

The Influence of Practising Strategic Planning on Crisis

Management in Organisations: A Literature Review

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ABSTRACT:

Purpose: The purpose of this paper is to highlight the influence of practising strategic planning (SP) on crisis management (CM), which is a critical and growing area of study in strategic management literature. Another purpose is determining some of the trends in the literature involving the relationship between strategic planning and crisis management for future research.

Design/methodology/approach: To contribute to the advancement of knowledge about strategic responses to crises in general for institutions, the paper adopts a qualitative approach and uses the literature review method to collect relevant data through surveying several previous extant studies in English that were identified using the Google Scholar platform and published between 2010 and 2024 related to the direct influence of practising strategic planning on crisis management in organisations. Navigating and selecting relevant studies was based on using the same keywords as this paper's title (influence of, practising, strategic planning, crisis management, organisation) and excluding those that are not. Moreover, the criterion of assessment is made by formulating a comparative table, and this table's contents included; author(s)/year, methodology and important results.

Findings: Despite the results of previous studies showing a close and direct link between strategic planning (SP) and crisis management (CM) and their impact on organisations' performance, the literature review on the study topic found few previous journal articles in English were identified using the Google Scholar platform and published between 2010 and 2024 related to the direct impact and influence of practising strategic planning (as an independent variable) on crisis management (as a dependent variable) in organisations. In addition, although most of the theories and instruments of strategic planning and crisis management were originally developed for large-sized institutions, the large number of previous empirical studies focused on small and medium enterprises (SMEs).

Originality/value: This literature review aims to contribute to the strategic management literature by highlighting the main role of the influence of practising strategic planning on crisis management styles in organisations. Additionally, the



paper tries to identify research trends and offers potential research avenues by the lens of strategic planning on crisis management styles and theoretical frameworks.

Keywords: Strategic Planning (SP), Strategic Management (SM), Crisis, Crisis Management (CM), Organisation, Literature Review

الملخص

الغرض: يهدف هذا البحث إلى تسليط الضوء على أثر ممارسة التخطيط الاستراتيجي (SP) على إدارة الأزمات (CM)، وهو مجال حيوي ومتنامٍ ضمن أدبيات الإدارة الاستراتيجية. كما يهدف إلى تحديد بعض الاتجاهات البحثية في الأدبيات المتعلقة بالعلاقة بين التخطيط الاستراتيجي وإدارة الأزمات بما يفتح آفاقاً لأبحاث مستقبلية.

التصميم/المنهجية/المدخل: للمساهمة في تعزيز المعرفة حول الاستجابات الاستراتيجية للأزمات داخل المؤسسات بشكل عام، اعتمد البحث على **المدخل النوعي**، واستخدم منهج **المراجعة الأدبية** لجمع البيانات ذات الصلة من خلال مسح عدد من الدراسات السابقة المنشورة باللغة الإنجليزية والمحددة عبر منصة Google Scholar خلال الفترة من 2010 إلى 2024، والمتعلقة بالتأثير المباشر لممارسة التخطيط الاستراتيجي على إدارة الأزمات داخل المنظمات. وقد استندت عملية اختيار الدراسات إلى استخدام الكلمات المفتاحية ذاتها الواردة في عنوان البحث (التأثير، الممارسة، التخطيط الاستراتيجي، إدارة الأزمات، المنظمات)، مع استبعاد الدراسات غير المرتبطة بذلك. كما تم إعداد معيار للتقييم من خلال صياغة جدول مقارن يتضمن: المؤلف/سنة النشر، المنهجية، والنتائج المهمة.

النتائج: على الرغم من أن نتائج الدراسات السابقة أظهرت وجود علاقة مباشرة ووطيدة بين التخطيط الاستراتيجي (SP) وإدارة الأزمات (CM) وتأثيرهما على أداء المنظمات، إلا أن المراجعة الأدبية لموضوع الدراسة أظهرت أن عدد الأبحاث المنشورة باللغة الإنجليزية خلال الفترة (2010-2024) حول التأثير المباشر لممارسة التخطيط الاستراتيجي (باعتباره متغيراً مستقلاً) على إدارة الأزمات (باعتبارها متغيراً تابعاً) داخل المؤسسات كان محدوداً. بالإضافة إلى ذلك، فإن معظم النظريات والأدوات الخاصة بالتخطيط الاستراتيجي وإدارة الأزمات تم تطويرها في الأصل للمؤسسات الكبرى، بينما ركزت غالبية الدراسات التطبيقية السابقة على المؤسسات الصغيرة والمتوسطة (SMEs).

الأصالة/القيمة: تسعى هذه المراجعة الأدبية إلى الإسهام في أدبيات الإدارة الاستراتيجية من خلال إبراز الدور الرئيس للتأثير الناتج عن ممارسة التخطيط الاستراتيجي على أساليب إدارة الأزمات

داخل المؤسسات. كما تحاول الورقة تحديد الاتجاهات البحثية وفتح مسارات مستقبلية للبحث من خلال منظور التخطيط الاستراتيجي في علاقته بإدارة الأزمات والأطر النظرية ذات الصلة.

الكلمات المفتاحية: التخطيط الاستراتيجي (SP)، الإدارة الاستراتيجية (SM)، الأزمات، إدارة الأزمات (CM)، المؤسسات، مراجعة الأدبيات.

1. Introduction.

In the 21st century, institutions are facing both exciting and dynamic challenges, because of the cognitive revolution, information, communication, and technological development, the world has become a smaller geographic size, this may lead to crises consecutive that face by these institutions, and then threaten the sustainability and the survival of these institutions (Aljuhmani and Emeagwali 2017). An efficient organisation management inevitably needs success in crisis management (CM). Hence, the institutions should perform exact planning for information achievement about both opportunities and threats of their environment to create a strategy for using possible opportunities as well as protecting from threats. Therefore, the vision and mission of organisation are key factors in crisis management. The efficient performance of crisis management is important in light of current conditions, which include high uncertainty (Koushafard, 2013). Crisis management (CM) should still be subject to proper planning in order to appropriate responses, because this will allow organisations to survive and prosper as well. Hence, the key function of crisis management focuses on the handling of threat factors (Al-Khrabsheh 2018). The purpose of this paper is to highlight the influence of practising strategic planning (SP) on crisis management research (CM), which is a critical and growing area of study in strategic management (SM) literature. Another purpose is determining some of the trends in the literature involving the relationship between strategic planning and crisis management for future research. In order to achieve the purposes of this paper, it seeks to address some of the following questions:

RQ1: What is the concept of strategic planning (SP) and crisis management (CM)?

RQ2: What is the trend in the literature involving the impact of practising strategic planning on crisis management?

This paper has two main contributions. Firstly, the literature review tries to contribute to the strategic management literature by highlighting the role of strategic planning in crisis management. Secondly, the paper tries to identify research trends and offers potential research avenues through the lens of strategic planning on crisis management and theoretical frameworks.

2. Method and Approach.

Literature reviews and evidence syntheses are important research methods that help scholars and students advanced science incrementally, throughout building on published previous studies results (Lame, 2019). Qualitative comparative analysis as a qualitative analysis tool can be used for analysing selected sources about spicific topic from the literature review by using themes extracted from any approach of the qualitative data analysis, methods of qualitative data analysis, or techniques of qualitative data analysis in order to create truth tables that aims to understanding these themes (Onwuegbuzie & Weinbaum, 2017). Aarrative reviews aim to summarise previously published studies about a topic of interest by focusing on concepts and theories, research methodologies , or research findings. Moreover, they mainly assemble and synthesise published extant literature to provide readers with a comprehensive reports on the current state of knowledge in the topic under investigation. However, they do not validate a theories, propose novel conceptualisations, or criticise a literature body; instead, these types of review serve a scientific area by providing a bridge between the scattered and vast assortment of studies on a topic (Templier & Paré, 2015). Hence, the research methodology of this study draws on a comparative qualitative analysis by using the literature review method through specific selection criteria as follows:

1. Collect relevant data through surveying several previous extant studies in English that were identified using the Google Scholar platform.
2. Selecting only previous extant studies that published between 2010 and 2024.
3. Selecting only previous extant studies that related to the direct influence of practising strategic planning on crisis management in organisations.
4. Navigating and selecting relevant studies was based on using the same keywords as this paper's title (influence of, practising, strategic planning, crisis management, organisation) and excluding those that are not.

5. The criterion of assessment is made by formulating a comparative table, and this table's contents included; author(s)/year, methodology and important results.

3. Literature Review:

3.1 Concept of Strategic Planning.

Examining related literature, a number of empirical studies show a close and direct link between strategic planning and superior performance of organisations (Neluheni, Pretorius & Ukpere, 2014; Kohtamäki et al., 2012; George, Walker & Monster, 2019; Jayawarna & Dissanayake, 2019; Tarifi, 2021; Rofiq, & Pramono, 2019), due to strategic planning being an essential process for institutions to set their long-term goals as well as determine the best course of action to achieve them. Therefore, it needs to analyse both the internal and external organisation environment, aiming to identify opportunities and threats as well, and then formulate strategies to capitalise on strengths while mitigating weaknesses (Bryson, Durst & Sun, 2023). A study by Iwadi & Ali (2024) defined strategic planning as one of the planning types that is used to help managers in executing work more effectively and smoothly and in a timely manner as well, strategic planning also supports institutions in prioritising and adapting to their business environmental changes.

In addition, strategic planning normally focuses on the environment of the organisation as an open system with the realisation that several of the key elements that determine the long-term fate of the institution are located in the external environment and adopts the short- and medium-term time orientation. However, most long-term plans always fail because conditions of the business environment change rapidly. Hence, strategic planning usually works between three and five years, and strategic planning deals with larger strategic issues, focusing on the organisation's tasks and purpose, and its relationship to its business environment, instead of focusing on day-to-day operational plans (Thaji et al., 2022; Kenzhegalieva, 2023).

A study by Tarifi (2021) tried to summarise the benefits of strategic planning for organisations as the following:

1. Strategic planning has an important role in creating an organisation's future and also creates a framework for efforts to improve.
2. It provides the basis for the planning and organisational-specific scrutiny which develops a framework for decision-making.
3. Strategic planning provides structured organisational plans which are effective in guiding the timelines, evaluations and assignments, assisting in the creation of benchmarking as well as monitoring of the performance.
4. It allows the leaders to learn by evaluating the plan performance or the evaluation of challenges affecting the institution. Therefore, gain the abilities to analyse and then solve critical problems within the organisation; and.
5. Strategic planning can provide the institution with a platform that helps in optimisation of the systems to achieve its goals by applying organisational values with the main object of creating a competitive advantage that positions the organisation either for development or profit-making.

However, in spite of the above analysis that confirmed the importance of effective strategic planning to improve organisation performance, a wide range of scholars addressed strategic planning as a moderator variable in their studies (Ali et al., 2023; Thaji et al., 2022; Erdem, 2021; Zhang, H., & Chen, 2022).

3.2 Concept of Crisis Management.

Different types of crises can impact organisations and take different forms such as natural disasters, earthquakes, and cyberattacks. Moreover, there are also other forms, such as conflict and political crises, such as the world wars and epidemic diseases, which is one of the latest crises that the whole world has been witnessing during the last few years represented by Covid-19 (Hazaa et al., 2021). In addition, Crises can take other forms, such as intense competition and technological development, financial scandals, and terrorist attacks (Aljuhmani and Emeagwali 2017). Other global crisis forms, such the financial crisis between 2007 and 2008, and economic crises such global recession between 1929 and 1933, and. Therefore, most types of institutions confront a fast-changing business environment that has complex issues and involves managing various stakeholders (Hazaa et al., 2021).

Crisis management (CM) in organisations is defined as the discipline of preparing their resources and organisational structures necessary for responding effectively in order to deal with crises and recover effectively in the aftermath (Adikaram and Surangi 2020). As well as, Hazaa et al (2021) defined crisis management (CM) as a system that aimed at planning and dealing with crises with monitoring both internal and external variables that generate crises, dealing with them, and finally getting out with the least possible losses. In addition, according to Adikaram and Surangi (2020), the crisis management process has three key phases; pre-crisis, crisis, and post-crisis phases. Consequently, the pre-crisis phase aims to prevent and prepare for the crisis to minimise the adverse impacts, while the post-crisis phase focuses on both responding and recovering from the crisis. Hence, the basic elements of crisis management are "the mitigation/prevention" step, "the preparedness/response" step, and "the recovery/revision" step. Crises for institutions can result in both successes and failures (Alzatari and Ramzani, 2019). Therefore, crisis management aims to the strategies formulation, procedures, and systems to recognise avert, contain, and recover, finally, derive lessons from crises. All these steps require adopting appropriate management practices that consider readiness, knowledge, available resources, awareness, and finally prevalent management styles (Belkhir and Masaud 2024). In addition, according to Alzatari and Ramzani (2019) both organising and communication are considered key challenges for institutions in responding to a crisis at the right time. Therefore, there should be open and consistent communication as well throughout the organisational hierarchy of the organisation to ensure a successful crisis communication process.

3.3 Link between strategic planning and crisis management.

In this section of the study, the author was interested in assessing the extent of the influence of strategic planning on crisis management in organisations through conducting the literature review. This review is based on studies that published between 2010 and 2024 on the relationship between strategic planning proses and crisis management styles. A total of 13 references were collected from the Google Scholar platform in English that related to business and management science , and (Table 1) illustrates the findings with respect to the literature review results.

Despite the selected studies differing in terms of focus, scope and research methodology, which makes a direct comparison difficult, they provide a wide range of interesting partial findings that are specified subsequently.

Consistent with the findings of the literature review on the study topic, the study found few previous articles that related to the direct impact and influence of practising strategic planning (as an independent variable) on crisis management (as a dependent variable) in organisations (only 13 articles). Generally, the results of these previous studies show a close and direct link between strategic planning and crisis management and their impact on organisations' performance (Ahmed & Al-Daradkah, 2023; Alafia, et al, 2020; Almudallal et al., 2016; Al-Khrabsheh, 2018; Belkhir & Masaud, 2024; Bryson, Durst & Sun., 2023; Dalain, 2021; Malik et al., 2014; Mykytyn, 2022; John-Eke & Eke, 2020; Karam, 2018; Kenzhegalieva, 2023; Osei & Yooku, 2022). Nevertheless, there are a wide range of scholars who addressed strategic planning as a moderator variable in their studies, such as (Ali et al., 2023; Thaji et al., 2022; Erdem, 2021; Zhang & Chen, 2022).

It has been noted that in the comparative analysis of previous literature, most of the selected studies are confined to a singular industry, which reduces the potential to derive generalisable conclusions .

Although most of the theories and instruments of strategic planning and crisis management were originally developed for large-sized institutions, a wide range of previous empirical studies focused on small and medium enterprises (SMEs). Therefore, the paper recommends conducting more studies that aim to test the relationship between strategic planning proses and crisis management styles in large-sized institutions.

Organisations need to strike a robust balance between strategic planning and crisis management by integrating them within their overall management framework in order to navigate predictable as well as unforeseen challenges successfully (Bryson, Durst & Sun, 2023). However, most of the selected articles in this literature review study examined the relationship between strategic planning and crisis management in general, and they do not give enough attention to the influence of other factors that may affect the relationship among the study variables, such as the role of internal and external business environment conditions, organisation size, and leadership styles



N O	Author(s)/ Year	Methodology	Important Results
1	Ahmed & Al-Daradkah, (2023)	Quantitative research methodology. Questionnaire data collection was used. The random sample size was 180 employees.	. The study confirmed that strategic planning plays an important role in the ability to manage crises. . The result showed a statistically positive significant correlation between specific strategic planning elements: strategic vision, strategic objectives, and strategic analysis and strategy of crisis division. .
2	Alafia, et al, (2020)	Quantitative research methodology. Questionnaire data collection was used. The random sample size was 70 employees.	. The study showed a high level of strategic planning and crisis management in the empirical study stage. . The study found a significant statistical relationship between the implementation of strategic planning processes and methods of crisis management.
3	Almudallal et al., (2016)	Qualitative approach. A review of the literature methodology .	The study recommended leaders and managers of organisations should be able to develop their strategies by applying a practical approach to prevent crises or minimise their bad impacts.
4	Al-Khrabsheh, (2018)	A survey of the literature. Qualitative approach.	The study noted the important role of training as a partner degree that is essential to the advancement of strategic planning and crisis management plans.
5	Bryson, Durst & Sun (2023)	Case study methodology. Qualitative approach.	The study highlighted the important role of a robust strategic planning process as a proactive crisis management style.
6	Dalain, (2021)	Quantitative research methodology. Questionnaire data collection was used. The sample size was 700 doctors.	.The study showed there is a very high role for strategic planning in crisis management in the empirical study. .The study found a statistically significant correlation for strategic planning according to the elements of work domains analysis, using situations and emergencies, and weaknesses and strengths dimensions in crisis management.
7	Malik et al., (2014)	Case study methodology. An AHP framework. Quantitative approach..	The study suggested a model to handle such multi-criteria decision-making issues based on an AHP framework, which is for crisis management by evaluating the effect of various actions and strategies in three dimensions: mainly military, diplomatic and government policy.



8	Mykytyn, (2022)	Systemic Approach.	The results confirmed the role of strategic planning as essential for the long-term effective functioning as well as development of an institution by enabling management to predict outcomes and identify influencing factors and, at the same time, prevent undesirable events by avoiding risky situations.
9	Iwadi & Ali (2024)	Mixed methods methodology. The explanatory sequential design was used. Qualitative Phase: Unstructured Interviews. Quantitative Phase: Structured Interviews and Questionnaire.	.The results showed that there was a significant statistical impact of practising strategic planning styles on crisis management among employees, also the level of practising strategic planning styles was moderate. . The work area analysis was ranked the first one in terms of the level of practising strategic planning styles.
10	John-Eke & Eke, (2020)	A theoretical approach based on extant literature. Qualitative approach.	. The result showed that strategic planning improves crisis management .An organisation that applies a strategic approach to the style of crisis management will be proactive in managing crises. .The crisis management style used at a given catastrophe will determine if the destruction effect will be a minor or major disaster.
11	Karam, (2018)	Mixed methods methodology . Qualitative and quantitative approaches. 190 self-administered e-mail questionnaires.	. The results showed that there is a significant statistical correlation and impact relationship between processes of strategic planning and crisis management styles, which was negative between strategic planning and escape, while there is a positive relationship between strategic planning and (confrontation, cooperation, and containment). . The results confirmed the significant role of strategic planning in times of crises by improving the ability to both survive and thrive in crises.
12	Kenzhegalieva, (2023)	Qualitative research methodology . Theoretical approach.	. The study emphasises that strategic planning is important for identifying and eliminating the root causes of crises, which requires an assessment of both internal and external business environment.
13	Osei & Yooku, (2022)	Existing literature-based. Qualitative approach.	The study demonstrates a significant link between effective strategic planning and proactive crisis management style in organisations, and it needs to outline the key organisational attributes necessary for successful crises navigation..

Table (1) Overview of Selected Studies Related to the Relationship between Strategic Planning and Crisis Management.

4. Conclusion.

In the business world, the crisis management topic is considered as a fundamental part of organisations strategic management because it is necessary for organisations to guarantee their stability as well as continuous success before pursuing any type of long-term goals (Koushafard, 2013). In conclusion, the current literature review paper draws attention to the integral role of effective strategic planning processes in crisis management styles in organisations. According to previous studies, strategic planning in crisis management has an essential role for institutions to effectively navigate potential crises and minimise their impact as well. Moreover, a framework of comprehensive crisis management provides a structured way that has three specific steps: planning, response, and recovery, enabling institutions to identify and mitigate risks proactively. The framework centre is risk assessment and analysis, which assists in prioritising risks and allocating needed resources efficiently. Additionally, business strategic planning ensures core functions remain operational for organisations during crises, with it leading to facilitating quick recovery as well as long-term survival. In addition, emergency response plans could further enhance a firm's ability to respond swiftly to crises, which can thereby reduce harm to both individuals and property. In the end, well-defined crisis communication strategies are very critical for maintaining stakeholder trust and managing reputation during crises with ensuring effective and timely communication. All these elements together form a robust strategic plan that helps institutions to handle their crises effectively.

It is clear from the previous review that the studies conducted to examine the influence of practising strategic planning on crisis management in organisations show that there are still several opportunities and lines of research open for making significant contributions in this research area.

5. Limitations.

It has been noted that comparative analysis of previous literature frequently encounters challenges owing to their differences and heterogeneity in organisation type, industry domain, research methodology type, sample size, organisation size, or duration of investigation. In a similar vein, several empirical studies are confined to a singular

industry, which reduces the potential to derive generalisable conclusions. Certain shortcomings in these previous studies could be attributed to the erroneous application of theoretical frameworks and inadequacies of theories. In addition, there exists a deficiency of comprehensive theoretical models that encompass all relevant issues within organisations, stemming from definitional challenges and ambiguities prevalent in the strategic management literature.

6. Future Research.

Despite the existence of several previous studies that investigate different issues related to strategic planning (SP) and crisis management (CM), this paper offers multiple research opportunities to scholars and practitioners through highlighting the impact of strategic planning (SP) on crisis management in the business world. The author hopes that the paper results may guide future researchers in this regard.

For future research, the paper recommends bringing more insights and focusing on how specific kinds of modern crises affect choosing the style type of both strategic planning and crisis management, such as epidemic diseases (e.g., Covid-19), technological development, and cyberattacks.

Although most of the theories and instruments of strategic planning and crisis management were originally developed for large-sized institutions, a wide range of previous empirical studies focused on small and medium enterprises (SMEs) (e.g., Adikaram & Surangi, 2020; Awino, 2013; Hong et al., 2012; Hristova & Bundaleska, 2019; Njoroge, 2015; Molete et al., 2024; Rofiq & Pramono, 2019). Therefore, the author recommends for further research, conducting more studies that aim to examine the relationship between strategic planning and crisis management in large-sized institutions. Another possible stream for future research is focusing on the variables that may impact the relationship between strategic planning (SP) and crisis management (CM), such as the role of internal and external business environment conditions, conditions of globalisation, digitalisation, organisation size, and leadership styles as moderating variables.

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