

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

قال تعالی :

(ولو أنهم رضوا ما آتاهم الله ورسوله وقالوا حسبنا الله

سيؤتينا الله من فضله ورسوله إنا إلى الله راغبون)

التوبة الآية (59)

DECLARATION

I hereby declare that this research report is my own work and all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

I also hereby declare that this research is being submitted for the Degree of PH.D at Sudan University of Science and Technology and it has not been submitted for any other degree or examination at any other university.

Kamal Eldin Elyass Elamin

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DEDICATION

This thesis is respectfully dedicated to:

The spirits of my father and brother Omer

To My Wife Sara and My Children

Mohammed, Reem, Amin and Momen

To my beloved mother, my brothers and my sisters

Thank You for Your Love, Sacrifice, and Support,

this gave me the confidence and power to

Complete this thesis.

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Abstract

This study tried to highlight the mediating role of balanced scorecard (BSC) in the relationship between strategic planning and competitive advantage in the Sudanese banking sector. The main objective of the study is to measure the level of adoption of strategic planning and its effects on competitive advantage and reveal the BSC in banks and addresses the problem of the linkage between strategies and control systems, by ensuring that all of the strategic objectives and measures inherent to it are derived from an organization's vision and its resulting strategy to gain and sustain competitive advantage. The absence of a well-defined strategic planning for a cohesive performance measuring system that encompasses equally quantitative and qualitative variables obviously represents an obstacle to be resolved. Otherwise, the process of linking and appraising the strategy implementation with its goals to attain and sustain competitive advantage becomes worthless. This study is correlational, methodology adopted the descriptive analytical method; hypotheses were tested using factor analysis of variance (ANOVA), Pearson's Product Moment Correlation Coefficient to establish the significance of relationship between the various variables used in measuring competitive advantage. Cross sectional survey research method questionnaire was adopted for the study and (238) respondents including Banks general and deputy managers, and middle management of the Sudanese banks. Data analysis procedures were done using Statistical Package for Social Sciences program (SPSS version 22) for data analysis to find out Alpha Cronbach, mean, standard deviation, correlation and multi regression. Correlation analysis results indicate the existence of a strong relationship between strategic planning and banks' competitive advantage, which is consistent and agreed with some past studies. Findings revealed that strategic planning has statistical correlation and positive impact on banks' competitive advantage. Finally the study introduced some recommendations and suggestions for the banks and financial institutions and economic sector, and future studies.

Key words: Strategic planning, Strategy, External environment, Constituent components Empirical study, Balanced Scorecard, Performance, competitive advantage.

مستخلص الدراسة

هذه الدراسة حاولت تسليط الضوء على الدور الوسيط لبطاقة الأداء المتوازن في العلاقة بين التخطيط الإستراتيجي والميزة التنافسية في القطاع المصرفي السوداني . إن الهدف الرئيسي من وراء هذه الدراسة هو قياس مستوى تطبيق التخطيط الإستراتيجي ، وتأثيره على الميزة التنافسية وتطبيق بطاقة الأداء المتوازن في المصارف . تناولت مشكلة البحث إشكالية تطبيق وتنفيذ الخطط الإستراتيجية وربطها بأدوات ونظم القياس المالية وغير المالية وتقييمها لتحقيق الميزة التنافسية .

إعتمدت الدراسة على المنهج التحليلي الوصفي ، وقد استخدمت فيها البيانات الأولية و الثانوية معا". وطبقت العينة علي 38 مصرفا تمثل القطاع المصرفي السوداني بواسطة إستبانة أعدت لذلك تمت إستجابة 238 يمثلون مدراء عموم المصارف ونوابهم و مدراء الإدارات، تم استخدام البرنامج الإحصائي SPSS - 22 في تحليل البيانات من خلال مجموعة من الأساليب الإحصائية منها: كرونباخ ألفا، الوسط الحسابي ، الانحراف المعياري ، الارتباط والانحدار المتعدد . توصلت الدراسة لعدد من النتائج أهمها وجود علاقة ذات دلالة إحصائية بين التخطيط الإستراتيجي والميزة التنافسية . اتفقت نتيجة هذه الدراسة مع النتائج التي توصلت إليها بعض الدراسات الأخرى . أخيرا" ، و على ضوء ما تم التوصل إليه من نتائج ، أوصت الدراسة جميع البنوك تحت الدراسة بضرورة تبنى التخطيط الإستراتيجي لتحقيق الميزة التنافسية في الأداء المصرفي المستدام و استخدام بطاقة الأداء المتوازن لربط الإستراتيجية بالأداء المالي وغير المالي . قدم الباحث توصيات للقيام بأبحاث ودراسات مستقبلية مسحية لظاهرة عملية التخطيط الإستراتيجي ومكوناته بصورة خاصة في القطاع المصرفي السوداني وبعض القطاعات الاقتصادية والمؤسسات المالية الأخرى ومدى تأثيره علي الأداء المستدام ، باستخدام الدور الوسيط لبطاقة الأداء المتوازن .

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LIST OF ABBREVIATIONS

- SP: Strategic Planning
- SM: Strategic Management
- BS: Business Strategy
- R&D: Research and Development
- BSC: Balanced Scorecard
- CA: Competitive Advantage
- PMS: Performance measurements
- RBV: Resource – based view
- EAV: Economic Added Value
- SCM: Supply Chain Management
- CPM: Competitive Profile Matrix
- TQM: Total Quality Management
- CSFs: Critical Success Factors
- SBU: strategic business unit
- RO : Return on Equity
- ROA : Return on Assets
- LR : Liquidity ratio
- ER: Efficiency ratio
- OER: Operational Efficiency ratio
- EIU: Economist Intelligent Unit
- IMF: International Monetary Fund
- ATM Automated Tailor Machine
- SWOTA Strength Weaknesses Opportunity Threats