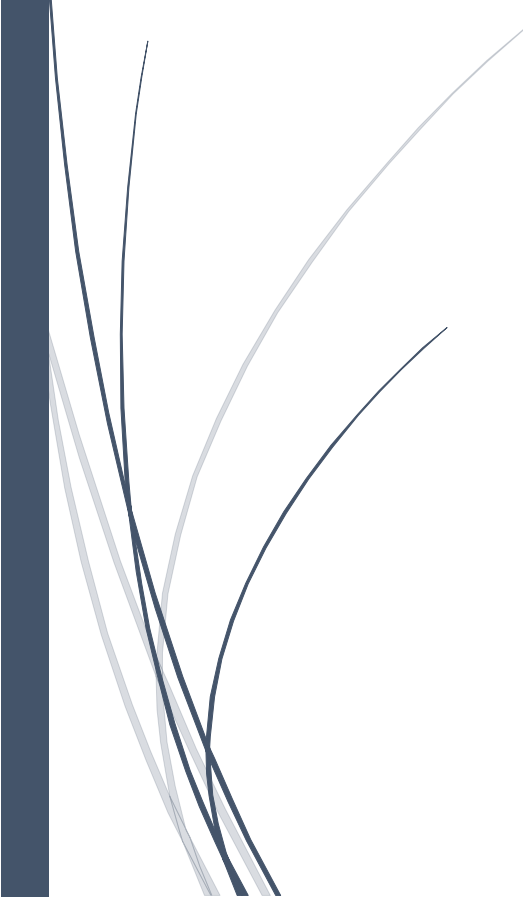




Final Project 2

PMG 497

Project Template



Midocean University

Faculty of Management

Department/ Specialization General Administration



The Role of Strategic Planning in Achieving Competitive Advantage for Startups

Student name

Albandari Nasser Mohammed Al-Sulaimani

Final Project - 2

Faculty of Management - Midocean University

Supervisor

Dr. Abdulrahim Nader

Faculty member - Faculty of Management - Midocean University

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1. Chapter 1: Introduction

1.1. Research Background

In today's highly volatile and competitive global economy, startups operate in environments characterized by rapid technological change, shifting customer preferences, and intense market rivalry. Unlike established corporations, startups typically function with limited financial resources, evolving organizational structures, and high levels of uncertainty. These conditions significantly increase the risk of failure, particularly during the early stages of development.

Consequently, the need for structured managerial approaches that can guide decision-making and ensure sustainable growth has become more critical than ever. Among these approaches, strategic planning has emerged as a central mechanism through which organizations define their direction, allocate resources effectively, and position themselves competitively within their industries (Guttermann, 2023).

Strategic planning is not merely the preparation of a formal business document; rather, it is a systematic and dynamic process that involves clarifying the organization's vision and mission, analyzing internal and external environments, setting long-term objectives, and formulating actionable strategies.

According to Khuan et al. (2023), strategic business planning serves as a pathway to sustainable growth by aligning organizational capabilities with market opportunities. In the context of startups, this alignment is particularly essential because misallocation of scarce resources or poorly defined objectives can quickly undermine competitiveness and survival prospects. Strategic planning therefore functions as a navigational framework that reduces uncertainty and enhances organizational coherence.

The literature on strategic management has long emphasized the importance of positioning and resource deployment in achieving superior performance. Classical strategic theories suggest that competitive advantage arises when firms are able to implement value-creating strategies that are not simultaneously being implemented

by competitors.

In startup contexts, however, the challenge is compounded by the absence of established routines, limited market reputation, and constrained access to capital.

Arora (2025) argues that early-stage ventures must move beyond traditional business planning and adopt comprehensive strategic planning practices that integrate market analysis, innovation strategies,

and financial foresight. This broader perspective positions strategic planning as an engine of early venture growth rather than a static planning exercise.

At the same time, competitive advantage has become a decisive factor determining whether startups can survive and scale in competitive markets.

Competitive advantage refers to the firm's ability to create superior value relative to competitors, either through cost efficiency, differentiation, innovation, or superior capabilities.

Farida and Setiawan (2022) emphasize that business strategies contribute directly to competitive advantage when they are supported by performance optimization and innovation capabilities. For startups, innovation often serves as a primary differentiating factor, enabling them to disrupt existing markets or introduce novel value propositions. However, innovation alone is insufficient without strategic direction; it must be embedded within a coherent strategic framework to generate sustainable outcomes.

Recent empirical research further highlights the multifaceted nature of competitiveness in startup ecosystems.

Taghavy et al. (2024) demonstrate that dynamic capabilities, resilience, and strategic alignment significantly influence startup competitiveness.

Their findings suggest that strategic planning enhances competitive positioning when it fosters alignment between organizational resources and environmental demands. Similarly, Stefia et al. (2024) show that dynamic marketing capabilities and strategic information management contribute to international startup success, reinforcing the idea that structured strategic processes are instrumental in building sustainable market positions. These studies collectively indicate that startups benefit from integrating strategic planning with capability development to strengthen their competitive standing.

Moreover, contemporary research has begun exploring the role of intellectual capital and innovation systems in shaping startup advantage.

Tokaldan et al. (2025) propose a comprehensive framework linking intellectual capital drivers with competitive advantage in startup companies, arguing that strategic orientation enables startups to leverage intangible assets effectively.

Jain (2025) also underscores the intersection between innovation and financial strategy, illustrating how startups utilize financial planning as a strategic tool to support competitive positioning. These

contributions extend the understanding of strategic planning beyond traditional market positioning toward an integrated model that connects innovation, finance, and knowledge resources.

Despite the growing body of research, much of the strategic management literature historically focused on large, established corporations, with relatively limited emphasis on the unique characteristics of startups. Startups differ significantly in their operational constraints, risk exposure, and growth trajectories. As noted by Abdulwahab et al. (2025), entrepreneurial ventures require context-specific strategic approaches that account for scalability challenges and sectoral dynamics. This indicates a need to further investigate how strategic planning practices function within startup environments and how they translate into measurable competitive outcomes.

Given these developments, it becomes evident that strategic planning plays a potentially transformative role in shaping startup competitiveness. However, the relationship between structured planning processes and specific dimensions of competitive advantage—such as cost leadership, differentiation, and innovation—remains an area requiring deeper empirical exploration. While existing studies acknowledge the importance of strategy for organizational performance, there is still a need to examine systematically how strategic planning components influence competitive advantage in resource-constrained startup settings.

Therefore, this study seeks to explore the role of strategic planning in achieving competitive advantage for startups.

By examining the relationship between

planning processes and competitive outcomes, the research aims to contribute to both strategic management theory and entrepreneurial practice. Understanding this relationship is particularly significant in contemporary startup ecosystems, where sustainable growth depends not only on creativity and innovation but also on disciplined strategic direction and effective resource alignment.

1.2. Research Problem

Despite the growing recognition of strategic planning as a fundamental managerial practice, its specific role in enhancing competitive advantage within startups remains insufficiently explored. While numerous studies have examined strategic management in established corporations, startups operate under unique structural and environmental conditions that may alter the effectiveness and implementation of planning processes. The high failure rate among startups further raises questions about whether inadequate strategic planning contributes to weak competitive positioning. Therefore,

identifying both theoretical and practical gaps in the existing literature is essential to clarify the problem addressed by this study

1.2.1. Theoretical Gaps

The existing body of strategic management literature has extensively examined the relationship between strategic planning and organizational performance. However, much of this research has traditionally focused on large, mature firms with stable organizational structures and abundant resources. As highlighted by Gutterman (2023), strategic planning frameworks are often developed within the context of established enterprises, assuming formalized processes and long-term operational stability. This creates a theoretical limitation when attempting to apply such frameworks directly to startups, which typically operate in uncertain, rapidly changing environments.

Moreover, recent studies have examined individual determinants of competitive advantage in startups, such as intellectual capital (Tokaldan et al., 2025), innovation and financial

strategy (Jain, 2025), and dynamic capabilities (Taghavy et al., 2024). While these studies contribute valuable insights, they tend to analyze these factors independently rather than integrating them within a comprehensive strategic planning framework. Similarly, Farida and Setiawan (2022) emphasize the role of business strategy in enhancing competitive advantage, yet limited empirical research directly measures how structured strategic planning processes influence specific dimensions of competitive advantage in startup settings.

Therefore, there remains a theoretical gap in understanding how the core components of strategic planning-such as vision formulation, environmental analysis, and goal setting-collectively contribute to achieving sustainable competitive advantage in startups. This study seeks to bridge this gap by examining the direct relationship between strategic planning practices and competitive advantage dimensions within startup organizations.

1.2.2. Practical Gaps

From a practical perspective, startups face significant survival challenges, particularly during their early years. Many ventures fail not necessarily due to lack of innovation, but because of poor strategic direction, weak market positioning, and ineffective resource allocation.

Arora (2025) argues that early-stage ventures often rely heavily on informal planning or short-term decision-making, which limits their capacity for sustained growth. Similarly, Khuan et al. (2023) emphasize that structured strategic planning is a critical pathway to sustainable growth and long-term competitiveness.

In addition, empirical evidence suggests that competitiveness in startups depends on strategic alignment and dynamic capabilities (Stefia et al., 2024; Taghavy et al., 2024). However, in practice, many startup founders prioritize operational execution and product development over systematic strategic planning. This imbalance may result in missed market opportunities, inefficient cost structures, and inability to build a distinctive competitive position.

Despite increasing awareness of the importance of strategic management, there remains a practical deficiency in how startups implement formal planning tools and integrate them into daily decision-making processes.

Consequently, there is a need for empirical research that provides evidence-based insights into whether and how strategic planning enhances competitive advantage in startup contexts.

Main Research Question

Based on the identified theoretical and practical gaps, the main research question guiding this study is:

To what extent does strategic planning contribute to achieving competitive advantage for startups?

1.3. Research Significance

The significance of this study stems from the increasing strategic challenges faced by startups in highly competitive and uncertain markets. As startups continue to play a vital role in economic growth, innovation, and job creation, understanding the mechanisms that enhance their competitiveness becomes both academically and practically important. This study contributes by clarifying how strategic planning influences competitive advantage within startup contexts, thereby addressing gaps in both theory and practice.

1.3.1. At the theoretical level

At the theoretical level, this study contributes to the strategic management and entrepreneurship literature by integrating strategic planning theory with competitive advantage frameworks in the specific context of startups.

Although prior studies have examined strategic planning (Guttermann, 2023; Khuan et al., 2023) and competitive advantage determinants such as innovation and intellectual capital (Farida & Setiawan,

2022; Tokaldan et al., 2025), limited research has empirically linked structured planning processes to measurable dimensions of competitive advantage within early-stage ventures.

Furthermore, contemporary research highlights the importance of dynamic capabilities and strategic alignment in startup competitiveness (Taghavy et al., 2024; Stefia et al., 2024), yet the role of formal strategic planning as an enabling mechanism remains underexplored.

By examining strategic planning as an integrated construct that includes vision, mission, environmental analysis, and goal setting, this study extends existing theoretical models and provides a clearer conceptual linkage between planning processes and competitive outcomes.

Thus, the study enriches academic understanding by offering a comprehensive framework that explains how strategic planning contributes to cost leadership, differentiation, and innovation in startup environments.

1.3.2. At the practical level

At the practical level, this research provides actionable insights for startup founders, managers, and policymakers. Many startups prioritize innovation and rapid execution while neglecting structured strategic planning, which may undermine long-term competitiveness (Arora, 2025). By empirically examining the impact of planning practices on competitive advantage, this study offers evidence-based guidance for entrepreneurs seeking sustainable growth.

Additionally, understanding the relationship between strategic planning and competitive positioning can assist incubators, accelerators, and government agencies in designing targeted support programs that enhance startup survival rates.

The findings may also help founders improve resource allocation, align internal capabilities with market demands, and strengthen innovation strategies to build lasting competitive advantage.

1.4. Research Questions

Based on the research problem and identified gaps, this study seeks to answer the following questions:

1. What is the level of strategic planning implementation in startups?
2. What are the key components of strategic planning adopted by startups?
3. How does strategic planning influence the competitive advantage of startups?
4. Is there a statistically significant relationship between strategic planning and the dimensions of competitive advantage (cost leadership, differentiation, and innovation)?

1.5. Research Objectives

In alignment with the research questions, the objectives of this study are:

1. To assess the level of strategic planning practices implemented in startups.
2. To identify the core components of strategic planning adopted by startup firms.
3. To examine the impact of strategic planning on competitive advantage dimensions (cost leadership, differentiation, and innovation).
4. To provide practical recommendations that enhance competitive positioning through effective strategic planning.

1.6. Research Hypotheses

Based on the theoretical framework and prior empirical findings, the following hypotheses are proposed:

H1: There is a statistically significant positive relationship between strategic planning and competitive advantage in startups.

H1a: Strategic planning has a significant positive effect on cost leadership in startups.

H1b: Strategic planning has a significant positive effect on differentiation in startups.

H1c: Strategic planning has a significant positive effect on innovation in startups.

1.7. Research Model

The proposed research model explains the relationship between strategic planning and competitive advantage in startups. Strategic planning is the independent variable and includes vision, mission, SWOT analysis, and goal setting. Competitive advantage is the dependent variable and is measured through cost leadership, differentiation, and innovation.

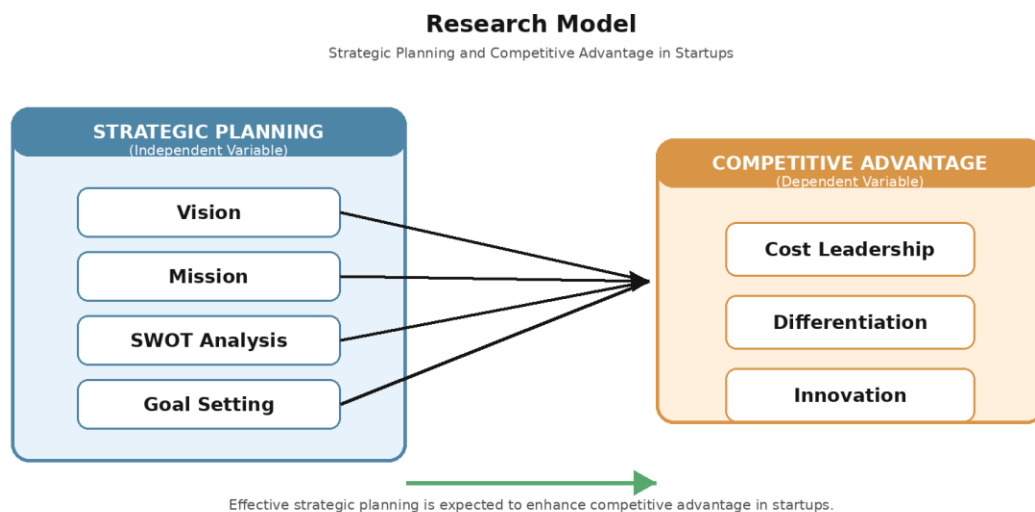


Figure 1. Research model of the study

1.8. Scope of the Study

The scope of this study is defined across three main dimensions: conceptual, geographical, and temporal scope.

From a conceptual perspective, the study focuses exclusively on examining the relationship between strategic planning and competitive advantage in startups. Strategic planning is operationalized through four core components: vision, mission, SWOT analysis, and goal setting. Competitive advantage is measured through three dimensions: cost leadership, differentiation, and innovation. Other organizational factors, such as leadership style or organizational culture, are not included within the boundaries of this research.

From a geographical perspective, the study targets startups operating within a specified country or region (to be identified according to the research setting). The findings will therefore be generalizable primarily to startups within similar economic and institutional environments.

From a temporal perspective, the research is cross-sectional, meaning that data will be collected at a single point in time. The study examines the current state of strategic planning practices and their association with competitive advantage, without tracking changes over extended periods.

By clearly defining these boundaries, the study maintains focus and ensures that its findings are directly aligned with the stated research objectives.

1.9. The Project Structure

This research will be organized into several chapters in order to present the study in a clear and systematic manner. The project structure is presented in the following table:

Chapter	Title	Main content
Chapter One	Introduction	Research background, research problem, significance, questions, objectives, hypotheses, model, scope, and project structure.
Chapter Two	Literature Review	Theoretical discussion of strategic planning, competitive advantage, and the relationship between the study variables.
Chapter Three	Research Methodology	Research design, population and sample, data collection method, research instrument, and statistical analysis procedures.
Chapter Four	Statistical Analysis and Findings Discussion	Sample profile, reliability and validity tests, descriptive statistics, hypotheses testing, and discussion of findings.
Chapter Five	Research Limitations, Recommendations, and Conclusion	Limitations, future research directions, practical recommendations, and final conclusion.

Table 1. Project structure and plan

2. Chapter 2: Literature Review

2.1. Introduction

This chapter reviews the theoretical foundations and empirical studies related to the main variables of the study: strategic planning as the independent variable and competitive advantage as the dependent variable.

The purpose of this chapter is to establish a strong conceptual framework that explains how structured planning processes may influence competitive positioning in startups.

The chapter begins by discussing the concept and dimensions of strategic planning, followed by an in-depth analysis of competitive advantage and its core components.

It then examines previous empirical studies that link both variables, highlighting areas of agreement and divergence in the literature. The chapter concludes by synthesizing the reviewed studies and reinforcing the rationale for the proposed research model.

2.2. The Independent Variable: Strategic Planning

Strategic planning is widely recognized as a systematic managerial process that defines organizational direction and ensures alignment between internal capabilities and external opportunities.

According to Gutterman (2023), strategic planning involves clarifying mission and vision, assessing environmental conditions, setting objectives, and designing action plans that guide long-term performance.

Unlike operational planning, which focuses on short-term activities, strategic planning emphasizes sustainability, competitive positioning, and long-term value creation.

In startup environments, strategic planning plays a particularly critical role due to high uncertainty and resource constraints.

Khuan et al. (2023) argue that strategic business planning acts as a pathway to sustainable growth by ensuring that emerging firms align their internal strengths with market opportunities.

Their findings indicate that startups that adopt structured planning mechanisms demonstrate improved adaptability and competitive resilience.

Arora (2025) further emphasizes that early-stage ventures must move beyond traditional business plans toward comprehensive strategic planning models that integrate innovation,

financial foresight, and market analysis.

This perspective expands the scope of strategic planning from static documentation to a dynamic growth engine capable of supporting scaling and competitive expansion.

The literature commonly identifies several core components of strategic planning.

First, vision and mission formulation provides clarity of purpose and long-term direction. A well-defined vision motivates stakeholders and guides strategic decision-making.

Second, environmental analysis-often conducted through SWOT analysis-enables firms to identify strengths, weaknesses, opportunities, and threats.

Third, goal setting translates strategic direction into measurable objectives.

These components collectively shape the strategic orientation of startups and influence their market positioning.

In addition, research suggests that strategic planning enhances dynamic capabilities and strategic alignment (Taghavy et al., 2024). By fostering alignment between organizational resources and environmental demands, structured planning strengthens the firm's ability to adapt and compete effectively.

2.3. The Dependent Variable: Competitive Advantage

Competitive advantage refers to a firm's ability to generate superior value relative to its competitors.

It enables organizations to achieve above-average performance and maintain market relevance.

In startup contexts, competitive advantage is often associated with innovation, agility, and differentiation strategies.

Farida and Setiawan (2022) argue that business strategies directly influence competitive advantage when they enhance performance and innovation capacity.

Their findings demonstrate that innovation serves as a key mechanism through which firms achieve differentiation and long-term competitiveness. This is particularly relevant for startups, which frequently rely on novel products or services to enter competitive markets.

Tokaldan et al. (2025) introduce the role of intellectual capital as a driver of competitive advantage in startups.

They suggest that intangible assets-such as knowledge, expertise,

and organizational learning-contribute significantly to sustainable competitiveness when strategically managed.

This perspective aligns with the resource-based view, which emphasizes the strategic value of unique internal resources.

Moreover, Jain (2025) highlights the intersection between innovation and financial strategy, showing how startups leverage financial planning tools to enhance competitive positioning.

Effective financial strategy allows startups to allocate resources efficiently, reduce cost structures, and support innovative initiatives.

Taghavy et al. (2024) also emphasize the importance of dynamic capabilities and resilience in strengthening startup competitiveness.

Their findings suggest that competitive advantage is not solely derived from static resources but from the firm's ability to reconfigure capabilities in response to environmental changes.

Based on the reviewed literature, competitive advantage in startups can be operationalized through three primary dimensions: cost leadership, differentiation, and innovation. These dimensions provide measurable indicators for evaluating a startup's competitive position.

2.4. The Relationship Between the Study Variables

The relationship between strategic planning and competitive advantage has been widely discussed in strategic management literature.

Strategic planning contributes to competitive advantage by clarifying direction, improving resource allocation, and enhancing environmental responsiveness.

Khuan et al. (2023) demonstrate that structured strategic planning significantly supports sustainable growth and competitive strength.

Their findings suggest that firms with clear strategic direction are better positioned to capitalize on opportunities and mitigate risks.

Similarly, Arora (2025) emphasizes that comprehensive planning enhances scalability and competitive sustainability in early-stage ventures.

Empirical evidence also supports the indirect role of planning in strengthening competitive determinants.

For instance, Taghavy et al. (2024) find that strategic alignment enhances startup competitiveness, while Stefia et al. (2024) highlight the impact of strategic information management and dynamic marketing capabilities on international startup success.

These studies indicate that planning mechanisms improve competitive advantage by fostering capability development and organizational coherence.

Furthermore, Farida and Setiawan (2022) confirm that strategic business approaches significantly influence innovation and performance, which are key components of competitive advantage.

Jain (2025) reinforces this relationship by demonstrating how strategic financial planning supports innovation-driven competitiveness in startups.

Despite these findings, limited empirical research directly tests the comprehensive impact of strategic planning dimensions-such as vision, SWOT analysis, and goal setting-on cost leadership, differentiation, and innovation within startups.

Therefore, this study seeks to empirically examine this relationship and provide quantitative evidence regarding the extent to which strategic planning contributes to competitive advantage.

2.5. Conclusion

This chapter reviewed the theoretical and empirical literature related to strategic planning and competitive advantage in startup contexts.

The discussion demonstrated that strategic planning serves as a structured managerial process that enhances alignment, capability development, and long-term positioning.

The literature also confirmed that competitive advantage in startups is influenced by innovation, intellectual capital, financial strategy, and dynamic capabilities.

Although prior studies highlight the importance of strategic orientation, there remains a need for integrated empirical research examining the direct relationship between strategic planning components and competitive advantage dimensions.

This gap justifies the development of the current study's conceptual framework and hypothesis testing in the subsequent empirical phase.

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Appendix A: Questionnaire for Research Variables

The following questionnaire is designed to measure the study variables: strategic planning and competitive advantage. The responses will be measured using a five-point Likert scale as follows:

1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
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Table 2. Questionnaire items for the research variables

Variable	Code	Item	Response scale
Vision Clarity	VC1	The startup has a clear long-term vision.	1 2 3 4 5
Vision Clarity	VC2	The vision guides strategic decisions in the startup.	1 2 3 4 5
Vision Clarity	VC3	Employees understand the future direction of the startup.	1 2 3 4 5
Vision Clarity	VC4	The vision supports competitive positioning in the market.	1 2 3 4 5
Mission Formulation	MF1	The startup has a clearly defined mission statement.	1 2 3 4 5
Mission Formulation	MF2	The mission reflects the purpose of the startup.	1 2 3 4 5
Mission Formulation	MF3	The mission supports alignment between activities and market needs.	1 2 3 4 5
Mission Formulation	MF4	The mission helps guide resource allocation.	1 2 3 4 5
SWOT Analysis	SW1	The startup regularly analyzes its strengths and weaknesses.	1 2 3 4 5
SWOT Analysis	SW2	The startup identifies market opportunities and threats.	1 2 3 4 5
SWOT Analysis	SW3	SWOT analysis is used to support strategic decision-making.	1 2 3 4 5
SWOT Analysis	SW4	External environmental changes are considered in planning.	1 2 3 4 5
Goal Setting	GS1	The startup sets clear strategic goals.	1 2 3 4 5
Goal Setting	GS2	Strategic goals are measurable and realistic.	1 2 3 4 5
Goal Setting	GS3	Goals are communicated to employees and stakeholders.	1 2 3 4 5
Goal Setting	GS4	Progress toward strategic goals is monitored regularly.	1 2 3 4 5
Competitive Advantage	CA1	The startup can offer products or services at competitive costs.	1 2 3 4 5
Competitive Advantage	CA2	The startup differentiates its products or services from competitors.	1 2 3 4 5
Competitive Advantage	CA3	The startup introduces innovative solutions to the market.	1 2 3 4 5
Competitive Advantage	CA4	The startup responds quickly to market changes.	1 2 3 4 5
Competitive Advantage	CA5	The startup achieves a strong competitive position in its market.	1 2 3 4 5
Competitive Advantage	CA6	Strategic planning helps improve the startup competitive advantage.	1 2 3 4 5

Appendix B: Table of Research Tools

Table 3 summarizes the main research variables, their role in the research model, measurement dimensions, questionnaire items, scale, and supporting sources.

Variable	Role in the model	Main dimensions	Questionnaire items	Scale	Main supporting sources
Strategic Planning	Independent variable	Vision, mission, SWOT analysis, goal setting	VC1-VC4, MF1-MF4, SW1-SW4, GS1-GS4	Five-point Likert scale	Guterman (2023); Khuan et al. (2023); Arora (2025)
Competitive Advantage	Dependent variable	Cost leadership, differentiation, innovation, market responsiveness	CA1-CA6	Five-point Likert scale	Farida & Setiawan (2022); Taghavy et al. (2024); Tokaldan et al. (2025)
Demographic profile	Control/descriptive data	Gender, age, education, job position, startup experience	D1-D5	Categorical choices	Used for sample profile and descriptive statistics

Table 3. Research tools and measurement sources

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