005 to 2010. Remarkably, the lowest percentage of businesses founded in the previous five years (7.58%) indicated a possible unwillingness to participate in strategic planning, which may have been impacted by market and economic uncertainty during this time. This detailed participant profile deepens the comprehension of strategic planning techniques in Qatar's ever-changing economic environment.

The involved participants' demographics in Qatar calls for a critical examination of Qatar's economic environment throughout the given time frame and raises the possibility that certain companies could have refrained from developing thorough strategic plans due to economic worries. In a dynamic market where corporations find it difficult to create accurate

forecasts and projections, their unwillingness to get involved with strategic planning may be a reactionary response. The robust correlation shown between top-tier corporations and a proactive approach to strategic planning underscores the crucial function of corporate attributes in moulding strategic goals. The temporal component of business age provides information about the economic environment. It suggests that changes in the economy might have an impact on a firm's propensity for strategic planning, particularly in unstable times.

Description of Data Collection Tools/Materials

This study used two tools for collection of primary data from the participants first is for quantitative data collection e.g. survey questionnaire and for qualitative data collection it used interview guide or tool in the study.

Survey Questionnaire

There are total 16 items used to collect responses (primary) from the companies' people in the executive leadership roles in the Qatari construction companies (mostly high graded firms). First item is about demographic information of the participants including company grade, position (job role), company age and level of involvement (engagement). A well-structured set of items intended to capture important aspects of strategic planning made up the survey questionnaire. A variety of key strategic planning aspects were covered by the questionnaire items, such as participants' awareness of the various components of strategic planning, the clarity of the company's goals and objectives, the integration and balance of these components, the support systems for reaching goals, their dedication to strategy, the participation of important individuals from every organizational level within strategic planning tasks, the evaluation of the innovation setting, the use of historical data, the development of a sense of urgency in the implementation of strategic plans, the presence of motivational practices, their receptiveness to adopting new procedures, the assessment of efficiency along with transparency, and the function of IT strategy in assisting the strategic plans of the business.

Questionnaire Items: The used questionnaire tool as quantitative research's data gathering tool contains some items including,

1. "Knowledge about the Strategic Planning Components"
2. "Targets and Objectives Clarity in the Companies"

3. “The Integration and Balance of the Strategic Planning Components”
4. “Support to Achieve Target”
5. “Commitment to Strategy”
6. “Engaging a Key Person from Each Level in Strategic Planning Activities”
7. “Innovation Environment Status”
8. “Getting the Benefit From the Historical Data”
9. “Measuring and Evaluating the Performance”
10. “Creating a Sense of Urgency to Implement the Strategic Plans”
11. “Motivation Practices Exists”
12. “Accepting New Process”
13. “Efficiency and Transparency”
14. “IT Strategy to Support the Company’s Strategic Plans”

Interview

The interview tool for gathering qualitative data from participants are open-ended questions and there are 4 participants involved in the interview process of data collection. The process of conducting interviews was an essential and dynamic means of gathering data for this study, providing a thorough examination of the viewpoints and insights of important players in Qatari construction enterprises. Speaking with senior staff members—a general manager of a construction enterprise ranked first in the industry, a chairman of an outstanding company, a chief engineer of another excellent company, along with the owner of a company ranked second in the industry gave a thorough understanding of the various roles and organizational structures that exist within organizations. The interview questions were designed to cover important topics such as the function, assessment, keys to success, and difficulties faced by strategic planning for construction firms. This methodology for an intricate analysis of every respondent's distinct perspective, procuring significant qualitative insights that supplemented the numerical outcomes obtained from the questionnaire.

Interview Questions (Guide):

The questions used for interviewing are listed below as:

1. “Opine the role of strategic planning in construction companies in Qatar”?

2. “How to evaluate the strategies?”
3. “What are the factors/ elements required for the strategic plans to be successful in construction companies?”
4. “What are the challenges that are faced in the implementation of strategic planning in construction companies?”

Detailed and Descriptive Data Collection Procedure

The full investigation of the success elements and strategic planning concerns handled by the organization was the purpose of the extensive and descriptive data gathering approach utilized in this study. The study started with a comprehensive analysis of the elements that constitute the strategic planning procedure. The purpose, vision, and ambitions; core values; goals; strategies; as well as operational tactics were the five main components that were examined closely. The comprehension of the deep intricacies of the firm's strategic planning framework was based on this rigorous review. The study used an exploratory-descriptive research approach to examine how strategic planning functions in Qatari construction enterprises. The study used qualitative as well as quantitative techniques using a mixed-methods approach to gain a thorough understanding of the dynamics within these organizations. A survey questionnaire was administered as part of the quantitative component, and interviews were used as part of the qualitative component to provide further insight into the firms' best practices and issues.

Every question on the questionnaire survey aimed to assess the participants' opinions and experiences with strategic planning aspect in their individual construction enterprises in a quantifiable manner. The questionnaire used for quantitative data collection used Likert scale with each item in the questionnaire are provided to participant with five options including “Strongly agree (5), Agree, Neutral, Disagree and Strongly Disagree (1)”. The incorporation of many aspects guaranteed an all-encompassing assessment of strategic planning methodologies, so facilitating a refined comprehension of the obstacles and optimal approaches that are common in Qatar's construction sector. By fusing statistical insights from the quantitative information with detailed qualitative narratives from the interviews, this methodical strategy of data collection enabled a comprehensive analysis that gave a comprehensive picture of the strategic planning environment within the organizations under study. The study examined the elements

that contribute to construction enterprises' strategic planning success. The research investigated these success criteria in several categories of construction enterprises via an in-depth investigation, offering a detailed knowledge of the many dynamics at play.

The study looked at the factors that lead to successful strategic planning in construction companies. The study conducted a thorough examination to examine such success criteria across multiple construction enterprise types in Qatar, providing a comprehensive understanding of the many dynamics involved. To get at a holistic perspective, the research employed a variety of methodologies, integrating quantitative and qualitative instruments. The quantitative part was a study of companies that looked for potential problems using standardized questionnaires. Simultaneously, the qualitative technique was employed to elucidate barriers and uncover the most effective approaches that the firms employed. A deeper comprehension of the contextual nuances of strategic planning within the construction industry was made possible by qualitative data. Closed-ended survey questions or structured interviews are common methods used to gather it.

The research used a combination of methods, combining quantitative and qualitative tools, to reach a comprehensive view. The quantitative component was a study of businesses that used structured questionnaires to find possible issues. Concurrently, the qualitative methodology was utilized to clarify obstacles and reveal optimal methodologies implemented by the organizations. Qualitative data provided more in-depth understanding of the contextual subtleties of strategic planning in the construction sector. It is often obtained through interviews or close-ended survey questions.

Data Analysis & Presentation of Results of Findings

Quantitative Data Analysis and Results

Demographics: The above-stated table 1 in the study depicts the profile of the participant's companies, company age, position and degree of involvement.

Company Grade: There was less representation from low-grade firms among the participants, who were mostly associated with high-grade enterprises. The pattern of distribution suggests that high-grade organizations place a significant focus on strategic planning. The results demonstrate that high-grade organizations have a high degree of interest in strategic planning, active management, as well as successful communication channels.

Company Age: Of the firms examined, 27.27% were founded between 2010 and 2015, while a sizeable percentage, 39.39% founded between 2005 and 2010. Remarkably, just 7.58% of them surfaced in the previous five years. Based on the distribution above, it can be inferred that most of the examined enterprises were founded during a prosperous economic era and have been in operation for between five and fifteen years. This pattern points to these businesses' increased interest in strategic planning. On the other hand, companies that have been in operation for less than five years showed less of a tendency to engage in strategic planning, which is at odds with the general strategic orientation of startups. This discrepancy can be a result of Qatar's market volatility and economic unpredictability during the previous 5 years, which has made it difficult for these new businesses to create precise business estimates.

Position: Just 11.94% of the participants were in managerial positions, compared to 37.31% who were managers and around 28.36% of the subjects who were leaders in their organizations. According to this distribution, a sizable percentage of respondents—especially those in management and leadership positions have crucial responsibilities when it comes to developing, authorizing, carrying out, and evaluating strategic plans for their companies. The significant participation from these tiers demonstrates a deep comprehension and enthusiasm for strategic planning. The noteworthy proportion among supervisors indicates that people at this level are very interested in and knowledgeable about strategic planning procedures used by their organizations.

Engagement Level (Involvement):

In terms of participation, almost all participants (98.53%) took part in a process of strategic planning. Approximately 32.35% of the population worked in leadership and consulting jobs related to strategic planning, and 60% of the population was made up of managers, department heads, as well as board members. Just 1.47 percent did not participate in the strategy planning process.

Table 2. Knowledge about the Strategic Planning Components

Answer choices	Frequency	Percent
Strongly agree	20	29.41
Agree	36	52.94
Neither agree nor disagree	9	13.24
Disagree	2	2.94
Strongly disagree	1	1.47

82.35% of those surveyed showed that they were aware of the elements of strategic planning. What is alarming, though, is that 4.41% of respondents did not know that their organizations had strategic plans. It means that some businesses could be vague when describing the elements of their strategic plans, and a significant portion of staff members might not be well-informed. It indicates a crucial area for growth within these firms and calls for increased efforts to educate all staff members on strategic plans and its various elements.

Table 3. Targets and Objectives Clarity in the Companies

Answer choices	Frequency	Percent
Strongly agree	19	27.94
Agree	37	54.41
Neither agree nor disagree	10	14.71
Disagree	2	2.94
Strongly disagree	0	0.00

The vast majority of participants (82.35%) exhibit clearly defined goals and targets, indicating a distinct vision and strong business strategies in their individual organizations. Only 2.94% of respondents, nevertheless, said that they were unclear about the goals and ambitions. It means that even while a lot of businesses do a great job of making their employees aware of their goals, there is still space for development in terms of strengthening and promoting this practice.

Table 4. Targets Realisticity in the Companies

Answer choices	Frequency	Percent
Realistic	52	76.47
Neither Realistic nor not Realistic	15	22.06
Not Realistic	1	1.47

Realistic goals are held by a substantial majority of those who participated (76.47%), indicating a beneficial and sound feature of successful strategic planning elements. On the other hand, just 1.47% of respondents said their goals were unrealistic. It could be due to either an inconsistency in assigning the appropriate people to the appropriate positions or insufficient awareness of strategic planning among the planning team members.

Table 5. The Integration and Balance of the Strategic Planning Components

Answer choices	Frequency	Percent
Strongly agree	15	22.06
Agree	47	69.12
Neither agree nor disagree	5	7.35
Disagree	1	1.47
Strongly disagree	0	0.00

The majority of responders (91.18%) agreed that objectives are extremely important. On the other hand, very few people (1.47%) disagreed, stating that they thought the elements were not evenly distributed or fully integrated across Qatar's construction enterprises.

Table 6. Support to Achieve Target

Answer choices	Frequency	Percent
Strongly agree	20	29.41
Agree	35	54.41
Neither agree nor disagree	10	14.71
Disagree	2	2.94
Strongly disagree	1	1.47

88 percent of respondents said they had received the assistance they needed to meet their goals. On the contrary, a negligible portion (4.41%) disagreed, suggesting that their administration did not seem to be encouraging success. This raises the possibility of a leadership skill gap in Qatar's construction industry.

Table 7. Commitment to Strategy

Answer choices	Frequency	Percent
Strongly agree	18	26.47
Agree	41	60.29
Neither agree nor disagree	5	7.35
Disagree	4	5.88
Strongly disagree	0	0.00

The incorporation of critical success criteria in the strategic plans was confirmed by a sizable majority of respondents (86.76%), demonstrating a high level of understanding of strategic planning techniques. But 7.35% of respondents said they were unsure about management's dedication, and 5.88% said they thought management wasn't that committed to the strategic initiatives. The noteworthy commitment rate indicates that the studied organizations place a high value on strategic planning procedures and have knowledge of them.

Table 8. Engaging a Key Person from Each Level in Strategic Planning Activities

Answer choices	Frequency	Percent
Strongly agree	9	13.24
Agree	42	61.76
Neither agree nor disagree	10	14.71
Disagree	4	5.88
Strongly disagree	3	4.41

A significant proportion of participants (75% people) agreed that their organizations included a key individual from every level in the planning process, whilst 14.71% took a neutral position.

Table 9. Innovation Environment Status

Answer choices	Frequency	Percent
Strongly agree	15	22.06
Agree	31	45.59
Neither agree nor disagree	12	17.65
Disagree	10	14.71
Strongly disagree	0	0.00

A sizable portion of respondents, 67.65%, confirmed that their organizations promoted a creative and healthy work surroundings, which is seen to be essential for the implementation of strategic

initiatives. 17.65% of respondents had no opinion, and 14.71% disagreed, indicating that they thought their company lacked innovation.

Table 10. Getting the Benefit From the Historical Data

Answer choices	Frequency	Percent
Strongly agree	23	38.82
Agree	37	54.41
Neither agree nor disagree	4	5.88
Disagree	4	5.88
Strongly disagree	0	0.00

While 5.88% of those polled expressed neutrality on the subject, a large percentage of respondents (93.23%) admitted that their organizations use previous data in future planning. 5.88% of respondents disagreed, highlighting the significance of past data for the effective implementation of strategic initiatives.

Table 11. Measuring and Evaluating the Performance

Answer choices	Frequency	Percent
Strongly agree	15	22.06
Agree	36	52.94
Neither agree nor disagree	9	13.24
Disagree	7	10.29
Strongly disagree	1	1.47

While 13.24% of those surveyed took a neutral attitude on this practice, a lot of participants (75%) confirmed that their organizations measure and evaluate performances. 11.53% disagreed, pointing out that the absence of performance review can cause delays in reaching goals and carrying out plans.

Table 12. Creating a Sense of Urgency to Implement the Strategic Plans

Answer choices	Frequency	Percent
Strongly agree	12	17.65
Agree	36	52.94
Neither agree nor disagree	15	22.06
Disagree	5	7.35
Strongly disagree	0	0.00

While 22.06% of those polled expressed doubt regarding this approach, the majority of responders (70.59%) said that their firms fostered a feeling of necessity for adopting the strategic plan.

Table 13. Motivation Practices Exists

Answer choices	Frequency	Percent
Strongly agree	8	11.76
Agree	37	54.41
Neither agree nor disagree	17	25.00
Disagree	5	7.35
Strongly disagree	1	1.47

Furthermore, 66.17% of respondents concurred that their organizations used motivating techniques frequently to put ideas into action. 25% of those surveyed said they had no opinion, whilst 7.35% said they had little incentive to put the approach into action.

Table 14. Accepting New Process

Answer choices	Frequency	Percent
Strongly agree	12	17.65
Agree	38	55.88
Neither agree nor disagree	12	17.65
Disagree	6	8.82
Strongly disagree	0	0.00

73.53% of those surveyed, a sizable majority, concurred that their organizations adopt new procedures. Regarding this, about 17.65% had no opinion, whilst 8.82% expressed disapproval of the firm's openness to implementing new procedures.

Table 15. Efficiency and Transparency

Answer choices	Frequency	Percent
Strongly agree	17	25.00
Agree	28	41.18
Neither agree nor disagree	18	26.47
Disagree	4	5.88
Strongly disagree	1	1.47

Notably, 66.18% of respondents said that effective and open lines of communication existed within their organizations, which promoted a positive work atmosphere. A little over

26.47% took a neutral position on the subject, whilst 7.35% disagreed, a number that might be explained by factors like bureaucracy along with convoluted communication routes.

Table 16. IT Strategy to Support the Company's Strategic Plans

Answer choices	Frequency	Percent
Strongly agree	17	25.00
Agree	36	52.94
Neither agree nor disagree	10	14.71
Disagree	4	5.88
Strongly disagree	1	1.47

77.94% of those surveyed, a sizable majority, said that their organizations encourage the adoption of new technologies. A little over 14.17% said they had no opinion, and 7.35% disagreed, presumably because their organizations didn't have an IT strategy.

Qualitative Data Analysis and Results

The primary data obtained from the interviews with senior members of the Qatari construction businesses is analyzed and summarized below as:

1. General Manager in A 1st-Grade Company

#	Question	Answers
1	Opine the role of strategic planning in construction companies in Oman?	It is the main element to survive in the market
2	How to evaluate the strategies?	From the number of working hours without accidents and the number of years without loans
3	What are the factors/elements required for the strategic plans to be successful in construction companies?	To aim for business diversification in various sectors. When one sector gets into difficulty, the other sector will support the company. The strategy needs to be comprehensive and integrated. Suggested to start a business in e-mining, to use most of its resources in both businesses. Diversification could be also within the business such as carpentry workshops etc.
4	What are the challenges that are faced in the implementation of strategic planning in construction companies?	1. External – economic status of the country. 2. Internal – unable to do accurate analyses of the internal and external factors.

2. Chairman from an excellent Grade company

#	Question	Answers
1	Opine the role of strategic planning in construction companies in Oman?	A strategy is a culture and not an event or a project, to effectively reach everyone in the company. The strategy could be a closing strategy and not necessarily be a developing strategy.
2	How to evaluate the strategies?	1. Success of the strategic planning is measured by three elements viz. survive, competition and growth 2. The companies should study the data of the last 3 years and the forthcoming three years but with accuracy
3	What are the factors/elements required for the strategic plans to be successful in construction companies?	Good management is a must to support the employees in implementing the plans along with the capable teamwork of project managers, finance managers, etc.
4	What are the challenges that are faced in the implementation of strategic planning in construction companies?	1. External – some small new companies are competing to get big projects and these companies have less overhead and expenses. This leads the big companies to lose their chances to get the job work with a reasonable profit. This practice is not good to accept such contractors. 2. Internal – resistance to change and new ideas.

3. Chief engineer in excellent Grade company

#	Question	Answers
1	Opine the role of strategic planning in construction companies in Oman?	Any company aiming to continue in the market and competition should adopt a clear strategy
2	How to evaluate the strategies?	from the number of projects completed
3	What are the factors/elements required for the strategic plans to be successful in construction companies?	1. Adopt new technology of building like 3D printing technology and using the other new equipment. 2. The strategy needs to consider external parties (the suppliers as well) and always precautionary efforts to avoid delay due to shortage of materials etc.
4	What are the challenges that are faced in the implementation of strategic planning in construction companies?	1. External – (national) relation between the company and the country. 2. Internal – financial and human resources (as strategic plans were subdivided into departmental sub-plans).

4. Company owner for Grade two company

#	Question	Answers
1	Opine the role of strategic planning in construction companies in Oman?	Strategic planning is not widely applied in all construction companies. Many times the companies discount so much and ignore the profitability just to survive in the market
2	How to evaluate the strategies?	Through profitability
3	What are the factors/elements required for the strategic plans to be successful in construction companies?	1. Might be due to the clear vision, diversification, and due to dynamic efforts 2. The alignment with the national strategy will get the company a big chance to get support from the government.
4	What are the challenges that are faced in the implementation of strategic planning in construction companies?	1. External – property developers forming construction companies to develop their buildings on their own causing high competition in the market. 2. Internal – achieving the required review, profit, collection, bad debt, cost-saving challenges, human resources.

From the findings, it is analyzed that the majority of businesses have a thorough understanding of the elements of strategic planning and actively convey organizational goals to staff members. Although most strategic goals are achievable, there is still opportunity for improvement in terms of guaranteeing effective execution. Still, there are several success aspects that need to be reviewed and improved. Improvements are needed in two areas: motivation levels as well as the urgency of putting strategic ideas into action. Positive elements comprise encouragement for creativity, metrics for measuring success, managerial and staff dedication, and the engagement of important individuals at all levels. Planning and implementation challenges are caused by inadequate incentive strategies, problems with transparency, and poor communication tactics. Improving the general effectiveness of strategic planning projects requires addressing these areas.

Conclusions, Implications and Recommendations

From the study it is discovered that four essential areas are critical to evaluating the strategic planning function in construction companies: making sure the proper elements are included, comprehending success factors, resolving obstacles, and putting acceptable solutions into action. The construction sector's resilience from a strategic standpoint is indicated by the widespread implementation of strategic planning by different levels of construction enterprises in

Qatar. This is therefore expected to support social, economic, as well as national development in the nation while also enhancing the general success of building projects.

Moreover, it is noted that construction firms in Qatar have a thorough comprehension of the elements of strategic planning and are able to successfully integrate these elements in order to carry out their strategic planning responsibilities. These businesses exhibit admirable efforts to promote creativity, as seen by the resolute promises made by management and the enthusiastic participation of important staff members at all stages of the planning phase. Because they are conscious of the outside world, strategic planning makes it easy to deploy new procedures. These businesses constantly incorporate new technology into their execution of adaptable and uncomplicated tactics.

The research has certain implications. For example, a lack of drive, motivation, openness, and effective communication are among the problems noted, as are unequal competitive dynamics amongst big and small businesses. There have been reports of property developers switching to become contractors while privately claiming substantial shares of the market. The majority of construction organizations could not consistently identify certain success aspects that are essential for strategic planning, particularly incentive systems. Inadequate follow-up procedures and insensitive strategy plan implementation were also observed.

The recommendation for the study is to keep up the good work and put in place a strong IT plan to support expansion. It places emphasis on upholding a resolute dedication to strategic goals, incorporating important staff members from every level in planning meetings, encouraging creativity, and guaranteeing adaptability to new procedures, and expanding understanding of the external setting and its effects. Together, these actions support and maximize the strategic planning function inside construction firms. Construction companies in the Qatar must set more realistic goals in their plans to increase the efficacy of strategic planning. To improve firm executives' leadership abilities, more money must be spent on leadership development programs. Implementing an enhanced performance review system for staff members is essential for tracking progress and avoiding setbacks. In order to prevent delays and unsolved difficulties, plan implementation should be emphasized, with an emphasis on encouraging and recognizing creativity. In addition, implementing an equitable and transparent incentive scheme is advised to improve staff morale. Finally, businesses need to identify their

competitive edge and decide if their plans are based on differentiation or cost leadership. The accomplishment of construction enterprises' strategic goals has the capacity to propel the nation's socioeconomic development. Small businesses and unlicensed contractors provide these enterprises with a serious threat of unfair competition. Government legislation in Qatar must be changed in order to solve this problem and provide a fair and controlled corporate environment.

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