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Introduction

What can be measured can be managed from here we start and expand this search for strategic management, which is the basis of all processes on which companies and organizations are based in order to reach distinctive and positive results and to achieve their goals according to well-studied plans based on real analyzes and realistic goals.

This is indeed what we will look at, as I will address this in four axes:

1. A chart that compares different schools of strategy. Choose the one you feel supports Just Toyz's growth.
2. A competitive advantage strategy that will help Just Toyz strengthen its shares in each of its international markets.
3. Make a recommendation to Just Toyz about the company's short-term and long-term goals.
4. Strategic plan including executive summary, mission statement, vision statement, SWOT analysis and objectives.

It does not stop here, the science of strategic management is a broad science, abundant and solid in its content, effective in its application and a profitable return in its results, so let's hope for success, payment and interest at its end.

The first topic

Strategic Management Schools

The schools of strategic management were divided into ten schools of thought where the first three schools are described as compulsory schools of thought because they take a traditional approach to strategic management. Compulsory schools of thought are based on the idea that strategic management is supposed to consist of a series of standard rules and regulations.

School of Design

It is suggested that the strategy be formulated using various tools and techniques that include the analysis of strengths, weaknesses, opportunities and threats or the Usher Edge mission model. When using this concept, organizations should conduct (For Mintzberg, 2020) a SWOT analysis to identify strengths, weaknesses, opportunities, and threats before they develop their strategy. SWOT helps to study internal and external factors, and the strategy should be formulated based on this knowledge. This concept applies to situations where the environment is relatively stable because it helps the organization to easily assess its strengths, weaknesses, opportunities and threats. However, there are some drawbacks to the design school concept as it avoids external changes. This is a serious flaw because change is real and inevitable, and it is very important to track external changes. In the current business environment, however, this concept fails to do so. In strategy at the organizational level, this concept also fails as it focuses more on the company than on its employees. (Westrekland, 2006)

School of Planning

The School of Planning focuses on analyzing the prevailing business environment and focuses more on the implementation of strategies. Specifically, this school of thought claims that the organization should carefully study the current business environment, which includes external factors, the company's current situation and issues, and then formulate an implementation-based strategy. This school of thought encourages innovation, critical thinking and setting goals and objectives and assists the organization in allocating resources. This school is considered better compared to the design concept because it allows for innovation, focuses on the external environment and focuses on

implementation. However, it has drawbacks as it can lead to conflict between managers when they engage in group thinking. This is because making predictions in the strategy formulation process is difficult because it is based on instincts and not facts. Focusing on strategy implementation is essential because it affects the success of the organization's strategy.

School Positioning

This strategy suggests that the focus should be on the current state of companies operating in the field as well as the formulation of strategies that can change the position of the company. This model, specifically, suggests that it is considered as the best way to change the position of organizations in the field and in the minds of their customers. For example, a car manufacturer, known for producing small cars, has created a certain image and a certain position in the industry and even if it ventures into the production of sports cars, customers will retain the current image and their sales will not change. It is therefore important for the car manufacturer to pursue a new strategy aimed at changing its current position. The right strategies could be either to raise their prices or create a new division to deal with luxury cars. This school of thought is more suitable for large organizations as small organizations will have difficulty investing heavily in order to change their position in the industry. It is a concept that does not take into account external factors such as political, cultural, technological and social factors but is more focused on profits. (For Mintzberg, 2020)

Other schools are referred to as descriptive because they provide suggestions on how to formulate strategies. It focuses mainly on how different organizations actually develop their strategies. They include the following:

School Name	Operation	Approach	Objectives	Effectiveness	Extent of implementation
Entrepreneurial School	The process of developing a strategy is centralized	Strategy is developed by the visionary leader	Restricted and limited	Ineffective Employees may not agree with the strategy because they were not involved in the process of formulating it	Weak and employees may not work on the implementation of the strategy because they may be disgruntled

School Name	Operation	Approach	Objectives	Effectiveness	Extent of implementation
Cognitive School	Analyze the psychological needs of its clients in formulating its strategy	The company focuses on the needs and desires of its customers, i.e., it conducts an analysis of behavior and how individuals respond to specific situations and then uses this information to help them formulate a strategy.	Limited and time-consuming to perform the analysis	Inefficient in the contemporary business environment	It is very slow and may even make wrong decisions based on the psychological needs of the strategy maker rather than the needs and desires of customers and thus the failure of the strategy.

School Name	Operation	Approach	Objectives	Effectiveness	Extent of implementation
School of Formation	Reassessing and reformulating strategies	Focus on change and continue decision-making patterns	Limited and seeks to keep pace with changes	Not practical	High and requires advanced levels

School Name	Operation	Approach	Objectives	Effectiveness	Extent of implementation
Educated School	Strategize after making mistakes	Learning from past mistakes and formulating a strategy from these lessons	Limited	Its ineffectiveness because strategists and company managers have to make mistakes to formulate the strategy	Very slow and sometimes the organization may not be able to formulate a strategy at all. It can also have huge financial implications as thorough research is required before the strategy is formulated.

School Name	Operation	Approach	Objectives	Effectiveness	Extent of implementation
Salata School	The organization formulates its strategy based on its strength	Pursue sources of strength that can be used to formulate the strategy Strong brand reputation and availability of large amounts of capital etc	Limited	Its ineffectiveness, the organization that enjoys a monopoly is often this its pattern	Weak, which pushes the misconception of being strong to formulate the wrong strategy.

School Name	Operation	Approach	Objectives	Effectiveness	Extent of implementation
Cultural School	Involve employees in strategy formulation and this depends on the level of staff collaboration	Formation of mergers and acquisitions	Limited	Ineffective in some cases because they ignore the external environment	Medium implementation and may decrease or increase the role of the leader in influencing employee morale and commitment and away from conflicts

School Name	Operation	Approach	Objectives	Effectiveness	Extent of implementation
Eco-School	Conduct an analysis of the external environment and develop a strategy based on these external factors	Taking into account the external environment only	Limited	Ineffective in some cases because they ignore the internal environment	Weak which may lead to problems in the implementation phase of the strategy. It does not always leave room for innovation in addition to the lack of study of the internal environment

(Mintzberg, 2020)

The second topic

Competitive Advantage Strategies

Competitive advantage refers to the ability of the organization to achieve superiority (Superiority) and preference and probability over competitors in the market, and this superiority comes through the development of distinctive capabilities (Distinctive Competencies) in the organization, and therefore the distinctive capabilities lead to the creation of competitive advantage, requires the distinctive ability of operations to focus on what they should do best.

Distinctive capabilities refer to the unique resources possessed by the organization or the unique and distinctive strengths of the organization which may be a skilled workforce that is well trained and flexible or exceptionally creative and creative prominently, strong distribution networks, the uniqueness of owning a raw material processing source, owning better technology compared to competitors, installing new production technology, improving relationships with suppliers, adapting training programs, or the ability to design and develop new products quickly or the ability to change rates Production as it continues to operate economically, and as long as they are distinctive resources or strengths, they must be taken into account when formulating and developing strategies. Competitive advantage can be achieved in many ways such as outperforming competitors in price or quality, identifying new opportunities to create customer value before competitors do, or responding quickly to changes in customer needs. On this basis, the Strategic Business Unit (SBU) can choose the path in which it focuses its efforts on some competitive dimensions to achieve its competitive advantage, and this means that the emphasis must be focused on some dimensions, it is not possible to be the best in quality, the lowest cost, and the most flexible at the same time. Therefore, the competitive dimensions must be placed within specific priorities by the strategic business unit or the organization as a whole, but the intensification of competition in the new business environment Organizations have been forced to compete based on all precedence or an appropriate combination of them because it is useless to compete with one priority. Competitive dimensions are also called competitive priorities or priorities. (Najjar, 2020)

To enhance the company's shares in global markets, it must work on competitive advantage strategies that will raise customer loyalty and stabilize and sustain its shares in global markets.

Resource Strategy

The competitive advantage of resources is summarized in the company's ability to access special and limited production materials or resources. A company's contract with the government of a particular country to obtain the exclusive right to import or provide services from the company within the country in which the company carries out an activity may represent one type of competitive advantage.

Resource protection can also be a competitive advantage for a company. For example, relying on green marketing that targets environmentally conscious customer segments, such as small, homemade, and electric car factories, priced only \$10,000, to reduce emissions and achieve a "zero carbon" commitment.

Brand Strategy

The competitive advantage of a brand is the ability to create loyalty among customers, pay extra for the products or services offered by the brand, add distinctive and unique updates to better serve customers and contribute to saving profit and enhancing the company's shares.

The most prominent company that has benefited from the brand's dominance is Ferrari, which has built what is considered one of the most luxurious brands. The product it offers, it is purchased at any price

Differentiated Competitiveness Strategy

Differential competitive advantage is a company's ability to offer a unique service or product to its customers that competitors cannot add, thus enhancing the company's position in the global market.

A differential competitive advantage can be as simple as a product's unique selling points or superior quality, or it can be more complex including product features and benefits not found in other products. Speed of product shipping, delivery,

transportation services, and making contracts with montage companies to produce a movie whose characters are from the company's products and others

Focus Strategy

Porter's third overall competitive strategy is focus and it is slightly different from the other two strategies and a company that focuses on choosing one of the other strategies to organize its activities has yet to choose. It will continue to strive to reduce costs or add value. The difference here is that a company that chooses to implement a focused strategy will focus its marketing and sales efforts on a smaller market than a cost leader or differentiation factor.(Al-Sharoot, 2021)

Market Presence Strategy

A market-focused competitive advantage that reflects the company's ability to excel in multiple markets that we use to develop products or services that meet the necessary needs within these markets to strengthen our relationships with our customers. One of the most important companies that rely through a dominant presence in the market, one of which is Hyundai

Network strategy, subscriptions and partnerships

Companies that own subscription services or social media and communication platforms rely on enhancing the competitive advantage frameworks associated with their partnership with other companies and perhaps not of the same product as the cable company with Netflix so that there is a free subscription for cable company customers.

For example, Toys partners with a juice company to have a discount in varying proportions for every three serial numbers written on the package.

Price Leadership Strategy

A cost-leading competitive advantage enhances a company's ability to offer a product or service as good as its competitors, but at a lower price when it comes to the market, providing a competitive advantage over other companies. For example, the most famous one that relies on its price leadership is IKEA furniture and furnishings products. The company offers competitive products at an affordable cost to the target middle class, and

the company has additional competitive advantages such as: Involves customers in expressing their opinions about the activities that need to be performed to form a product or service.

Differentiation Strategy

Of course, not all products and services are offered at the lowest prices in the market. The point here is that the differentiation strategy is the opposite of the price leadership strategy. Companies that differentiate their products are looking to add value to their products and services so that they can attract customers who are willing to pay higher prices. At every stage of the value chain, differentiators improve quality and performance, for example, Starbucks is a good example of differentiation from other companies' products: they make coffee, but the customer cares about the atmosphere of the restaurant, customer service, product quality and brand.

Examples of competitive strategies

Aldi Case Study

Aldi's rise in the food selling industry is impressive and this position is mainly related to its competitive strategy which is its use of "Lean Production" which makes the organization more efficient. Through lean production, Aldi aims to reduce the number of resources used in providing goods and services to consumers. In addition, the concept also includes waste disposal and use of less materials, space, labor and time. The overall result is a lower cost of production. Another competitive strategy that stands in favor of Aldi and against its competitors is its investment in employees, so that each member undergoes a comprehensive training program that makes them multi-skilled and able to take on different roles in the workplace. In this way, Aldi has to hire fewer employees to run its stores. (Derbas, 2022)

The third topic

Recommendations on the company's short-term and long-term goals

In this section, we will talk about the short and long-term goals in comparison and clarification, and then provide several recommendations that contribute to enhancing the company's shares in global markets.

Comparison

Short-term goals	Long-term goals	Statement of Comparison
The schedule for short-term goals ranges from 6 months to a maximum of one year.	Long-term goals start with a 3-year timeline and can go up to 20 years.	Schedule
A person is bound to have a lot of short-term goals in multiple categories.	There will be limited long-term goals in a person's life.	Number of goals
The type of goals that fall under this umbrella are health, social welfare, and related relationship.	Financial goals and family-related goals are usually categorized under long-term goals.	Types of goals
Lower levels of patience are required in the case of short-term goals because of the satisfaction you get when completing the goal.	There is no immediate satisfaction with long-term goals, so a lot of patience is required.	Patience
There are fewer chances of failing with short-term goals because they require less effort.	There are greater chances of failure in the case of long-term goals due to distractions and unforeseen circumstances in life.	It failed

Relatively long-term goals are the basic goals that are tied of the ambition and mission of the organization such as the search for leadership, continuous consumer satisfaction, and an appropriate profit.

Short- and medium-term objectives are sub-objectives or operational, emanating from the main objective, which is a set of sub-objectives to accomplish the primary goal, usually in a specific quantitative or numerical form, such as: a percentage of the turnover or tasks for both production and marketing functions.

There are functional goals, which are medium and short-term, and they are linked to defining the tasks for each job in the form of goals that facilitate the achievement of the sub-goal and therefore long-term goals are the most important. (RABAHI, 2016)

Short-term goals

Short-term goals have short timelines to achieve them. The types of goals that fall under short-term goals are usually related to environment-related relationships, and financial, saving, lending, and investment-related goals are usually long-term, so they do not fall under short-term goals. However, some financial goals can be short-term.

Also, some short-term goals may be completed within days and are known as very short-term goals.

When creating company goals, special attention should be paid to short-term goals. Because achieving short-term goals ultimately helps the company achieve its long-term goals.

Long-term goals

The timeline of the long-term goal is from 5 to 10 years. Even goals with timelines of three years or more are also classified as long-term goals.

The types of goals that fall under long-term goals relate to fundraising and investments. Some environmental goals can also be long-term goals.

Achieving long-term goals requires perseverance and effort, so they must be divided into short-term goals.

For example, if a company has a long-term goal of making \$100 million, it must first set a short-term goal of making \$1 million a month. Similarly, if a company has a long-term goal of increasing its number of employees to 100,000, it should start by gradually increasing the number of divisions and teams.

The main differences between short-term and long-term goals

Short-term goals usually have timelines of up to a year, while long-term goals usually have timelines of a year or more.

Each individual has several short-term goals and less long-term goals.

Goals related to health and relationships are usually short-term, while goals related to happiness, finances, and long-term goals.

Short-term goals require less patience than long-term goals

Short-term goals give you the confidence to reach them faster than long-term goals

You will definitely fail to achieve your long-term goals compared to your short-term goals.

Recommendations

After we know together many clarifications and comparisons about short-term and long-term goals, we will formulate those goals that may help the company in its progress and enhance its shares, but the conditions of the goals should be identified before that, as:

Goals must be specific. It is essential that the goal is specific and clear. Then the work done by the company to reach its short-term goals will be accomplished in a short period of time, so it is necessary to avoid confusion while working on those goals. Which may reduce your resolve

Goals must be realistic. When setting goals, it is necessary to set goals that are already achievable at the moment. Because the opposite may lead to failure to achieve them and thus to a feeling of frustration and lethargy, and in the end the company abandons its future goals.

Often divide each goal into smaller steps. Knowing these steps will help you reach your company's goals more easily. This step also helps to develop a trackable plan to reach its goals

Determine how long it will take each step to reach the goals. Setting schedules and deadlines for these tasks keeps employees motivated and responsible and gives them space to focus on their tasks.

Prioritize goals. Often when we're working on short-term goals, we have a lot of things to do at the same time. It is necessary to identify the most important goals for the company so that you can start working on them first.

The goal must be flexible in its implementation. We may find that efforts toward short-term goals are not yielding the results we previously wanted. Or we work on something for a while and then look for a better way than planned.

There are two different perspectives that explain how the goals of the organization are formulated. The first view focuses on the organization and its external work environment; it is known that there are many stakeholders (such as owners, employees, managers) who benefit from the organization. The organization's goals arise from this point of view as managers try to maintain a delicate balance between the needs of their organization and the needs of its external work environment.

On the other hand, the second point of view focuses on the set of driving forces of the organization in its internal work environment, as the organization consists of several individuals, coalitions and groups, and these constantly interact with each other in order to achieve their own interests, needs and goals, and the interactions that occur between individuals include: negotiation, litigation and consultation, from which the goals of the institution ultimately emerge.

Neither of the above two goal formulation methods alone can achieve long-term success for the organization; the organization's goals must align with its external work environment and meet the needs of various external parties. In addition, these goals should enable the organization's internal elements to work together harmoniously. For example, the goals of the marketing department must align with the goals of the production and finance departments. The challenge for managers in this case is to work to achieve a balance between the elements of the internal work environment and the elements of the external work environment, and to maintain the stability of the

organization's success in the labor market and volatile internal and external conditions.
(Ali, 2020)

To be among the top five gaming companies in the Middle East in sales by 2026

- Investing in two of the most innovative and emerging companies to develop games and esports with no less than 40 innovative games in six months
- Investing 20% of the profits in one of the well-established companies in the field of games, which is in line with the company's plans and strategies.

Strengthen our presence in the Middle East and gain customer loyalty by up to 80% by 2027

- Allocating 40% of the company's shares and offering them to shareholders to involve them in investing with the company by 90% of the customers
- Holding at least seven exhibitions or seasons within six months to display the company's new and innovative products and receive recommendations and opinions of 50% of visitors and customers in Saudi Arabia and Egypt

Worldwide to 1,000 by 2028

- 20% of profits into the creation of three stores in Egypt, Saudi Arabia and the United Arab Emirates
- Acquiring a group of minority stakes in major companies that support the company's plans and allocating 40% of the profits to this

A long-term scorer of TOYZ and includes short-term goals

Fourth topic

Create the executive summary (vision, mission, values, SWOT analysis, objectives, implementation follow-up chart)



SOWT Analysis

Quad analysis is a method used to identify strengths, weaknesses, opportunities and challenges facing projects and businesses, and this analysis is widely used for all companies, as it helps to predict the future and take advantage of the current situation, which improves competitive opportunities by knowing what you have of potential, what you need, what you can do and what may stop you in the way, which is an abbreviation for the words (Strength, Weakness, Opportunity, and Threat)

Strength

- Low salary and benefits overhead
- Quick to respond to market changes
- Light weight and flat hierarchy resulting quicker decision making

Weaknesses

- Existing workload too high
- No previous project planning experiences
- Missing expertise in some areas

Opportunities

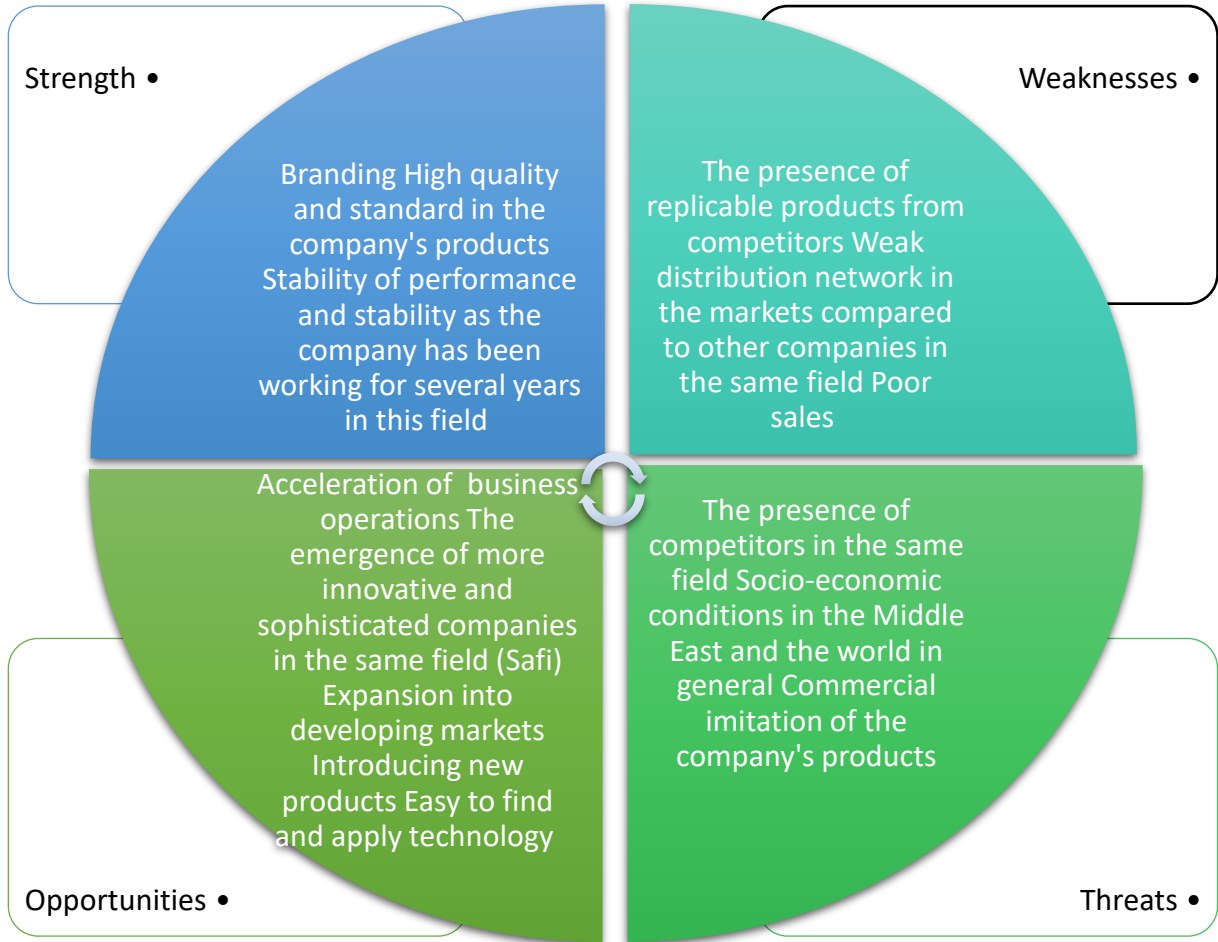
- Need to increase market share
- Could convert existing products for new markets

Threats

- Business partners has little loyalty
- Larger competitors get majority of market share and more famous brand name

Cost of technology investment

)Amerah(2023 ‘



Objectives

Goal	Drive growth through gaming expansion and investment in esports				Executor
Icon	Pointer	Interim objectives			
		2024	2025	2026	
1.1	Increasing the production of five types of team games by the number of	100K Games	200K Games	300k games	Sales Department
1.2	Innovative electronic sports games industry by a number of	50 games	100 games	150 games	Sales Department
1.3	Opening toy stores in the GCC	5 Stores	8 Stores	11 stores	Sales Department

Goal	Invest and deploy capital effectively and efficiently within the field				Executor
Icon	Pointer	Interim objectives			
		2024	2025	2026	
2.1	Acquiring a percentage of the shares of startups in the field of electronic games by	5%	10%	20%	Department of Finance
2.2	Offering shares of the company in the stock markets of the Arab Gulf countries by	5%	10%	20%	Department of Finance
2.3	Establishing partnerships with a major company and not a condition in the same field for the purpose of commercial interests by a number	One Partner	Partners	3 Partners	Department of Finance

Providing opportunities for participation, contribution and consolidation of partnerships in the electronic games sector					
Goal					Executor
Icon	Pointer	Interim objectives			
		2024	2025	2026	
3.1	Providing commercial advertisements through civil and electronic platforms about the company's products and their new reality	2 Announcement	3 ads	4 ads	Public Relations
3.2	Sponsoring championships and competitions in the Arab Gulf countries	Starring	Two championships	3 championships	Public Relations
3.3	Holding marketing exhibitions in the Arab Gulf countries by a number of	3 exhibitions	8 Exhibitions	12 Gallery	Public Relations

Goal: Improve customer experience and raise the level of loyalty to the company					
Icon	Pointer	Interim objectives			Executor
		2024	2025	2026	
4.1	Organizing social initiatives for some major cities around the world	5 Initiatives	7 Initiatives	9 Initiatives	Customer Service
4.2	Establishing centers with nominal fees to attract innovations and talents in the field of games and adopt those ideas in the production of games	3 Centers	5 Centers	7 Centers	Customer Service
4.3	Receiving customer suggestions and processing notes to gain customer loyalty through the company's social media accounts	10K suggestions and notes	15K suggestions and notes	20,000 suggestions and observations	Customer Service

Investing in the company's functional cadres					
Goal	Investing in the company's functional cadres				Executor
Icon	Pointer	Interim objectives			Executor
		2024	2025	2026	
5.1	Preparing leaders for other departments and departments within the company	10 employees	20 employees	30 employees	Human Resources
5.2	Training a number of employees in several departments of the company according to specialization and section by a number of	40 employees	60 employees	80 Employees	Human Resources
5.3	Honoring the best distinguished employees whose overall performance rate exceeded 90%	20 employees	30 employees	40 employees	Human Resources

Implementation follow-up

Ticker symbol (Short Term Target)	2024		Implementation time during the year			
	carry out	Not executed	Quarter The first	Quarter Second	Quarter Third	Quarter Fourth
1.1						
1.2						
1.3						
Place of execution	Duplicate execution	Execution Certificates	Index budget	Reason for non-execution		

Thus, we work with the rest of the years and also the rest of the goals in following up on the extent of implementation, reviewing what has been implemented, and rebuilding a plan in which we use the strategy of formation or determining the situation.

Conclusion

We reached the conclusion of this research, which I hope I succeeded in putting forward and working on it with its topics and discussions, I learned a lot and learned more in strategic management.

In fact, I really thank you, my teacher, Amira Sabiq, a faculty member at CEO biasness School, for her support and for putting us a lot and a lot in this task and material from the concept of strategic management, its schools, executive summary, plans, analysis, formulation of goals, review and evaluation... and many more.

Thank you, CEO biasness school,

Thank Your European International University

We plan to work.... And we work for goals that are achieved.... For impressive results.

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