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THE ROLE OF MODERN TECHNOLOGY IN DEVELOPING STRATEGIC PLANNING WITHIN MEDIA INSTITUTIONS: AN APPLIED STUDY ON AL-MANAR AND LBCI TELEVISION

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ABSTRACT

This study examines the role of modern technology in enhancing strategic planning within Lebanese media institutions, with a focus on Al-Manar and LBCI. Drawing on quantitative

Manar and LBCI. Drawing on quantitative data from 100 employees and supported by comparative analysis, the findings demonstrate that digital tools significantly improve both the efficiency and flexibility of planning, while also strengthening institutional competitiveness. Yet the results highlight a marked disparity: LBCI has achieved deeper integration of advanced platforms and data-driven systems, whereas Al-Manar remains constrained by financial and political limitations. The study concludes that technology should be understood not as an operational accessory but as a strategic necessity for media organizations seeking resilience and sustainable growth.

KEYWORDS :modern technology; strategic planning; competitiveness; media

INTRODUCTION

The contemporary media environment is undergoing rapid technological transformation, reshaping both operational and strategic practices. The adoption of digital tools—such as information management systems, predictive analytics, interactive broadcasting platforms, and social media—has become central to the success of media institutions. Strategic planning, in particular, increasingly relies on data-driven insights and forecasting to create adaptive, forward-looking strategies.

Media organisations face multiple challenges: a fast-changing technological landscape, growing audience expectations, and intensified competition between traditional broadcasting and digital platforms. Studies show that institutions embedding digital technologies into their strategic frameworks achieve improved decision-making, more efficient allocation of resources, and greater competitive sustainability (Picard, 2004).

Nevertheless, barriers such as weak digital infrastructure, shortages of specialist staff, and risks of cyber insecurity complicate this process (Farhangi, 2012). Understanding how modern technology shapes strategic planning is therefore essential. This study addresses that need by analysing Al-Manar and LBCI as case studies of Lebanese broadcasters navigating digital transformation (Dwivedi, 2021).

Research Problem and Questions

Media institutions in Lebanon face serious challenges in infrastructure, human resources, and environmental adaptability. Against this background, the study addresses the following central question:

To what extent does the adoption of modern technology enhance the effectiveness of strategic planning in media institutions?

From this arise two sub-questions:

1. *What is the relationship between the level of technology adoption and the efficiency and flexibility of strategic planning?*

2. *How does technology contribute to strengthening institutional competitiveness through strategic planning?*

Hypotheses

1. There is a strong, statistically significant positive relationship between the level of modern technology adoption and the efficiency

and flexibility of strategic planning at Al-Manar and LBCI.

2. The integration of modern technology significantly and positively enhances competitiveness through improved strategic planning mechanisms.

Objectives

- To assess the degree of technological integration in the strategic planning of Al-Manar and LBCI.

- To analyse the relationship between technology adoption and the efficiency and flexibility of strategic planning.

- To examine the impact of technology on competitiveness.

- To propose recommendations for improving strategic planning by leveraging digital tools.

Significance

Academic significance: This research contributes to the literature on digital transformation in media institutions by offering empirical evidence of its strategic role.

Practical significance: Findings provide managers with guidance on optimising strategic planning through digital adoption.

Societal significance: Improving strategic planning in media enhances the quality of content, which benefits both audiences and society at large.

Literature Review and Practical Applications

Research on digital transformation in media has underlined both its opportunities and constraints. Ben Roukia (2022) showed that new information and communication technologies enable media institutions to cross national boundaries and operate on a global scale, though this shift remains hindered by financial and organisational barriers. Suad (2021) argued that modern tools allow the integration of broadcasting, print, and moving images into single platforms, making technological competence a professional necessity. Curtis (2010) further illustrated how social media has become embedded in everyday organisational communication, even within non-profit sectors.

In parallel, studies on strategic planning have highlighted the decisive role of institutional context. Al-Tahir (2021) revealed the gap between formal planning and practice in Sudanese media, while Shanfari, Alani and Lasheen (2020) pointed to the financial and managerial obstacles facing technological adoption in Oman. Shabaan (2017) and Masilamoni (2010) stressed that clear goals, leadership, and collaboration are essential for the effective implementation of strategies.

The Lebanese case reflects these dynamics. Al-Manar, constrained by limited resources and political pressures, has remained dependent on traditional broadcasting with only partial use of online tools. By contrast, LBCI has adopted digital platforms, artificial intelligence, and data-driven decision systems, enabling more flexible planning and stronger audience engagement. This contrast illustrates how the integration of technology into strategic planning is both a question of capacity and institutional vision.

Methodology

This study employed a descriptive–analytical method, combining qualitative and quantitative approaches.

Population and sample: The research population comprised approximately 550 employees: 250 from Al-Manar and 300 from LBCI. A simple random sample of 100 employees (50 from each institution) was selected, representing 18 per cent of the total population.

Instrument: Data were collected using a structured questionnaire comprising 20 items across two dimensions:

- **Dimension 1:** technology adoption and its relationship to strategic planning efficiency and flexibility (10 items).
- **Dimension 2:** the effect of technology on institutional competitiveness (10 items).

Responses were measured using a five-point Likert scale ranging from 'strongly agree' to 'strongly disagree'.

Validity and reliability: Expert review established content validity. Internal consistency was confirmed through Pearson correlation ($p < 0.001$), while Cronbach's Alpha showed strong reliability (0.84–0.89).

Statistical analysis: SPSS was used to compute descriptive statistics, Pearson correlations, Cronbach's Alpha, and one-sample t-tests.

Results

The descriptive analysis showed that both main dimensions achieved high mean values. The dimension of technology and strategic planning reached a mean of 4.05 with a standard deviation of 0.84, while the dimension of technology and competitiveness recorded a mean of 4.14 with a standard deviation of 0.80. These results indicate that respondents perceive modern technology as an essential factor that positively influences both the efficiency of strategic planning and the competitiveness of media institutions.

The reliability analysis confirmed the robustness of the instrument. Cronbach's Alpha coefficients were 0.84 for the first dimension, 0.87 for the second dimension, and 0.89 for the instrument as a whole. These values, all above the 0.80 threshold, provide strong evidence of internal consistency and justify the reliability of the collected data.

The hypotheses were tested using a one-sample t-test. For the first hypothesis, relating technology to the efficiency and flexibility of strategic planning, the mean score of 4.05 generated a t-value of 6.86, which was statistically significant at $p < 0.001$. For the second hypothesis, addressing the impact of technology on competitiveness, the mean score of 4.14 produced a t-value of 7.81, also significant at $p < 0.001$. These findings strongly support both hypotheses and demonstrate that the adoption of technology has a substantial and positive effect on strategic planning and competitiveness in the surveyed institutions.

The comparative analysis between Al-Manar and LBCI provides further insight. At Al-Manar, the mean score for the strategic planning dimension was 3.91, compared with 4.20 at LBCI. For the

competitiveness dimension, Al-Manar recorded a mean of 3.95, whereas LBCI achieved 4.33. These differences, 0.29 and 0.38 respectively, reflect the wider integration of digital technologies at LBCI. The findings suggest that LBCI has succeeded in embedding technology more effectively into its planning processes and competitive strategies, while Al-Manar continues to face structural and political constraints that limit the scope of technological adoption.

Taken together, these results confirm that modern technology is widely recognised by employees as a driver of efficiency, flexibility, and competitiveness. They also illustrate how institutional context—financial resources, managerial vision, and external pressures—shapes the extent to which digital tools can be used to achieve strategic objectives.

The analysis showed significant positive relationships between technology adoption, strategic planning, and competitiveness.

- Dimension 1 (technology & planning): mean = 4.05, SD = 0.84, $t = 6.86$ ($p < 0.001$). **- Dimension 2 (technology & competitiveness): mean = 4.14, SD = 0.80, $t = 7.81$ ($p < 0.001$).** These findings indicate strong agreement that technology improves both the adaptability of strategic planning and institutional competitiveness.

Discussion

Results confirm that modern technology is a strategic asset, not merely an operational tool. They echo Ben Roukia (2022), who highlighted the role of new ICTs in shifting institutions towards digital management, and Suad (2021), who stressed the value of multi-platform integration.

A comparison between Al-Manar and LBCI reveals marked differences: - Al-Manar relies primarily on traditional broadcasting, employing digital tools only to a limited degree because of financial and political constraints. - LBCI demonstrates broad adoption of advanced digital platforms, artificial intelligence, and integrated content management systems, enabling greater efficiency and competitiveness.

Conclusion

This study has shown that the adoption of modern technology plays a decisive role in strengthening the efficiency and flexibility of strategic planning in Lebanese media institutions. The findings confirm that digital tools not only enhance competitiveness through improved production quality and audience engagement but also serve as a strategic foundation for long-term sustainability. A comparative analysis between Al-Manar and LBCI highlights the significant gap in technological integration, reflecting the influence of institutional resources and vision.

Summary of Findings • The analysis confirmed a strong positive relationship between technology adoption and the efficiency and flexibility of strategic planning. • Results showed that technology contributes directly to enhancing competitiveness by improving media product quality, accelerating production, and enabling data-driven marketing strategies. • A comparative assessment revealed that LBCI has achieved a higher level of technological integration than Al-Manar, reflecting stronger planning capacity and market responsiveness.

These findings underline the importance of digital transformation not only for Lebanese media policy but also for the wider Arab media landscape.

Contribution to Knowledge This study adds empirical evidence from Lebanon to the wider literature on media digitalisation. It demonstrates that modern technology functions as a strategic driver rather than a purely operational tool in media institutions.

Limitations The scope of the research was limited to two institutions and a relatively small sample. This restricts the generalisability of the findings across the broader Arab media landscape.

Recommendations 1. Increase digital investment in big data analytics, artificial intelligence, and interactive broadcasting platforms. 2. Develop human capital through continuous training in digital systems and data-driven decision-making. 3. Promote transparency by using digital tools for accurate reporting and planning. 4. Monitor technological advances to ensure strategies remain adaptive and competitive.

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"Technology is no longer an optional tool; it is the foundation for strategic planning and sustainable competitiveness in media institutions."

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