

Compilation of Effective Strategy based on SWOT and Evaluation on BSC Case study: Dr. Abidi Co

seyedeh Mahsa mahdian¹, Seyed mahmood ghochani^{2*}, seyed ali mahdian³, Mohamadreza shojaei⁴

1. Master of Business Administrative, Ershad-Damavand Higher Education Institute, Tehran, Iran

2. Master of Business Administrative, Ershad-Damavand Higher Education Institute, Tehran, Iran

3. Phd student of Accounting, Tahran University, Chief Financial officer of Abidi Pharmaceuticals

4. Faculty Member of Management Department, Shahid Beheshti University, Tehran, Iran

* E-mail of the corresponding author: Mahmoodghochani@gmail.com

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Abstract

Increasing of global competition, the effect of team management in succession of organization, importance of customer communication, variety of products and the creation benefits in the recent decade caused the establishment of continuous improvement approach in strategy and competition of the organizations. Because of the turbulent business environment and rapid market changes and developments, organizations shall be experienced different strategies related to their abilities due to their survival and growth. Using planning model and strategic management have been increased according to the environmental uncertainty in organizations. The purpose of this paper is to a favorable strategy using the SWOT model and investigation of causes affect relationships of SWOT according to the BSC model for a real case study-Dr. Abidi Co.- have been followed.

Keywords: Strategy; Strategic Planning; SWOT; Strategy Maps; Balanced Scorecard

1. Introduction

Today, the most important concern of most of the organizations is formulating the strategies their success is guaranteed in complex environmental changes. Strategic planning provides some tools for the organizations to follow the formulation of the strategy in various aspects of the organization and manage their strategic performance [11]. Now, strategic management is widely applied in various levels of business.

Strategic management is considered as the set of decisions and operations that are applied by managers for all the organization levels. This is the set of decisions that can lead into long-term activities of the organization [12].

In other words, the general point of strategic management is that the managers need to know what factors are used to improve the organization condition for the success of the performance in the future [1].

In other words, strategic planning is selected by evaluating the environmental conditions (opportunities and threats) and internal abilities of the organization (strengths and weaknesses) and considering the organization values, good strategies are selected [2]. On the other hand, organizations and execution systems with each mission has some goals and vision acting in a national or international realm and are required to respond the clients and beneficiaries that the organization with the aim of profitability and customer satisfaction and the organization with the aim of total execution of legal duties and helping the fulfillment of development of the goals are responsible. Thus, the investigation of the results of performance is an important strategical process. The quality and effectiveness of management and its performance is a determining factor of fulfillment of development plans [5].

In this study with the strategic approach we investigated the weaknesses of the company and the opportunities and threats of the environment to achieve the effective strategy for the organization via this fact. In addition, based on theoretical framework of BSC model, the factors are classified and by causative factors, the strategic map of the factors are shown in relation with the effective strategy.

2. The significance of the study

The determination of the strategy is done differently in various organizations. In some of the organizations, determining the general goals and future missions of the organization are done based on personal view and personal judgment of the manager. The managers based on previous strategies and creating partial changes determined the strategies of the organization. In this style there is no wide change and the organization gradually adapts itself with the new conditions. In another style called strategic planning, the determination of organization strategies is done based on specific rule and special stages are followed continuously. Strategic planning style is the most effective strategy formulation method from most of the management authorities [4]. Indeed, strategic planning is the process of determining the organization goals and taking decision about comprehensive plans of execution for the achievement of the goals [6]. In addition, balanced score card turns the organization strategy into the comprehensive performance evaluation and provide a framework for strategic management and strategy [13].

Chart 1 provided a conceptive framework considering the macro goals of the organization in evaluating indices and provides a balanced distribution between financial vital fields, internal processes and learning and growth [3]. A model was designed (as is shown in the above) that after determining the internal and external factors of SWOT and strategy determination of Table QSPM by using the model of BSC, the strategic factors of SWOT are classified in financial, customer, internal process and learning and growth and their causative relations. Finally, it shows the general relation of factors with the strategy of table QSPM in strategic map and presents some solutions to improve the execution of organization strategy [6].

3. Method

The current study is applied in terms of the type of goal and is descriptive and case study in terms of data collection and data processing. The most important source in this study is the existing documents in various sections of the organization as human resources, market research, financial, marketing, production and quality and in data collection, additional data are used in terms of the views of local and international managers and experts and research scientific centers.

Abidi Pharmacology Company is established as the first drug center in 1948, operation license of the current company (located in km 8 of road of Tehran) in July 1965 and since then, the company had taken the development process. Currently, Pharmacology company of Dr. Abidi (General partnership admitted in stock) in a land with the area of 15000 m² and 11000 m² produced more than 170 kinds of drugs in the form of tablet, capsule, syrup and ointment.

The study from September 2011 until May 2012 has been implemented in Dr. Abidi company

Stage 1: Determining vision and mission of the organization

Vision of the organization is the direction of the organization and shows the identity, ideal and method. In other words, vision is the statement of direction and shows the identity, ideal and method and if it is taken of the organization, the organization loses its identity [2]. Abidi company with the vision of "Improving the knowledge of organization for effectiveness of health and dynamic society via providing care and health products".

Stage 2: Extraction of opportunities, threats, strengths and weaknesses

The aim of environment analysis is the investigation of the factors affecting the activity and performance of the organization. These factors are related with the inside environment of the organization and is related to the environment out of the organization. We can say that organization environment includes all the factors affecting the activity of the institution by anyway.

1.3. Internal Evaluation factors matrix (IEF) and External Factor Evaluation (EFE)

Five steps are presented to provide the over mentioned matrices.

First step: The most important internal factors (weaknesses and strengths) or the most important external factors (opportunities and threats) or the organization are defined and first strengths (opportunities) and the weaknesses (threats) are listed.

Second step: We assign to each factor a weight coefficient between zero (unimportant) to 1 (very important).

Third step: Define the existing condition of each factor with the score between 1 to 4 that is explained in the following, the weaknesses receive the score 1 or 2 and strengths receive the scores 3, 4.

Fourth step: weighted score of each factor is calculated. The score of each row of internal factors in the organization is multiplied by its normalized weight and is inserted in a new column.

Fifth step: The sum of weighted scores is calculated as min 1 and max 4 and their average is 2.5. If the final score of the organization is less than 2.5, the organization is weak in terms of internal factors and if the final score is more than 2.5, it shows that the organization is strong in terms of internal factors [6].

The result for Dr. Abidi Co shown in figures 3,4.

2.3. SWOT matrix

SWOT analysis is one of most important tools of strategic management to adapt the internal weaknesses and strengths with the external opportunities and threats. SWOT analysis is an organized analytical method providing a method to identify these factors and selection of strategy with the best consistency [20].

From the view of this model, good strategies maximize the strengths and opportunities and minimize the weaknesses and threats. To do this, the internal strengths and weaknesses and external opportunities and threats are linked in four cases SO, WO, ST, WT and strategy choices are selected.

In SO strategies, it is attempted that by internal strengths, environmental opportunities are used. In WO strategies, the aim is that by using the exiting environmental opportunities, the internal weaknesses are reduced. In ST strategies, it is attempted that by internal strengths, the effects of existing threats are reduced in the external environment and finally in WT strategies, as the worst condition, the aim is to reduce the internal weaknesses and avoiding the threats of external environment [21].(figure 5)

3.3. Internal-external matrix (IEM)

In internal and external matrix, sum of final scores on X axle from 1 to 2.5 shows the internal weakness of the organization and score 2.5 to 4 shows the strength of the organization. By this method, the sum of final scores of external factors evaluation matrix from 1 to 2.5 showed the weakness of the organization and scores 2.5 to 4 showed that this organization was in a good condition. Based on the information of drug company of Abidi in internal evaluation matrix with the sum of scores of 2.57 and in external evaluation matrix had the score of 2.36. Thus, Abidi company is in the competition strategy zone

In this case, the company should overcome the environment threats from its internal strengths and use the best of the existing opportunities. Some of the sub strategies in this case are:

Vertical integration to the bottom, vertical integration to the above, horizontal integration, penetration in the market, product development, market development, participation [20].

Based on the condition of Abidi Company in IEM matrix (figure 4,6) and SWOT figure (5), the competition strategy for this company is including: 1. The strategy of entering the new markets, 2. The strategy of using specialized force in producing specific products, 3. The strategy of absorbing more loans from the government, 4. The strategy of using distributing channels in the neighboring countries for reducing the costs and easy export.

4.3. The decision making stage of priorities of the strategies with quantity strategic matrix QSPM

One of the common techniques and tools in evaluation of strategic choices and defining the relative absorption of the strategies in decision making is used is quantity strategic planning matrix [6]. In the execution of QSPM matrix, the analyses of internal and external factor analysis stage and results of SWOT matrix is used. QSPM matrix is an analytical framework that is used for establishment of the strategies of SWOT matrix. In this method, at first the data of SWOT factors and weight (importance coefficient) and they were extracted of internal and external factors evaluation tables and are transferred to the right side of QSPM matrix and all the strategies are put from SWOT strategic planning matrix in the above row of QSPM matrix. AS absorption score, is a score between 1 to 4 based on the importance of each factor in formulating strategy. Then, the weight product of each factor is determined in its absorption score (TAS score of each factor). The sum of TAS scores is determined for each strategy [9]. The strategy with more score is the selected strategy. Quantity strategy matrix QSPM of the internal and external factors for competition strategy of Abidi Company is shown in figure 7,8. Based on the average absorption score of internal and external factors in figure 9, the strategy of entering the new markets with highest score, the selected strategy is for Abidi Pharmacology Company.

4. The classification of SWOT factors in BSC dimensions

The aim of this section is the classification of SWOT factors in financial, customer, internal process and growth and learning dimensions and besides evaluation and defining the fields of SWOT factors in BSC dimensions, the focus of factors are shown in various zones that the organization with weaknesses, strengths, opportunities and threats, their effective fields are defined and by the design of causative model of SWOT factors in BSC dimensions, the effects of factors and the selected strategy of QSPM are shown. The balanced score card provides the investigation of business from 4 views for the managers. Indeed, the aim of balanced score card is linking the short-term operation control to the long-term strategy of business [10].

1.4. Financial dimension

Financial goals are changed in each stage of commercial life cycle. Commercial strategy theory considered various strategies for a commercial unit changing the increasing growth of the share of market to combination, output and purification. For simplicity of the item, three stages are considered in this section:

a. Growth, b. Toleration, c. withdrawal

Growth period businesses are faced with negative liquidity flows and low investment return. Investment for the future can consume more liquidity to the present time. General total aims are for growth period of growth rate percent to the income and sale rate in target markets, customer groups and regions [7].

Most of the commercial units in tolerating use the financial goals related to profitability. These goals can be used by applying the criteria related to accounting profit, operation profit and gross margin. These criteria calculated the applied investment in commercial units and can ask the managers about the maximization of profit arising from the applied investments. Automotive businesses besides the management of income flows are used in capital level management and some criteria as capital return and economical added-value are used. The general financial goals for withdrawal are operation cash flows and the reduction in flow capital [10].

2.4. Customers dimension

This view defines the targeting sections of the market and measures the success of the company in these sections [14]. Today, the mission of most of the organizations is focused on the customer. The organization performance method

is turned into high management priority from the view of the customer [9]. This aspect is consisting of all the cases as customer's satisfaction criteria, the customer's comments, absorbing new customers, the time for the response of the customers, market share, customer's profitability and finally the fact that what the customers want of the organization.

Central criteria of the customers:

Market share: Business share in a special market (based on the number of customers, spent dollars, the sold units) of what business is selling.

Remaining of the customers: Relatively the customers' absorption rate and new units are measured by commercial unit.

Achievement of the customers: Relatively follow the rate that commercial unit keeps the continuous relations with the customers.

Customer satisfaction: It evaluates the satisfaction of the customers.

Profitability of the customers: Net profit of the customers and market sections are shown after assigning the costs of supporting the customers [10].

3.4. Internal process dimension

This view is focused on the inter-organization operation following the financial view by creating value for the customers, customer view and increasing the wealth of stock holders [14]. These required actions for organization effective work is explained and its focus is on the internal processes performance of the organization. This aspect is consisting of main criteria as production plan, productions development, sale services, production efficiency, quality and productivity [7]. The development of new services and products, production, after sale services and re-engineering of production processes are the samples of these processes. The value chain of internal processes helping the companies in providing the internal processes dimension is including 3 main commercial processes.

Innovation: The commercial unit searches the recent needs of the customers and creates the services and goods removing these needs [10]. Indeed, this process is consisting of products, services and the processes removing the problems of the customers [14].

Operation process: It means providing the existing goods to the customers. This process historically is most common in evaluation systems of the performance of the organizations. Operation excellence and reduction of the costs in production processes and sending the services are important goals [10].

After sale services: They are the third stage of the chain of internal processes value of giving services to the customers after sale or delivering the goods and service [14]. After sale services are consisting of guarantee and repair activities, facing with the shortcomings, payment processes via credit cards, etc [10].

4.4. Growing and learning dimension

This aspect is answering this question whether the organization can continue the progress and value process? This aspect is consisting of staffs ability criteria, information systems and organization procedures for the changes. Growth and education aspect explained the success of the organization and its main focus was on the future success of the people of the organization and its structure. This aspect is related to the infrastructures, the required principles for goals in other levels of the institution. Caplan and Norton considered this aspect in three levels.

1. The ability of staffs (the satisfaction of staffs, the change of staffs, productivity and qualification of staffs for key jobs)
2. IT (The rate of covering of information and re-data)
3. Motivation and regulations (The received recommendations, applied suggestions and rewards)

In all cases, the education and learning is the main basis of the success of each organization. Caplan and Norton emphasized on more learning of education [7]. The aim is the growth and education of internal structures making possible the achievement of the aims of three dimensions [10].

5.4. Causative relations of the factors in classification of BSC factors

In this section, we investigated the effects of SWOT factors on each other based on the determined factors in figure 10 based on BSC dimensions. The objective of this section is identification of the effectiveness of each factor on other factor. In figure 3, besides showing the effect of factors on each other, the type of effect is defined. If the factors are consistent with each other to prove each other are considered as positive+ but if the factors are inconsistent with each other are considered as negative -. Finally, these effects are used well in the conclusion and giving the solution for the organization.

6. Results

The organizations defined short-term, mid-term and long-term goals for the organizations and investigated the required strategies and solutions to achieve these goals and are selected for the performance. In strategic management issue, most of the discussions are related to the investigation of the conditions of the organization and selection of the type of the

strategy and less is investigated about the quantity relations between the strengths, weaknesses, opportunities and threats. In this paper, at first the strengths are considered and then by SWOT matrix, the weakness, opportunities and threats are selected in the form of a quantity strategic matrix, a good strategy for the organization based on the intensity of each of the factors. The best strategy for Abidi Pharmacology Company was "Entering new internal and external markets" obtained of QSPM table. By classification of the factors based on BSC dimensions, the field of strengths, weaknesses, opportunity and threats are defined in financial, customers, internal process and learning. Based on this classification, causative relations of the locations are drawn in figure 3 and the general conclusion of this discussion is that by first priority of the strategies" entering the new internal and external markets" obtained of QSPM table and causative relations are drawn, strategic map is designed for the strategy of "entering the new internal and external markets" and some solutions are used to make the process rapid.

As is shown in figure 11, the relations are designed based on good strategy and in financial, customers, internal process and growth and learning some solutions are processed. Generally, in the financial process for business strategy based on 1. income growth and combination, 2. Reduction of costs/ productivity improvement, 3. Optimized use of assets/investment strategy. In customers dimension, as is shown based on indices 1. Market share, 2. Sustainability of the customers, 3- Achievement of the customers, 4. Customers satisfaction, 5- Customers profitability and it is a good instrument for measuring and using these indices. In internal process dimension, based on some indices as 1. Innovation, 2. Operation process, 3. After sale services are used and in growth and learning, some indices as 1. Staffs satisfaction, 2. Staffs sustainability, 3. Staffs productivity, etc. considering all these indices cause that in the application of good strategy we act well.

The strategies that were selected in financial dimensions, customers, internal process and growth and learning to Abidi pharmacology company based on selected strategy including:

Financial dimension

- Increasing export
- Maximizing the sale volume in new markets, the balance between profitability growth and application of assets
- Using government loans
- Reduction of the costs and fixed cost of goods

Customers' dimension

- Using brand to enter new markets
- Increasing the quality of goods against the products of rivals to increase the share of market
- Using the increase of cardio-vascular diseases to enter the new fields
- Focus on special products to be present in specialized markets

Internal process dimension

- Using the capacities of the organization to be present in new markets
- Using the productions of license products for filling the gap of the products in the market
- Adding other distributing companies for development of the market

Growth and learning dimension

- Using strong human resources in R&D dimension to product good products in new markets
- Sustainability of staffs in marketing system
- Formation of serious market research teams

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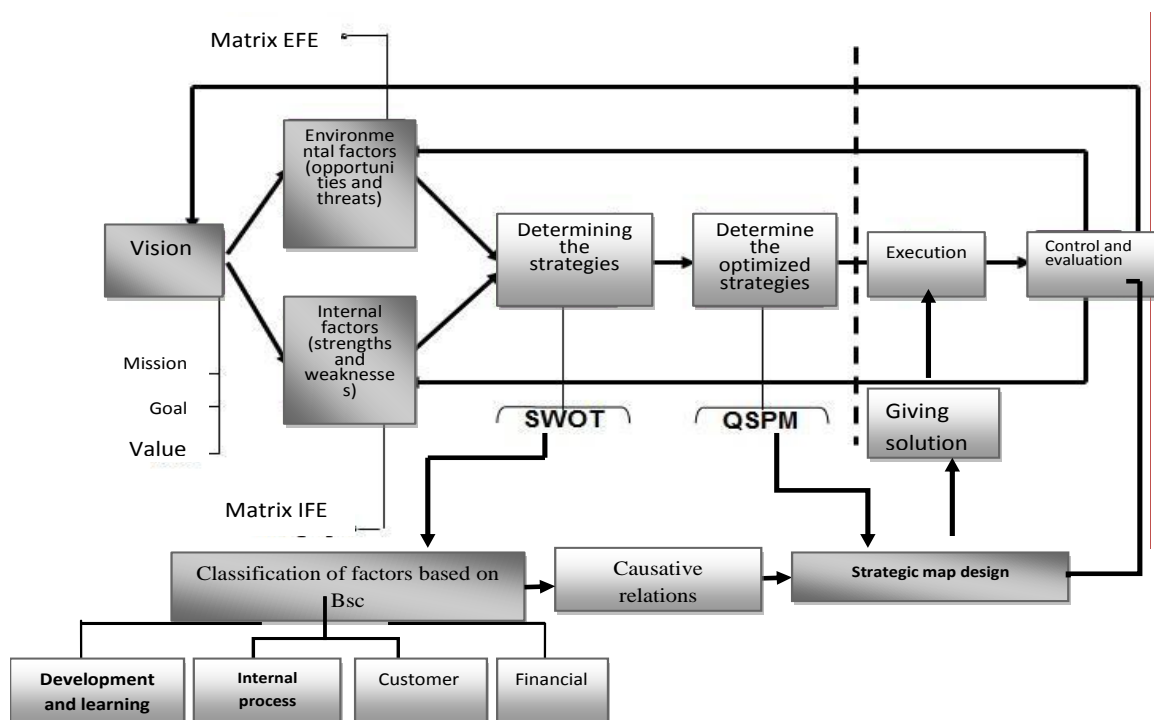


Chart 1: The strategic planning process [6] combined with BSC approach

Figure 3: The External factors evaluation matrix

Internal factors	Code	Weight	Score	Weighted score	Explanation
Advantage					
1- The brand is recognized	S1	4	0.08	0.32	
2- Long history in the market (60 years)	S2	4	0.06	0.24	
3- Drug quality approved by the World Health organization	S3	4	0.07	0.28	The first company of standard GMP
4. Using advanced machineries for producing drug	S4	3	0.05	0.15	
5. Strong human resources (in drugs)	S5	3	0.05	0.15	
6. using strong distributing companies for distributing the products	S6	4	0.07	0.24	
7. Export	S7	4	0.07	0.28	
8. Using advanced warehousing with world standards for raw materials and made goods	S8	3	0.05	0.15	
9. Starting the production of international products	S9	3	0.04	0.12	
Weakness					
1. Weak packing of products	W1	1	0.08	0.08	
2. The lack of concentration on special products (portfolio 170 product)	W2	2	0.04	0.08	
3. Low profit margin of the products due to the importance of the quality	W3	1	0.06	0.06	
4. The low income compared to the sale volume to the competitors	W4	1	0.06	0.06	
5. The lack of good strategy for the future due to continuous change of ownership	W5	2	0.04	0.08	
6. The lack of compensating the services of managers causing their lack of loyalty.	W6	2	0.02	0.04	
7. The lack of definition of the procedures, instructions and execution methods in the company	W7	2	0.05	0.1	
8. The lack of using new management techniques in the works	W8	2	0.03	0.06	
9. Weak performance in R&D section to the competitors	W9	1	0.08	0.08	
Sum			1	2.57	

Figure 2: The Internal factors evaluation matrix

External factors	Code	Weight	Score	Weighted score	Explanation
Opportunity					
1.The growing trend of cardiovascular diseases	O1	4	0.09	0.36	
2.The approval of drug import barriers	O2	4	0.07	0.28	
3.Using bank financial resources	O3	4	0.08	0.32	The lack of bank loan to importing companies in a new rule of Central bank
4.The lack of execution of drug intellectual ownership law in Iran.	O4	3	0.06	0.18	Copying foreign drug formulas in Iran
5.The lack of drug production facilities in neighboring countries	O5	3	0.06	0.18	Afghanistan, Iraq, etc
6.Assigning cheap loans to production drug companies	O6	3	0.05	0.15	The formation of national fund and government responsibility to state banks (e.g. industry and mine)
7. The limitation applied on import of foreign countries	O7	3	0.05	0.15	Producing license products, transferring technology to Iran
8.The exemption of putting money to increase the price of profit-consumption drugs for local producers	O8	3	0.03	0.09	New rule of health ministry, importing companies are obliged to put money to the treasury account
Threats					
1.Long-term claims period	T1	1	0.07	0.07	
2.Short term period of paying the debts	T2	2	0.05	0.1	
3.High rate of bank interest	T3	1	0.08	0.08	
4.Great changes in health ministry rules	T4	2	0.04	0.08	
5.Unduly import of products	T5	1	0.06	0.06	
6.The lack of loyalty to rival companies to ethical principles	T6	2	0.03	0.06	
7.The lack of observing the quality of rival companies	T7	2	0.02	0.04	
8.Foreign exchange rate changes	T8	1	0.09	0.09	
9.Financial sanctions	T9	1	0.07	0.07	Money transfer and opening document credit
Sum			1	2.36	

Figure 4: SWOT matrix [9]

SWOT	Strengths list (S)	Weakness list (w)
Opportunities list (O)	SO strategies or strategies (Max-Max)	WO strategies or strategies (Min-Max)
Threats list (T)	ST strategies or (Max-Min) strategies	WT strategies or strategies (Min-Min)

Figure 5: SWOT matrix [9]

SWOT matrix	Strengths S1, S2, S3 S4, S5, S6, S7, S8.	Weaknesses W1,W2,W3 ,W4,W5,W6, W7 ,W8 ,W9
Opportunities O1, O2, O3, O4, O5, O6, O7, O8	Aggressive strategy (SO) The strategy of market development of the product and increase of production (S1,S2,S3,S4,S6,S7,T1,T2,T5) S4,S5,S6,S8,S7,O1,O3,O4,O5,O6 The strategy of producing raw materials from Iran (S3,S4,S5,S8,O2,O4,O6,O7) The development strategy and entering global markets (S1,S3,S4,S5,S7,O1,O5)	Cautious strategy (WO) The strategy of investment in packing industries W1,W2,W3,W9,O3,O6,O8 The strategy of concentration on special products W2,W3,W4,W9,O1,O2,O7 The strategy of formulating management system and research (W5,W6,W7,W8,W9,O1,O3)
Threats T1 T2 T3 T4 T5 T6 T7 T8 T9	Competition strategy (ST) The strategy of market development of the product and increase of production (S1,S2,S3,S4,S6,S7,T1,T2,T5) The strategy of using specialized force in production of special products (S1,S4,S5,T5,T7) The strategy of attracting more loans of the government (S1,S2,S3,S7,T1,T2,T3,T8) The strategy of using distribution channels in the neighboring countries to reduce the costs and facility in export (S1,S3,S6,S7,S8,T1,T8,T9)	Defensive strategy (WT) Costs reduction strategy (W2,W3,W4,T1,T2,T4) The strategy of ignoring the low outcome products (W2,W3,W4,T1,T2,T3)

Figure 6: SWOT matrix of Abidi Company

1	WO Cautious strategy 2.5	SO Opportunity Aggressive strategy 4 Strength
	WT Weakness Defensive strategies	ST Threat Competition strategies 2.5 1

Figure 7: Quantity strategy planning matrix

	Importance coefficient (weight)	Strategy 1: Entering new markets		Strategy 2: Using specialized force in producing specific products		Strategy 3: Absorption of more loans of the government		Strategy 4: The strategy of using distribution channels in neighboring countries for reducing the costs and easy export	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strengths (S)									
S1	0.08	4	0.32	3	0.24	4	0.32	4	0.32
S2	0.06	4	0.24	2	0.12	4	0.24	2	0.12
S3	0.07	4	0.28	4	0.28	4	0.28	4	0.28
S4	0.05	3	0.15	4	0.2	2	0.1	3	0.15
S5	0.05	2	0.1	4	0.2	2	0.1	2	0.1
S6	0.07	4	0.28	2	0.14	2	0.14	4	0.28
S7	0.07	4	0.28	3	0.28	4	0.28	4	0.28
S8	0.05	3	0.15	2	0.1	2	0.1	3	0.15
S9	0.04	3	0.12	2	0.1	2	0.08	2	0.08
Weaknesses (WT)									
W1	0.08	4	0.32	4	0.32	2	0.16	4	0.32
W2	0.04	2	0.08	2	0.08	2	0.08	3	0.12
W3	0.06	4	0.24	4	0.24	4	0.24	4	0.24
W4	0.06	4	0.24	3	0.18	4	0.24	3	0.18
W5	0.04	4	0.16	3	0.12	3	0.12	3	0.12
W6	0.02	2	0.04	2	0.04	2	0.04	2	0.04
W7	0.05	3	0.15	3	0.15	3	0.15	3	0.25
W8	0.03	3	0.09	2	0.06	2	0.06	2	0.06
W9	0.08	4	0.32	4	0.32	2	0.16	2	0.16
Sum			3.28		3.17		2.89		3.25

Figure 8: Quantity strategy planning matrix

	Importance coefficient (weight)	Strategy 1: Entering new markets		Strategy 2: Using specialized force in producing specific products		Strategy 3: Absorption of more loans of the government		Strategy 4: The strategy of using distribution channels in neighboring countries for reducing the costs and easy export	
		A S	TAS	AS	TAS	AS	TAS	AS	TAS
Opportunities (O)									
O1	0.09	4	0.36	4	0.36	3	0.27	3	0.27
O2	0.07	4	0.28	3	0.21	2	0.14	2	0.14
O3	0.08	3	0.24	2	0.16	2	0.16	2	0.16
O4	0.06	4	0.24	3	0.18	2	0.12	2	0.12
O5	0.06	4	0.24	3	0.18	4	0.24	4	0.24
O6	0.05	3	0.15	3	0.15	2	0.1	3	0.15
O7	0.05	4	0.2	2	0.1	3	0.15	2	0.1
O8	0.03	2	0.06	2	0.06	2	0.06	1	0.03
Threats (T)									
T1	0.07	4	0.28	3	0.21	4	0.28	4	0.28
T2	0.05	3	0.15	3	0.15	4	0.2	3	0.15
T3	0.08	3	0.24	1	0.08	4	0.32	3	0.24
T4	0.04	3	0.12	2	0.08	2	0.08	2	0.08
T5	0.06	4	0.24	4	0.24	3	0.18	2	0.12
T6	0.03	2	0.12	2	0.08	2	0.08	2	0.08
T7	0.02	2	0.04	2	0.04	2	0.04	2	0.04
T8	0.09	3	0.27	2	0.18	4	0.36	4	0.36
T9	0.07	3	0.21	2	0.14	3	0.21	4	0.28
Sum	1		3.44		2.6		2.99		2.84

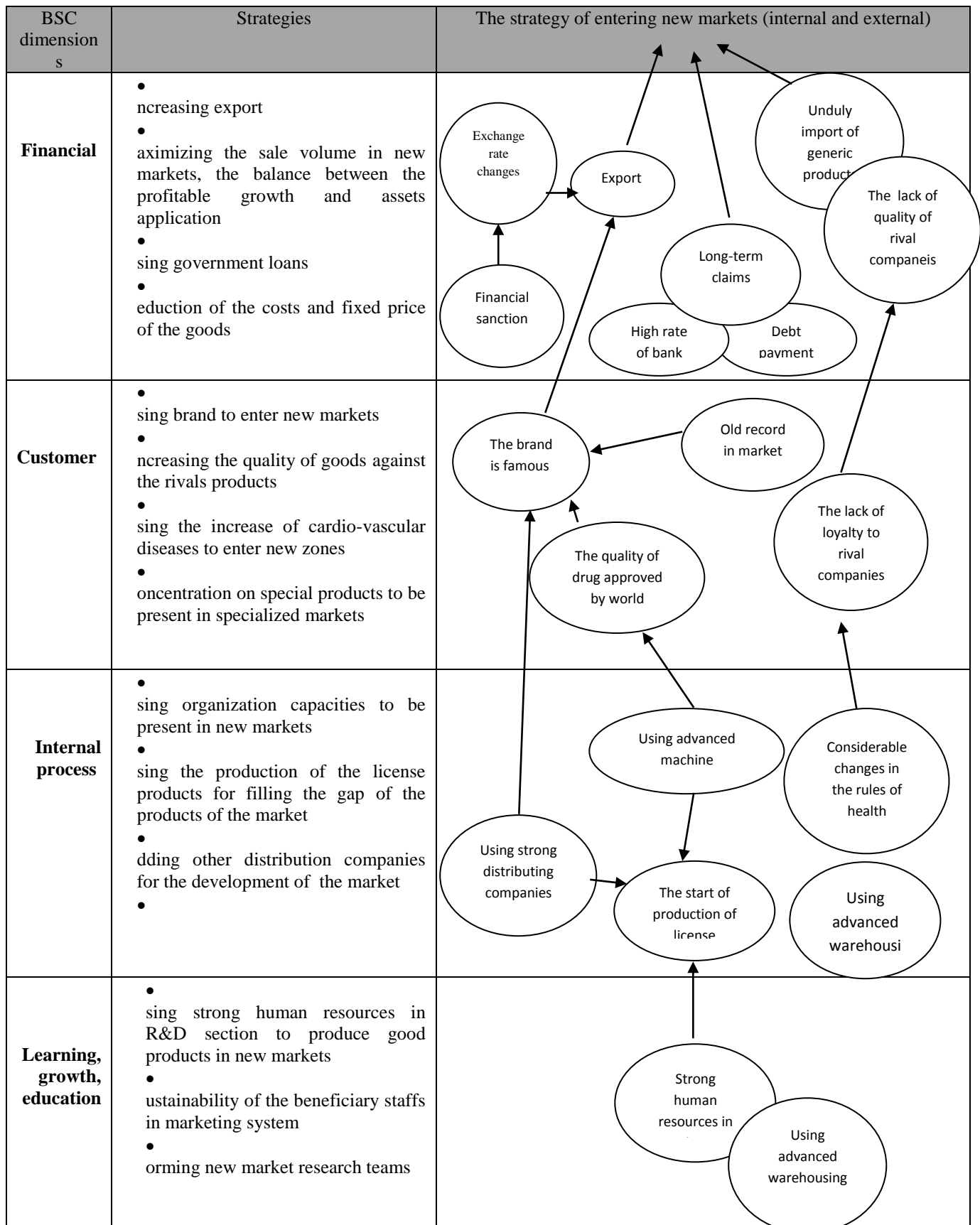
Figure 9: The absorption of strategies to the internal and external factors

Strategies Absorption score	Strategy 1: Entering new markets	Strategy 2: Using specialized force in producing specific products	Strategy 3: Absorption of more loans of the government	strategy 4: The strategy of using distribution channels in neighboring countries for reducing the costs and easy export
Absorption score of internal factors	3.28	3.17	2.89	3.25
Absorption score of external factors	3.44	2.6	2.99	2.84
Average score	3.36	2.885	2.94	3.045

Fig. 10: SWOT classification based on BSC

Customer	Business internal processes	Growth, innovation of organization	financial factors
S1,S2, S3, W2 O1	S4, S6, S8, S9, W1, W5 W7 T4 T6	S5 W6 W8 W9 O4 O5	S7, W3, W4 O2 O3 O6 O7 O8 T1 T2 T3 T5 T7 T8 T9

Figure 11: Strategic map of factors



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