



Design, Codification, and Strategic Planning of Sadra Company

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Abstract: Reasons and necessities of a strategic planning originate for the obligation to maintenance and preservation of organizations in today's high challenging environment. Strategic planning seeks to create the required capability in organization for more effective confronting with changes in the environment surrounding the organization. Organizations which have powerful and efficient strategies are so strong that can identify and perceive the changes in the environment (situation) and adjust themselves to these changes at an effective and appropriate time. Strategic plan of Iran (Sadra) Marine Industrial Company aims to identify, codify, and determine appropriate strategies to do effective and efficient modalities of the company through which it can provide a flexible structure for the company in confronting with today's constantly changing conditions.

Keywords: Strategic Planning, Efficiency, Quality Level, Strengths, Weak points, Opportunity, Threat.

INTRODUCTION

Strategy as a direction is effective in all activities of a company and if strategies are selected for the company, they would show their effects in every organizational business regions and each of the operational sections.

Fred David defines strategy as follows, "Strategy is an instrument by which a company can achieve its long-term goals¹.

Peter Drawker has introduced strategic managements in this way, "Posing the question that what our main job is that causes some goals to be determined, strategies are codified and decisions are made, whose results would be specified tomorrow².

Michael Porter states that, "The aim to codify a strategy is to determine the organization mission, identify the external factors, threats and opportunities of the organization, specify long-term goals, and consider various strategies to achieve these goals."

Without considering past experiences and strengths and weaknesses of their companies and also without drawing future perspective of the industry and market

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, managers of economic firms would encounter numerous difficulties in leading and directing the organization in this complicated area² .

By perceiving the current economic conditions of Sadra Company about the significance of a specific and determined strategy, design and codification of an organizational strategy seems to be very critical. Therefore, the need to codify a strategy in the company was felt and the present study will be effective in designing and codification of the company's appropriate strategies³ .

By performing this study, it can be expected that the following objectives could be actualized and the organization can determine and run the following cases:⁴

1. The present research aims to achieve an appropriate economic profitability and also enhancing the efficiencies and outputs of the organization .

2. This study seeks to obtain a general framework of the company (organizational and operational dimensions) so that the company's growth and development path could be passed .

3. The present survey will cause those objectives such as restricting some operations and excessive organizational units could be actualized .

4. The most important goal of this study is preparation of a prospective document for successful performance of the company in the future in moving path during 4 future years.

5. By doing the present research i.e. codification the company's strategies and having a strategic program, desirable and efficient annual planning and budgeting for the company would be possible .

6. After codifying the company's strategies, defining the executive projects of the organization and development of the company's market could be actualized.

Research Model

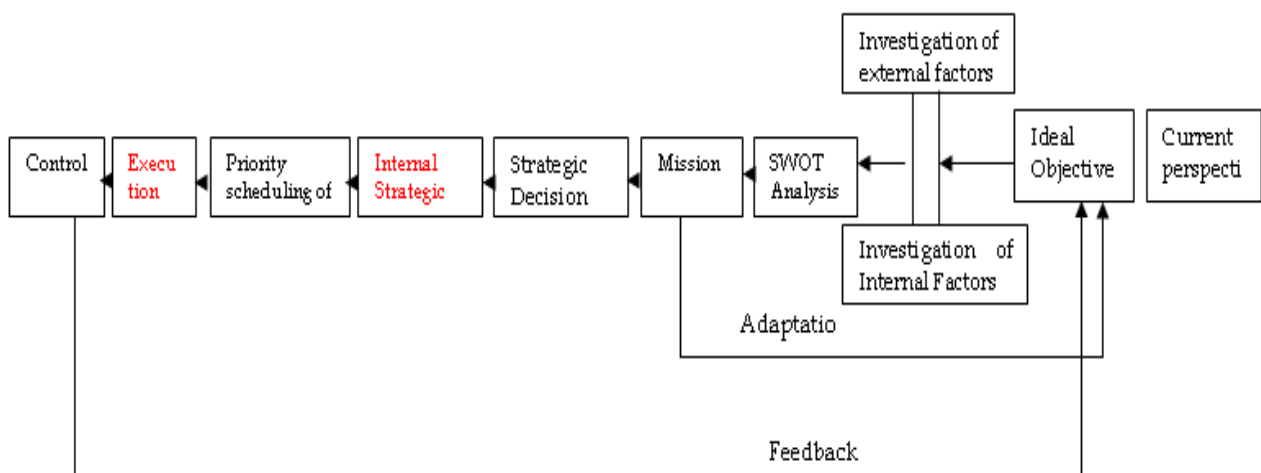


Fig. Research Model

- First: Identification of the current perspective of the Organization
- Second: Determination of ideal objectives of the organization
- Third: Identification of the internal and external factors of the organization
- Fourth: Preparation of a matrix of threats, opportunities, strengths, and weaknesses of SWOT
- Fifth: Codification of Mission statements of the Organization
- Sixth :Determination of the strategic decision makings of the organization
- Seventh: determination of the internal strategies of the organization
- Eighth: Priority scheduling of the strategies
- Ninth: Specifying how to execute the strategies
- Tenth: Determination of annual objectives and executive policies
- Eleventh: determination of ways to evaluate and control the codified strategies^{5,6} .

SWOT evaluation cases

1. Explanation and definition of key concepts and general agreement on it.
2. Noticing to SWOT analysis with two internal and external views and the Company's areas of activity .
3. Investigation and consensus of strategic planning group on weak points, strengths, opportunities, and threats of the company.
4. Identification and determination of quick action plan
5. Investigation and collecting peripheral data of the company's activities and providing people and groups related to strategic planning topic with clear examples in this field^{7,8}.

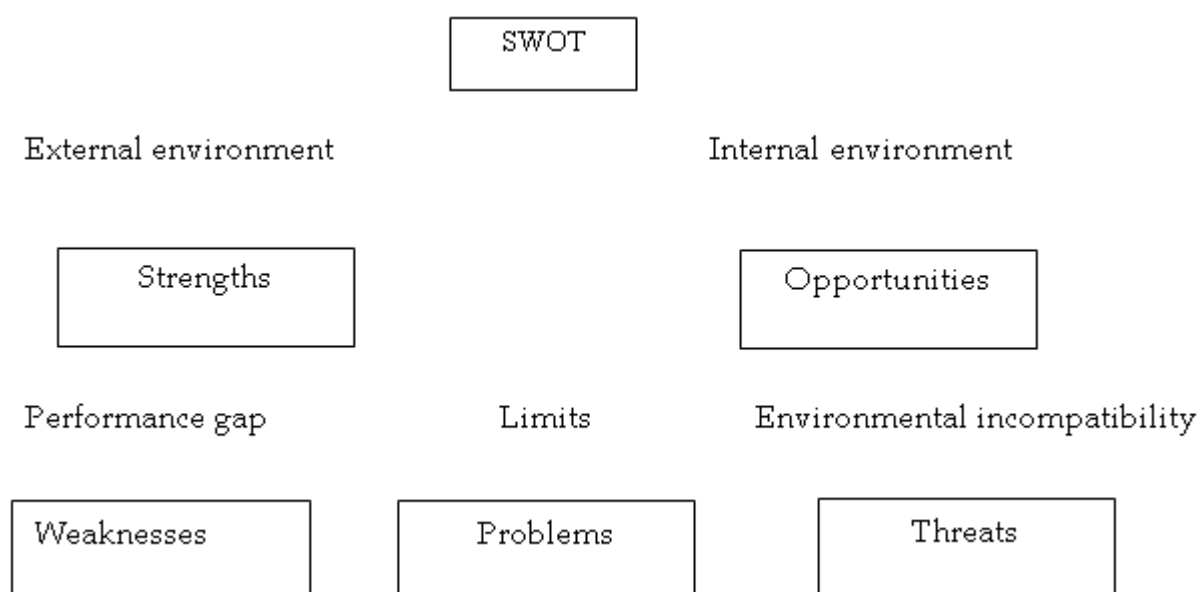


Fig. 2. Matrix factors of SWOT

CONCLUSION

Conclusion of the present study leads to make the following strategic decisions :

- The company should enter into ship repair market according to high financial flow of ship repairs in the area⁸ .

- It is recommended that the company exit the market of land oil industry and focuses centrally and in a specialized way on marine industries region according to its records and experiences.

- The company should not establish any new sub-class and it must try to render its excessive sub-categories.

- The company should reduce its human resources and decrease its working human forces and if possible it is recommended to provide them thoroughly in contract-working form. Regarding the expertise resources it should adopt an amendment in the structure of human force and goes towards absorbing qualitative resources.

- The company should not have developmental activities and it must try to complete the current development designs.

- The company should think about maintaining the present situation and try to preserve the proportion (share) of the market and prevent the rivals from influencing .

- It is recommended that the company has also a look to the oversea projects as well as attending in the internal market and highlighted presence in the country's internal (local) projects .

Main Strategies of the Company

- Becoming an E-company
- Continuous increase of the quality level of the products and services through using advanced companies as a model

- Strategic reduction of expenses and increase of the total efficiency through selling excessive assets .

- Becoming as a Holding company by selling companies which do not relate to the Company's main activity.

- Creation new brands or I.V. with the world's popular brands through effective participation with well-known foreign companies

- Geographical development of the Company's activities by focusing on the internal market in the area.

- Entering into Know how making and R & D areas and issuing engineering services through performing high-level oil and LNG ships activities.

- Creation of Turn Key structure in the company and execution of projects as Boo and BOT.

- Supply Connection Management (SCM) to create new values and markets.
- Enhancement of Negotiation and bargaining power by expanding the marketing.⁶
- Becoming a world class company.
- Development of business activity area of the company in oil activities.

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