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MD. Qayssar Ahmed Abdullah

Ministry of Education,

Babylon Governorate,

Vocational Education

Department, Babylon, Iraq

Strategic planning and its impact on achieving sustainable tourism development

Qayssar Ahmed Abdullah

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Abstract

This study aims to examine the relationship between strategic planning and sustainable tourism development by distributing questionnaires to a sample of employees in the Tourism Authority of Babylon Governorate. The study sample consisted of (35) individuals, and data were analyzed using SPSS (Version 26). The results revealed that strategic planning has a significant impact on achieving sustainable tourism development from the employees' perspective, highlighting the vital role of strategic planning in revitalizing the tourism sector. The study provided recommendations for the Tourism Authority and the Ministry of Tourism to support strategic planning, ensure the sustainability of tourism resources, and preserve the tourism environment, as well as historical and archaeological sites.

Keywords: Strategic planning, sustainable tourism development, prerequisites.

Introduction

The tourism industry is one of the most vital sectors for economic growth. With the global expansion of tourism, sustainable tourism development has become essential for all countries invested in this sector. Sustainable development serves as a key tool for maintaining a balance between present and future prospects for tourism growth, particularly in regions with tourism-dependent economies. Sustainable tourism can achieve equilibrium between economic and social development, environmental protection, and cultural preservation. Numerous international organizations and bodies have emphasized that tourism growth focused solely on short-term benefits leads to negative impacts harming both the environment and society. Therefore, it is crucial to integrate tourism with sustainability, meeting current tourism demands while preserving the rights of future generations.

Sustainable tourism development is a modern concept that emerged due to the rapid growth in tourism demand and the challenges faced by many developing countries. This has increased pressure on the natural, economic, cultural, and social environments of tourist destinations, primarily due to the unsustainable exploitation of resources, leading to environmental degradation and harm to local communities.

Strategic planning is a critical intellectual and managerial approach, playing a pivotal role in helping tourism organizations achieve success and longevity. It enables them to overcome risks by leveraging opportunities, capitalizing on strengths, addressing weaknesses, and mitigating threats. By doing so, strategic planning enhances performance and contributes to the realization of sustainable tourism development.

First: The study problem

The study problem crystallizes in answering the following questions:

1. Does strategic planning contribute to achieving sustainable tourism development?
2. To what extent do the strategic plans in Babylon Governorate meet the needs of tourist destinations?

What types of plans have been developed by decision-makers in Babylon Governorate to enhance the tourism sector.

Second: Study Objectives

The study aims to:

1. Examine the relationship between strategic planning and sustainable tourism development in Babil Governorate.

Corresponding Author:

MD. Qayssar Ahmed Abdullah

Ministry of Education,

Babylon Governorate,

Vocational Education

Department, Babylon, Iraq

2. Analyze the nature of strategic planning implemented in Babil Governorate.
3. Evaluate the role of strategic planning in applying sustainable tourism development in Babylon Governorate.
4. Propose recommendations to enhance the role of strategic planning in achieving sustainable tourism development, thereby improving and preserving tourist destinations.

Third: Study Hypotheses

- **Main Hypothesis:** There are no statistically significant differences between strategic planning and sustainable tourism development.
- **Alternative Hypothesis:** There are statistically significant differences between strategic planning and sustainable tourism development.
- **Fourth: Study Population :** The study population included a sample of employees from the Tourism Authority in Babylon Governorate.

Section Two

Theoretical Framework

First Requirement: An introduction to strategic planning.

1. The concept of strategic planning

Reaching a single, agreed-upon definition of strategic planning is as challenging as it is in most social sciences in general and management sciences in particular. However, strategic planning can be defined as the organized effort toward making pivotal decisions for an organization. It is also a set of principles, tools, and procedures designed to help decision-makers or planners think strategically. Thus, strategic planning assists organizations in making effective decisions to achieve their mission and satisfy target groups, considering the opportunities and threats in the external environment and the strengths and weaknesses in the internal environment. (Al-Zahir, 2009, p. 75) ^[9].

Strategic planning has also been defined as a direction for choosing the path to achieve objectives, as well as a structured mental effort aimed at utilizing all available means to achieve goals based on available resources and capabilities. (Abdul Ghani & Hamroush, 2017, p. 18) ^[11]

Additionally, Philip Kotler defined strategic planning as the managerial process of developing and maintaining alignment between an organization's objectives, skills, resources, and changing market opportunities (Kotler, 2002, p. 39) ^[17]. This is because an organization, as a structure, both influences and is influenced by its surrounding environment. This mutual impact must be reflected in formulating strategies and adapting to environmental changes, ensuring harmony and alignment between the organization's resources and the formulated strategies. (Akinyele & Samuel, 2010, p. 2) ^[15]

Second: Stages of strategic planning

Strategic planning goes through four main stages: strategy formulation, followed by environmental analysis, then strategy implementation, and finally strategy evaluation, as outlined below:

1. Strategy Formulation Stage

The strategy formulation stage is divided into two parts: the strategic vision and the strategic mission, as follows:

A. Strategic Vision

The Strategic Vision is defined as the formulation and description of the future direction that sets the desired destination. It should be a clear, simple, and concise statement. (Al-Ani, 2018, p. 74) ^[10].

B. Strategic Mission

The Strategic Mission is a crucial element upon which an organization relies to define its objectives and vision. It serves as the distinguishing framework that sets the organization apart from others in terms of its field of activity, markets, products, and customers. It reflects the core reason for the organization's existence, its identity, the nature of its operations, and its practices.

It is worth noting that in management science, traditional companies, institutions, and organizations used to have a "mission" a limited, technical task. However, modern management institutions must have a "mission" in a broader, more comprehensive sense. (Idris & Morsi, 2015, p. 92).

2. Environmental Analysis Stage

The processes of diagnosis and analysis are closely interrelated, as we cannot diagnose a situation without analyzing it. Diagnosis is defined as the process of identifying the elements of an organization's internal environment, analyzing their characteristics, and uncovering its strengths and weaknesses. It also involves identifying the elements of the external environment, understanding their characteristics and trends, and assessing the opportunities or threats they present. Therefore, diagnosis is used by management as a performance analysis tool through a set of procedures.

Analysis, on the other hand, is defined as a thorough examination of two dimensions of an organization's situation: its external environment and internal characteristics. It requires an environmental analysis of the external surroundings to identify opportunities and threats, while the other aspect involves an internal audit to determine strengths and weaknesses. (Mukaddam & Wuhaiba, 2020, p. 92).

3. Strategy Implementation Stage

The strategy implementation stage is crucial in translating visions and broad objectives into practical reality. Strategy implementation is defined as a series of interrelated activities that involve fulfilling the requirements of the chosen strategy. (Bani Mustafa & Ali, 2017 ^[6], p. 82).

4. Strategy Evaluation Stage

The process of monitoring and evaluating the strategic plan is a fundamental component of strategic planning. Monitoring is not primarily about identifying errors, detecting violations, or deviations, but rather about ensuring the accuracy of strategic thinking, the precision of planning, and the efficiency of execution. The monitoring process extends to verifying the quality of strategic thinking, comparing actual performance with planned targets, and ensuring alignment. (Idris & Morsi, 2015, p. 419).

Third: Planning for sustainable tourism

Sustainable tourism planning refers to the process of assessing the current and future impacts of tourism development and monitoring the effects of tourism activities. This requires relying on monitoring and analyzing

carrying capacity (Ecological Tourism in Europe, 2009 ^[16], p. 14), limits of acceptable change, and facility operations, which are activated in case of development. Thus, sustainable tourism planning serves as a proactive approach to organizing and developing tourism in a region according to the plan adopted by decision-makers.

Second Requirement: Sustainable Tourism Development

First: The Concept of Sustainable Tourism Development

There are over 60 definitions of sustainable development. One of them is the definition by the World Commission on Sustainable Development in 1987, which defined it as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

The Food and Agriculture Organization (FAO) defined sustainable development as "the management and protection of natural resource bases and the orientation of technological and institutional change in such a manner as to ensure the continuous satisfaction of human needs for present and future generations".

After understanding the concept of sustainable development, we can now explore sustainable tourism development, which has been defined as "the point of convergence between the needs of visitors and those of the host region, leading to the protection and enhancement of future development opportunities. It involves managing all resources in a way that meets economic, social, and spiritual needs while preserving cultural heritage, essential ecological processes, biodiversity, and life-support systems." Sustainable tourism has three interrelated dimensions: economic sustainability, social and cultural sustainability, and environmental sustainability. (Slimani, 2017 ^[11], p. 35).

The World Tourism Organization (WTO) defines it as "development that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is a concept that leads to the management of resources in a way that fulfills economic, social, and aesthetic needs while maintaining cultural integrity, essential ecological processes, and life-support systems".

It is also defined as "continuous development that involves utilizing environmental, cultural, and social tourism resources while preserving and maintaining their natural state, as they are not solely the property of the current generation but belong to successive generations." (Nadia, 2013, p. 23)

Second: The Importance of Sustainable Tourism Development

Sustainable tourism development plays a vital role in various activities and fields, including the following:-

1. Preserving natural, cultural, and other resources to ensure their continued use in the future while allowing current generations to benefit from them. The importance of sustainable development in this context lies in the fact that the survival of the tourism sector depends on preserving the natural, environmental, historical, and cultural heritage of a region. If environmental conditions deteriorate or disappear, the foundations of the tourism industry will be lost.
2. Adopting scientific planning methods for tourism development and management in a way that avoids environmental, social, or economic problems. Environmental planning and transport capacity studies

serve as essential technical tools to prevent or mitigate the environmental, social, and economic issues that tourism may generate.

3. Maintaining and improving environmental quality in all aspects, particularly in areas where enhancement is needed. Tourists generally prefer visiting locations with scenic landscapes and clean, unpolluted environments. Tourism can provide incentives and means to preserve sites and improve environmental quality when necessary. A high-quality environment enhances the region's appeal, while tourism raises awareness of the importance of environmental quality, encouraging support for conservation and improvement efforts when required.
4. Positive word-of-mouth marketing from current tourists helps promote a destination, ensuring easier marketing and a strong reputation. If a location fails to satisfy tourists, it will inevitably lose its market share and see a decline in tourism activity.
5. Scientific planning and sound management in tourism development lead to broader social and economic benefits for all community members in the tourist area. This encourages residents to support sustainable tourism and adopt positive attitudes toward it. Notably, tourism that involves local participation is a key means of distributing benefits among the population.

From the above, the essence of sustainable tourism becomes clear it is the intersection between the needs of visitors and the host region, ensuring the protection and enhancement of future development opportunities. It involves managing all resources to meet economic, social, and spiritual needs while preserving cultural heritage, essential ecological balance, biodiversity, and life-support systems.

Third: Objectives of Sustainable Tourism Development

The objectives of sustainable tourism development vary across social, economic, and environmental dimensions, as outlined below:

1. **Social Objectives:** These include fostering social growth among citizens by raising awareness and education about their country's history and geography, as well as maximizing opportunities for tourism and recreation (Iraqi & Abd al-Nabi, 2012 ^[12], p. 13).
2. **Economic Objectives:** These aim to maximize tourism's contribution to economic prosperity by promoting regional and local economic development and improving the balance of payments (Zein al-Din, 2016 ^[8], p. 23).

Environmental Objectives: These focus on environmental protection as a key pillar of sustainable development. This involves the optimal use of natural resources, reducing pollution, safeguarding natural environments from degradation, and considering the carrying capacity of tourist areas (Al-Nuaimi, 2018 ^[14], p. 35).

Fifth: Requirements for Achieving Sustainable Tourism Development

1. To achieve comprehensive and sustainable tourism development, we present a set of measures and tools that can successfully balance tourist activities and desires on one hand, and the protection of environmental resources, social systems, and maximization of economic benefits on the other, for

implementation purposes. (Yasser, no publication year, p.10).

3. Enacting environmental protection laws and legislation that consider tourism environment components as a single unit an integrated, indivisible ecosystem.
4. Establishing visitor centers at tourist sites to: Regulate tourist movement, Facilitate careful monitoring of their behavior toward the tourism environment, Implement systems and regulations to control visitor numbers, Ensure security and protection without causing environmental damage.
5. Determining carrying capacity of tourist sites by: Setting limits on visitor numbers to tourist areas, Preventing overcrowding, especially at archaeological and historical sites, Protecting natural and cultural environments from damage
6. Promoting tourism awareness and environmental culture among local communities, as they often contribute to environmental destruction for material reasons, while ensuring the presence of informational signage emphasizing its importance.
7. Encouraging income-generating projects for local residents, such as: Traditional handicraft industries, Work as tourist guides.
8. Coordinating all sectors related to tourism to successfully Establish natural and heritage reserves, Manage them through qualified personnel, Adopt ecotourism as an appropriate marketing method , Implement it as a tourism model that achieves comprehensive and sustainable tourism development.

Sixth: Foundations for implementing sustainable tourism development

The World Tourism Organization (UNWTO) has emphasized the need to implement sustainable tourism development through a comprehensive strategy that incorporates social, economic, and cultural factors. This strategy should include the following key elements. (United Nations, 2013 ^[5], p.19).

Optimal utilization of natural and environmental resources

Ensure the sustainable use of natural and environmental resources while preserving biodiversity and maintaining ecological balance.

Respect and preservation of local cultural heritag

Honor and safeguard the customs, traditions, and cultural heritage of local communities.

Economic Growth and Social Welfare

Strengthen economic activity, create employment opportunities, improve public services, and reduce poverty levels within the community.

Chapter Three

The Applied Framework

First-Field Study Methodology

1-Questionnaire Design

The questionnaire was prepared in the form of personal questions related to the demographic variables of the study population, as well as objective questions that the respondent answers by choosing one of the predetermined

options listed in the questionnaire. The questionnaire consisted of 29 questions in total. The first section included demographic data, comprising 4 questions related to demographic information. The second section included objective data related to the subject of the study, which consisted of 24 questions.

2. Response Scale

The responses were based on a five-point Likert scale, which includes the following five options: (Strongly disagree, disagree, neutral, agree and strongly agree). The scale scores were then classified as shown in Table 1.

Table 1: Response scale for questionnaire items

Classification	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Score	1	2	3	4	5

Source: Table prepared by the researcher.

Here's the professional English translation of your research methodology section:-

1. Study Sample Determination

The study sample was selected using random sampling technique, consisting of 35 employees from the Iraqi Tourism Authority in Babylon Governorate.

2. Statistical tools employed

Several statistical tools were utilized to analyze the questionnaire data through SPSS Statistical Analysis Software (Version 26), including:

- **Percentage:** To measure response frequency rates for each questionnaire item.
- **Arithmetic Mean:** To calculate the average response score for each questionnaire item.
- **Standard Deviation:** To measure dispersion or homogeneity of responses for each questionnaire item.
- **Coefficient of Variation:** To evaluate response consistency across the study sample for each questionnaire item.
- **Response Rate:** To assess sample representativeness and result reliability for each questionnaire item.

Second: Results of statistical analysis of questionnaire items

1. Demographic Data

Table 2: Statistical analysis of study sample responses regarding demographic data

Variable	Response	Frequency	Percentage (%)
Gender	Male	17	48.6
	Female	18	51.4
Age Group	Under 30 years	5	14.3
	30-40 years	12	34.3
	41-50 years	14	40.0
	Over 50 years	4	11.4
Education	Secondary	4	11.4
	Diploma	10	28.6
	Bachelor's degree	16	45.7
	Postgraduate	5	14.3
Experience	Less than 5 years	4	11.4
	5-10 years	7	20.0
	10-15 years	10	28.6
	More than 15 years	14	40.0

Source: Table prepared by the researcher.

Table 2 illustrates the demographic characteristics of the study sample. The number of male participants was 17 individuals (48.6%), while the number of female participants was 18 individuals (51%). Regarding age groups, the highest percentage of employees fell within the 41–50 years age range, accounting for 40% of the sample, followed by the 30–40 years age group at 34.3%. In terms of educational qualifications, the majority of participants held a bachelor's degree, with 16 individuals

(45.7%). As for years of experience, the highest proportion belonged to those with more than 15 years of experience, totaling 14 individuals (40%), followed by those with 10 to 15 years of experience, totaling 10 individuals (28.6%).

1 Objective Data

2.1 The impact of planning on achieving sustainable tourism development

Table 2: Description of the Variable "The impact of planning on achieving sustainable tourism development"

Response Measurement Scale										Mean	Std. Dev.	Coef. of Variation	Response Ratio	
Questions	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	T	%	T	%	T	%	T	%	T					%
X1	11	31.4	9	20.0	3	8.6	7	25.7	5	14.3	3.40	1.479	0.37	0.78
X2	8	22.9	11	31.4	6	17.1	4	11.4	6	17.1	3.31	1.409	0.42	0.66
X3	15	42.9	12	34.3	4	11.4	3	8.6	1	2.9	4.06	1.083	0.26	0.81
X4	11	31.4	14	40.0	2	5.7	4	11.4	4	11.4	3.69	1.345	0.36	0.73
X5	15	42.9	10	28.6	5	14.3	3	8.6	2	5.7	3.94	1.211	0.30	0.79
X6	13	37.1	12	34.3	5	14.3	4	11.4	1	2.9	3.91	1.121	0.28	0.78
X7	11	31.4	11	31.4	4	11.4	3	8.6	6	17.1	3.51	1.463	0.41	0.72
X8	13	37.1	13	37.1	4	11.4	4	11.4	1	2.9	3.94	1.111	0.28	0.79
X9	12	34.3	13	37.1	4	11.4	3	8.6	3	8.6	3.80	1.256	0.33	0.76
X10	14	40.0	10	28.6	5	14.3	3	8.6	3	8.6	3.83	1.294	0.33	0.77
X11	13	37.1	11	31.4	4	11.4	4	11.4	3	8.6	3.77	1.308	0.34	0.75
X12	12	34.3	12	34.3	5	14.3	4	11.4	2	5.7	3.80	1.208	0.31	0.76
X13	14	40.0	11	31.4	4	11.4	6	17.1	0	0	3.94	1.110	0.28	0.79
Overall average	35.6		30.76		11.41		9.88		7.03		3.76	1.26	0.32	0.76
Total dimension average	63.3				11.9		63.3							

Source: Prepared by the researcher based on the results of the statistical analysis program (SPSS 26).

Table 2 reveals a general consensus among respondents regarding strategic planning, with an agreement rate of 63.3%, mean score of 3.76, standard deviation of 1.26, response rate of 0.32, and coefficient of variation of 0.76. This variable covered a set of sub-items (x1 to x13), with the most significant contribution coming from item x3,

which emphasized achieving economic objectives, showing an agreement rate of 0.81. This indicates that planning must necessarily achieve its intended economic objectives.

22 Achieving sustainable tourism development:

Table 3: Description of the Variable "Achieving Sustainable Tourism Development"

Response Measurement Scale											Mean	Std. Dev.	Coef. of Variation	Response Ratio
Questions	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	T	%	T	%	T	%	T	%	T	%				
y1	14	40.0	10	28.6	5	14.3	4	11.4	2	5.7	3.86	1.240	0.32	0.77
y2	15	42.9	11	31.4	4	11.4	3	8.6	2	5.7	3.97	1.200	0.30	0.79
y3	11	48.6	13	37.1	3	8.6	6	17.1	2	5.7	3.71	1.250	0.33	0.74
y4	10	45.7	12	34.3	4	11.4	4	11.4	5	14.3	3.51	1.401	0.39	0.70
y5	10	28.6	14	40.0	5	14.3	5	14.3	1	2.9	3.77	1.114	0.29	0.75
y6	11	31.4	14	40.0	3	8.6	4	11.4	3	8.6	3.74	1.268	0.33	0.74
y7	13	37.1	11	31.4	5	14.3	3	8.6	3	8.6	3.80	1.279	0.33	0.76
y8	10	28.6	13	37.1	6	17.1	4	11.4	2	5.7	3.71	1.178	0.31	0.74
y9	11	31.4	14	40.0	4	11.4	5	14.3	1	2.9	3.83	1.124	0.29	0.77
y10	10	28.6	15	42.9	5	14.3	4	11.4	1	2.9	3.83	1.071	0.27	0.77
y11	11	31.4	14	40.0	4	11.4	4	11.4	2	5.7	3.80	1.183	0.31	0.76
y12	10	28.6	13	37.1	5	14.3	5	14.3	2	5.7	3.69	1.207	0.32	0.74
Overall average	35.2		36.6		12.6		12.1		6.2		3.76	1.2	0.31	0.74
Total dimension average	74.7				11.4		19.4							

Source: Prepared by the researcher based on the results of the statistical analysis program (SPSS 26).

The data in Table 3 indicates a general consensus among respondents regarding the sustainable tourism development variable, with an agreement rate of 74.7%, mean score of 3.76, standard deviation of 1.2, response rate of 0.31, and coefficient of variation of 0.74. This variable comprised a set of sub-items (y1 to y12), with relatively equal contributions across all items, which collectively emphasized the importance of sustainable tourism development and its role in integrating economic and social

aspects while maintaining resource sustainability and preventing depletion.

Third: Testing the correlation between research variables

This analysis aims to examine the correlation between the two research variables (strategic planning and sustainable tourism development) using Pearson's correlation coefficient. The analysis essentially tests the main hypothesis stating that "there is no statistically significant

correlation between strategic planning and sustainable tourism development at the Babylon Tourism Organization level ".As evidenced by Table 4, a statistically significant correlation exists between the variables, with a Pearson correlation coefficient of 0.81 at a significance level of 0.0.

These results indicate both the significance and strength of the correlation, leading to the acceptance of the alternative hypothesis, which posits a statistically significant relationship between strategic planning and sustainable tourism development and its dimensions.

Table 4: Correlation results between the impact of planning and achieving sustainable development

Dependent Variable	Independent Variable	The Impact of Planning	Sig
Achieving Sustainable Development		0.81**	0.000

Source: Prepared by the researcher.

Fourth: testing the nature of the effect between the research variables

The content of this relationship tests the main research hypothesis, which states that there are no statistically significant differences between strategic planning and sustainable tourism development at the level of the Babylon Tourism Organization. Table 4 reveals a significant effect of the strategic planning variable on sustainable tourism development, with a significance level of (0.000), which is lower than the study's default significance level (0.05). Strategic planning, interpreted by the coefficient of determination (R^2), accounted for (66%) of the total variations in achieving sustainable tourism development. Its significance is supported by the calculated (F) value of (66.74), which is greater than its tabulated value (0.00) at degrees of freedom (1, 33) and a significance level of (0.05). The remaining percentage (34%) is attributed to other

variables that cannot be controlled or were not included in the research design.

The regression coefficient (Beta) value was (0.72), which is significant, as indicated by the calculated (t) value (8.17), greater than its tabulated value (0.00) at a significance level of (0.05). This indicates that a one-unit change in strategic planning will lead to a (0.81) change in sustainable tourism development and its dimensions. These results support the acceptance of the study's alternative hypothesis, which states that there is a statistically significant effect of strategic planning on achieving sustainable tourism development and its dimensions in the Babylon Tourism Organization.

Based on the above, it can be concluded that sustainable tourism development derives its foundations from adopting strategic plans designed to achieve sustainable development.

Table 4: The effect of the planning variable on achieving sustainable development

Independent Variable	The Impact of Planning						
	R ²	F		B0	B	T	
		Calculated	Sig			Calculated	Sig
Achieving Sustainable Development	0.66	**66.74	0.000	0.72	0.81	**8.17	0.000

Source: Prepared by the researcher based on the results of the statistical analysis program (SPSS 26 DF=1,33, n=35 ** $p \leq 0.05$)

Table 4 shows that the results indicate a strong positive and statistically significant effect of planning on achieving sustainable development, with a direct relationship between them. The model as a whole is robust and reliable, explaining a large proportion of the variance in the

dependent variable .To verify the assumption of normally distributed residuals in the regression model used in this study, standardized residuals were analyzed using a histogram and a normal probability plot (Normal P-P Plot).

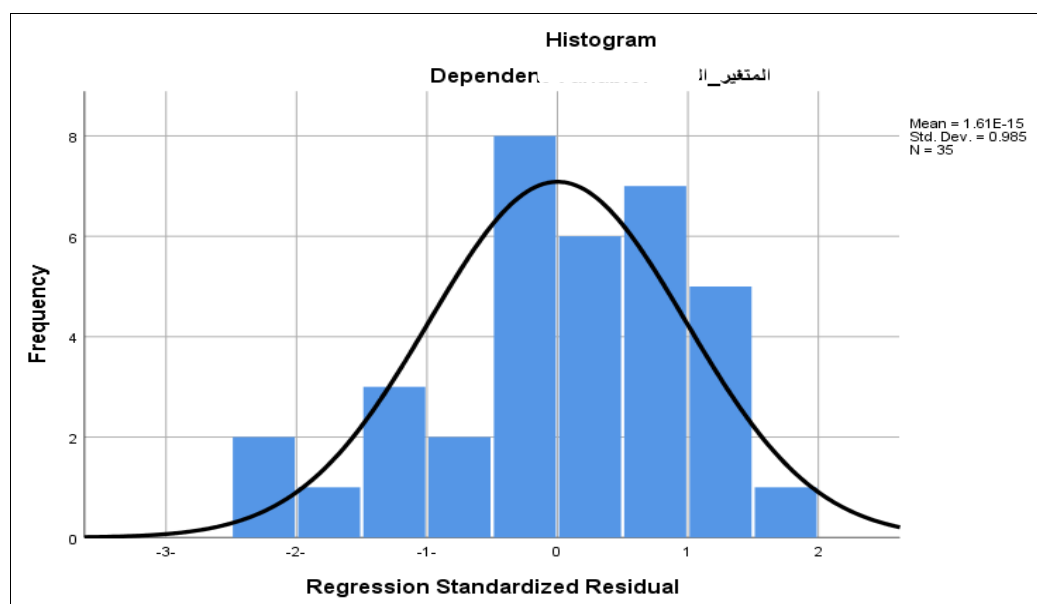


Fig 1: presents the standardized residual analysis of the dependent variable

The histogram results presented in Figure 1 demonstrate that the residuals are approximately normally distributed, adhering to the characteristic bell-shaped pattern of the

normal curve, which confirms their homogeneity and normal distribution properties.

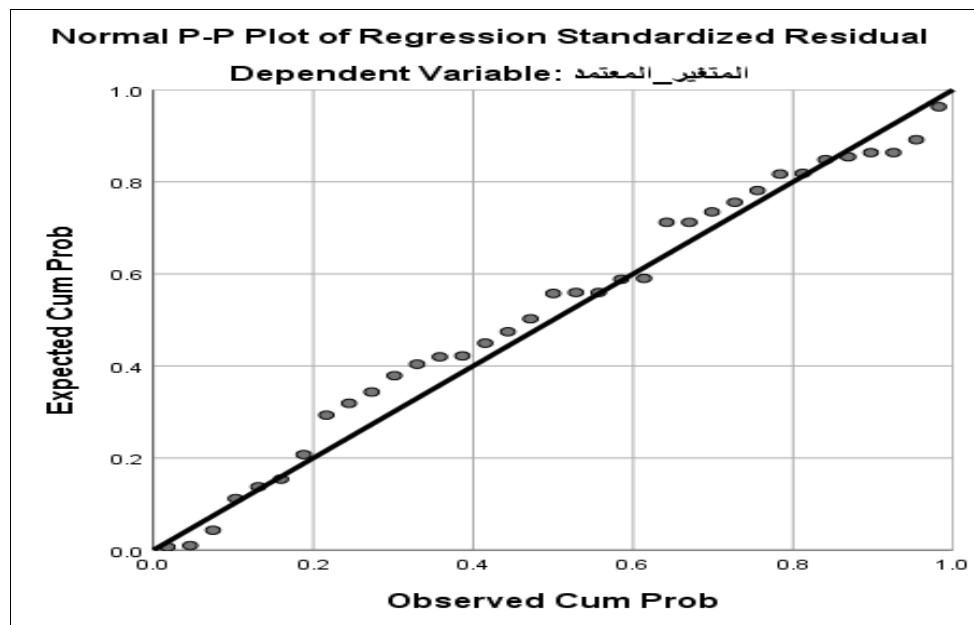


Fig 2: displays the residual distribution of the dependent variable.

Furthermore, the probability plot in Figure 2 shows that the points align approximately along the diagonal line, reinforcing the hypothesis that the model residuals are normally distributed.

Consequently, these results validate one of the key assumptions of regression analysis and support the reliability of the model used to measure the impact of strategic planning (the independent variable) on achieving sustainable tourism development (the dependent variable). This serves as evidence of the soundness of the statistical procedures followed in the study.

Conclusions and Recommendations

First: Conclusions

The researcher presents a set of conclusions reached based on the facts presented in both the theoretical and field study aspects, which are summarized as follows:

1. Strategic plans provide the ability to communicate with individuals within the company by valuing their efforts, actively listening to them, developing their capabilities, and organizing their ideas.
2. Strategic planning plays an effective and influential role in achieving the dimensions of sustainable development across various economic, social, cultural, and environmental fields while ensuring resource sustainability and longevity.
3. The results of the correlation analysis between the research variables demonstrated the strength of strategic planning indicators in achieving sustainable tourism development, given the existing relationship between them.
4. Sustainable tourism development is a concept linked to balancing the environment and development, ensuring that environmental aspects are considered in planning-related decision-making.
5. One of the pillars of sustainable tourism development is the time dimension it is long-term development that

impacts both present and future generations. Therefore, plans must account for their long-term nature.

Second: Recommendations

1. In light of the conclusions reached, the researcher proposes the following recommendations, deemed essential for companies in general and the studied organization in particular:
2. Prioritize the development of a future vision that all individuals strive to achieve to advance the tourism sector and realize sustainable tourism development and its dimensions.
3. Enact laws and regulations related to environmental protection, ensuring that tourism environmental components are treated as an integrated, indivisible ecological system.
4. Encourage the adoption of well-structured planning aimed at achieving lofty goals to elevate the tourism sector and optimally utilize natural and human resources, fostering economic, social, and cultural growth while ensuring their preservation and sustainability.
5. Optimally invest in available tourism resources to achieve planning objectives while adhering to sustainable tourism development principles.
6. Determine the carrying capacity of tourist sites by regulating visitor numbers to avoid overcrowding, particularly in historical and archaeological locations, to prevent harm to natural and cultural environments.
7. Identify and address obstacles that reduce planning effectiveness and hinder the organization's objectives, working to eliminate them systematically.

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