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Environmental Analysis Tools used in the Strategic Plans of Some Egyptian Universities in the Light of Global Tool

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Summary- The present study aims to identify the most important tools used in the environmental analysis of strategic plans in the light of contemporary management trends. With a suggested conception of those tools that can be used when strategic planning, the study has yielded some results that confirm that Success of the strategic analysis process depends on the selection of the tools used to extract realistic results of the strategic analysis process. There is no better tool than others, but it varies depending on the nature and circumstances of the Organization, as each of these tools can be used according For the purpose of the organization you want to achieve.

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If your only tool is a hammer, the whole world will look like nails to you.

I. Introduction

Global management systems have faced many challenges in recent years, such as globalization (trade union Formation and economic treaties), changes in technology (production technology, information and technology, Internet and e-commerce), and increased Competition, customer focus, social, political and cultural changes all led to a change in the business environment and made it in a dynamic state. The strategic decision of the various institutions has become more important than ever (Bagher Asgarnezhad 2017).

These profound and rapid changes in the internal and external environment of institutions of higher and tertiary education have necessitated fundamental changes in traditional planning methods, it is no longer acceptable to rely mainly on the analysis and extrapolation of past events, and to assume that the future is an extension Looking at change as a threat to universities and not as a factor of it, strategic management, strategic planning and environmental analysis have thus emerged with its multiple components and steps.

The process of environmental analysis is the most important element of strategic management on which strategic plans are based in theirown and their realities. Depending on the realism of the environmental analysis, the success or failure of the strategic plan, as well as the success of the strategic analysis process depends on the selection of the tools The methods used to derive realistic results from the strategic analysis process are confirmed by Kotler and others by saying if the institutions want to achieve success of the strategy plan it is necessary not to focus on a single tool but to apply a variety of environmental analysis tools (Kotler, P, Roland B and Nils B, 2015, 24), and otherwise the Elbanna (2007) confirms that some companies may use some strategic planning tools without having written strategic plans (Elbanna, S, 2007).

Egyptian universities ' lack of awareness of their environment may directly affect their relationship with this environment; so it is imperative that universities recognize and understand influential forces, using tools that enable them to analyze their environment realistically and are suited to the potential and size of the university. Universities that are unable to Underst and the forces influencing the environment and its trends in its proper functioning, you may have to choose inappropriate strategies that are incompatible with the nature and requirements of the environment.

From this standpoint, the idea of the present study is to identify the most important tools used in the environmental analysis of strategic plans in the light of contemporary management trends. Since many of the strategic plans of some universities may stumble and fail due to multiple factors, one of the most important of those factors is not Conduct the extensive study and analysis necessary for the environment of these universities using an appropriate and realistic analysis tool. Therefore, these strategic plans become mere paper documents that are only updated regardless of the actual application, and in many universities they become a mere scientific merit that is placed on the sites The university in the spider network only without actual application on the ground.

Study problem

Egyptian universities face increasing challenges as a result of changes and developments in their internal and external environment, and the response to these

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variables is reflected and developments in Egyptian universities' strategic plans in terms of the ability of Egyptian universities to play their part in coping with these changes in The internal and external level, which directly affects universities' perception that their strategic choices are rooted in realistic environmental factors.

At the same time, the political and economic conditions that the Arab Republic of Egypt has been undergoing since the events of the revolution of 25 January 2011, and the 30 June 2013 revolution have imposed some restrictions on the financial resources available to Egyptian government universities and then there is another challenge for these universities, which is that they need to seek To develop their own self-help from different sources.

As the management scientists at the end of the twentieth century emphasize, it is necessary to take into account those changes that have occurred in all areas. With the assurance that strategic planning officials of different institutions must be knowledgeable, understanding and knowledgeable about those changes in the business environment, as One of the emerging areas in the area of management science, and therefore the need to provide managers with effective tools to deal with those variables, which are becoming more and more complex. This has led to the emergence of modern strategic management tools and techniques suited to the new environment.

As a corollary to the emergence of these modern and multiple strategic tools, the officials of different institutions have been puzzled about the best tools they will use in the future planning of their institutions. The administrators answered their questions that each of these tools fits The internal and external environment of the institution and therefore there is no better tool than others but varies depending on the nature and circumstances of the Organization. Managers should therefore have the knowledge and the ability to categorize those different tools and choose the appropriate tool for their company as Rigby (2015) asserts that The issue of selecting strategic management tools is important and complex issues where it depends on the success or failure of the administrative method (Rigby, D. K, 2015) Thus, the proper use of these tools requires that strategic planning officials in the organizations recognize the strengths and weaknesses of each tool with the ability To integrate and apply appropriate tools creatively, conveniently and in a timely manner (Bagher Asgarnezhad 2017)

Afonina and Chalupský also stressed that strategic management tools and techniques are among the most important elements of strategic management not only for environmental analysis but also in formulating and drawing up the overall strategy of the foundation and maintaining a competitive advantage (Afonina, A & Chalupský, V, 2012).. Hussey (1997) agrees with the previous statement that "techniques alone do not create a strategy for the institution but an important and necessary factor, while the formulation of the strategy is the responsibility of managers and strategic planning officers (Hussey, D, 1997).

By extrapolating some strategic plans to Egyptian universities and available to the researcher, the tools used in the environmental analysis of these plans can be identified. It is the strategy of Sohag University, Alexandria University, Cairo University, Mansoura University and other Egyptian universities that they are Used in the environmental analysis phase one tool is the analysis of *SWOT*

Although there are many other tools that can be used, the current study problem can therefore be identified in the next president's question."
What tools and techniques are used in strategic analysis in the strategic plans of Egyptian universities in the light of contemporary management literature?

To answer this question, it is worth studying to answer the following questions:

1. What is the philosophy of environmental analysis and its strategic planning role?
2. What are the reality of the tools and techniques used in environmental analysis in the light of modern management literature?
3. What are the recommendations and suggestions that would operationalize strategic analysis tools with the strategic plans of higher education institutions in Egypt?

a) Objectives of the study

The present study aims to achieve the following objectives:

- Learn about Strategic analysis philosophy and strategic planning role
- Detection of tools and techniques used in environmental analysis in the light of modern management literature
- Arriving at recommendations and proposals for environmental analysis tools used in strategic planning at Egyptian universities.

b) Importance of the study

The importance of the present study derives from the following justifications:

Highlights the importance of the present study through limited studies on environmental analysis in general and environmental analysis tools in particular at Egyptian universities, which was one of the catalysts that prompted the researcher to conduct this study; to bridge the gap in the literature tools of environmental analysis universities and its impact on the choice of strategies suited to the circumstances of each university.

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The importance of the study also stems from the linking and interviewing of different types of environmental analysis tools.

The importance of the study is also demonstrated by the need for senior management of tertiary institutions to select tools for rigorous environmental analysis, which will contribute to the presentation of theoretical scientific material on environmental analysis tools. To help the decision maker get the tool and method Appropriate for the selection and formulation of an appropriate strategy to enhance the university's niche in its environment in the light of the dramatic developments in the global environment.

II. Methodology

In this study, the researcher uses the descriptive approach of being an appropriate method of studying social and human phenomena, through the steps of the descriptive approach, the researcher examines the concept and location of environmental analysis in the strategic planning process. It also examines the types of analysis tools of the environment by collecting data from previous literature and studies associated with environmental analysis tools and its relationship to strategic planning with a view to creating an adequate theoretical background on those instruments and their nature.

In order to achieve this, the present study is progressing according to the following steps:

Analysis of the core strategic analysis and strategic planning role.
Analysis of the reality of tools used in environmental analysis in the light of contemporary management literature
Proposed visualization of environmental analysis tools used in strategic planning at Egyptian universities

III. Importance of Environmental Analysis

Khafaji (Khafaji, 2004, p. 113) refers to strategic analysis as the first step of strategic management to monitor the organization's environment across two angles the former identifies current and future opportunities and threats, the second estimates the organization's own strengths and weaknesses, and should be the purpose Managers from analysis is the diagnosis of multiple environments in which the organization performs its operations, as well as the need for the results of the analysis to enable the strengths and preparations of the unit to secure what needs to be done and to enable it to see any future problems.

Environmental analysis also assists different institutions in the following aspects (Hitesh S. viramgami, 2007, pp. 54-55):

1. Knowledge of environmental factors in the performance of the organization.
2. Assist in the decision-making process.
3. Assist in evaluating the policy and strategy of the Organization.
4. Contribute to the continuity in the competition.
5. Implementation of strategic planning.
6. Increase the efficiency of the Organization.
7. Optimizing investment for productive capacity.
8. Assessing the success of the work within the organization

IV. Importance of using Environmental Analysis tools

As for the importance of strategic management tools, they provide many advantages that help administrators to understand fully the different tools and techniques available. where Afonina and Chalupský (2012) pointed out that strategic management tools and techniques are different tools that support Managers at all stages of strategic management-from strategic analysis to the selection and implementation of the strategy-Help to address organizational inefficiencies and achieve best performance. Afonina, A &chalupský, V, 2012).

Frost 2003 also noted that these tools promote awareness of the business environment, strategic issues, opportunities and threats, and reduce risks, assist in decision-making, prioritize companies and provide a general framework for assessing the relative importance of different areas and objectives of the enterprise, as It helps to understand clearly the complex issues surrounding the enterprise (Frost, F. A, 2003).

Pasanen (2011) highlights the role of strategic management tools and techniques, it indicates that it facilitates strategic action, a reflection guide and a starting point for structuring strategic management activities, and that efficiency is the most important advantage of the use of strategic management tools and techniques (Pasanen, Mika, 2011)

While Bagher (2017) indicated that the understanding of strategic tools is important for the following reasons (Bagher Asgarnezhad 2017).:

- Clarification of the operations of managers when using strategic tools.
- Clarification of the generalization processes on which the application of the tools is based.
- Help academics and practitioners to learn and understand the effective tool in real practice
- The use of strategic analysis tools in institutions depends on actual practice and not on the theoretical side
- Environmental analysis tools are used in both environmental and enterprise analysis
- Improves the communication, coordination and oversight processes of the Organization

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Although there is a gap between the theoretical side of strategic management tools and techniques and their actual use (how managers use them), so many authors recently introduced into the administrative literature a new approach known as "strategy as Practice" (Berisha Qehaja, alban, Enver Kutllovci and Justina Shiroka pul, 2017)

V. Considerations When using Tools

There are a number of important considerations that environmental analysis officials should consider when using analytical tools as follows (Jim D, 2015):

1. The tool must help answer the question posed by the organization.
2. The expected benefit of using the tool must be determined and must be effective. The more clearly the tool is defined, the more likely that analysis will be.
3. Many tools benefit from input and collaboration with others, functions or even organizations. There should be sufficient time for cooperation and advance warning so that people can absorb the analysis.
4. The proper use of analytical tools may be a waste of time, so it is necessary to ensure that key stakeholders, for example the governing board, are senior managers and corporate departments aware of this. Otherwise, they may not be able to provide the necessary commitment to complete the analysis.

VI. Tools and Techniques used in Environmental Analysis in the Light of Management Literature

Bozkurt (2013), Afonina and Chalupský 2012 emphasized the importance of identifying different management tools and techniques and the benefits of their application in improving the environmental assessment process of enterprises (Afonina, a &chalupský, V, 2012) (kal, A. and Bozkurt, O. C, 2013) while a study indicated a Fonina (2015) to the multiplicity and diversity of such tools at the enterprise level depending on their size and area of work, as noted by the study (Pasanen, M, 2011) to the problems that many organizations have encountered as a result of the failure to use the appropriate tools in the strategic planning process of some companies, resulting in the exposure of those Significant losses due to the lack of success in selecting the appropriate strategic tool in the environmental analysis process of those institutions.

Some recent management literature has given attention to the study of the various types of strategic management tools field and survey studies. Where Bagher 2017 refers to the most important strategic management tools and techniques widely used among Iranian company managers respectively: Mission and Vision statements are ranked first; followed by OT analysis, Balanced scorecard, Cost-benefit analysis, Core booklet, Financial analysis, Critical success factors, Total quality Management, Price analysis Market Shar E analysis. and. Benchmarking

ALBANB & Enver K & jus tina S, 2017 have conducted a comparative study of management literature on environmental analysis tools in different institutions around the world. Studies carried out by the study analysed 27 studies in different parts of the world, and the final results of Tal Your study on the following tools: Reference Benchmarking, OT, Vision and mission, statements, Value chain analysis, Bcmatrix, Porter's five Forces analysis, PEST analysis, Employee engagement surveys, Strategic planning, Outsourcing, Cost-benefit analysis, Risk analysis, Business Financial analysis. Project management, brainstorming, Ansoff.

While Rigby (2015) conducted an analytical study of management literature on strategic and published management tools in various parts of the world beginning in 1993, to 2015, where the results of the study showed that the most prevalent and most effective tool in the world was the tool of customer Relationship Management (CRM), followed by the following tools: assessment of employee participation, strategic planning, outsourcing balanced scorecard, mission and vision statements, supply chain management, change management programs, customer segmentation, core competency, total quality management, mergers and acquisitions, business process reengineering, satisfaction and loyalty management, strategic alliances, time management in digital transformation, contingency Planning and scenario, reduced complexity,, price optimization models, tools of decision-making right, zero-based budgeting

Pasanen (2015) also studied strategic management tools and techniques in 143 Finnish companies working in the service and production sector. The results of the study showed that the tools and management methods were divided into three groups, with the first among the most strategic tools Common and used in 75% of the institutions studied and included in business strategies Mission and Vision statement). The second group was seized with the following tools (strategic alliances, outsourcing, (benchmarking) Growth strategy, quality system, OT analysis Customer satisfaction Analysis) The third group included Balanced Scorecard. Virtual Teams (kal, A. and Bozkurt, O. C, 2013) has sought to identify the trends of the Executive directors of small and medium-sized companies in Turkey towards the selection and use of strategic management tools and techniques. A total of 192 different enterprises have been selected, and the study has shown that the most widespread and corporate strategic management tool over a five-year

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period is as follows: Strategic planning, human resources analysis, all quality management, customer relationship management, Outsourcing, financial Analysis, mission statement, PEST Analysis, benchmarking, financial analysis of competitors, benchmarking, strategic Planning software, portfolio analysis, critical success factors, stakeholder analysis, value chain analysis, Organization's cultural analysis, OT, scenario analysis and conditional analysis.

I also tried studying (Afonina, A &chalupský, V, 2012). To study the extent to which strategic management tools and techniques are used in 31 companies operating in the Czech Republic. The results of the study have shown the order of these tools as follows: OT analysis, customer satisfaction analysis, price analysis, analysis of the views and attitudes of employees, cost-benefit analysis, analysis of customer problems, analysis of the views and attitudes of Customers, Porter's five forces, PEST analysis, service level analysis, market segmentation, market share analysis Customer profitability analysis, (benchmarking) The relative profitability analysis, portfolio analysis, winning or losing analysis, Customer value analysis, advertising effectiveness analysis, product life-cycle analysis, analysis of new product adoption, strategic gap analysis, Balanced scorecard.

Where she did (Friedl, p., &biloslavo, R, (2009). Study the tools and management methods that used by 91 companies operating in the state of Slovenia where the results of the study indicated that there were a number of different tools and techniques being used in those companies, the most important of which were in order The following: Balanced scorecard,, life cycle analysis, value chain analysis, activity-based costing OT analysis, customer satisfaction analysis, market segmentation, Customer complaints Analysis Porter model, PEST analysis, customer profitability analysis.

The review of the few published literature on management tools and techniques used in environmental analysis shows the extent to which these tools are different and multiple. They also show the importance of using them in developing the performance of different institutions based on the size and nature of the work of the Organization, as indicated by these studies Lack of ownership and control of one tool in all studies thus the researcher in the third requirement tries to give an idea of the most famous of those tools used in environmental analysis.

VII. Conclusion

Results of the study and proposed scenario for environmental analysis tools used in strategic planning From the reality of what has been presented, the researcher outlines a number of the results of the study, the most important of which are:

1. The process of environmental analysis is a key element of strategic management so that strategic management cannot take place without that process
2. Strategic plans in their own and their realities depend on the extent to which environmental analysis is realistic in its ability to properly perceive environmental variables, thus depending on the realism of the environmental analysis and the success or failure of the strategic plan.
3. The success of the strategic analysis process depends on the selection of the tools used to derive realistic results from the strategic analysis process.
4. If organizations want to achieve the success of the strategy plan, it is necessary not to focus on a single tool but to apply a variety of environmental analysis tools
5. The weak ability of Egyptian universities to understand the characteristics of their environment may directly affect the ability of universities to achieve their development goals.
6. The changes in the management sciences have led to the emergence of modern management tools for the environmental analysis process. These modern tools contribute to overcoming the problems they face and thus the ability to achieve progress and prosperity for the organization and its level
7. There is no better tool than others but it varies depending on the nature and circumstances of the Organization, as each of these tools can be used according to the purpose of the enterprise you want to achieve.

Recommendations and mechanisms for their effective actualization.

In the light of the results of the study, the researcher may develop a number of recommendations as follows:

1. If the environmental analysis process is a key element of strategic management so that strategic management cannot take place without that process, it should be the need to train deans of colleges and planning officials at Egyptian universities in strategic management processes in general and environmental analysis In particular through workshops and specialized conferences on strategic planning processes, this training can be carried out by the capacity development centre of the faculty members of Egyptian universities.
2. If the success or failure of strategic plans depends on the extent to which environmental analysis is realistic in its ability to properly perceive environmental variables, to reconcile the selection of tools used to derive realistic results from the strategic analysis process, modern tools should be studied For environmental analysis in terms of their relevance, objectives of use, and by leveraging

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other universities that have been successful in choosing the right tools for them. Workshops should also be held on the feasibility of each of these instruments and their linkage to the university environment concerned

3. The weak ability of Egyptian universities to understand the characteristics of their environment may directly affect the ability of universities to achieve their development goals. In this sense, the environmental analysis process must be thoroughly studied and not just a phase of strategic planning processes and could be done by the unit And this accreditation and strategic planning centers in Egyptian universities using a number of means including the collective workshops for all the owners such as workshops for students and other members of the teaching staff and for members of the community and so on as questionnaires can be used, opinion polls and more.
4. If organizations want to achieve the success of the strategy plan, it is necessary for those responsible for environmental analysis processes not to focus on a single tool rather, the application of a variety of environmental analysis tools is based on the premise that there is no better tool than others but varies according to the nature and circumstances of the organization Each of these tools can be used according to the purpose of the organization you want to achieve.

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