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**BİNGÖL UNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI**

**MARKETING STRATEGY FOR ERBİL STEEL COMPANY
LOCATED IN NORTHERN IRAQ**

AKRAM MOHAMMED RASHA

YÜKSEK LİSANS TEZİ

Danışman

Doç. Dr. Mehmet GÜVEN

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BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım [**Marketing Strategy For Erbil Steel Company Located In Northern Iraq**] adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve Akademik kurallara özenle uyduğumu, Tez içindeki tüm bilgileri bilimsel Ahlak ve Gelenek çerçevesinde elde ettiğimi, Tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

/ / 2020

AKRAM MOHAMMED RASHA

Imza

TEZ KABUL VE ONAY

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SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜNE

Akram Mohammed RASHA tarafından hazırlanan (Marketing Strategy For Erbil Steel Company Located In Northern Iraq) başlıklı bu çalışma,/...../2020 tarihinde yapılan tez savunma sınavı sonucunda [*oybirliği ile*] başarılı bulunarak jürimiz tarafından Hadis Anabilim Dalı'nda Yüksek Lisans tezi olarak kabul edilmiştir.

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PREFACE

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2020

AKRAM MOHAMMED RASHA

ABSTRACT

The aim of this study is to determine the best strategy that can be employed by the Erbil Steel Company in marketing. For this purpose, the decision makers and authorities of the company were selected as the study group. In the study, the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and a hybrid model that uses SWOT and TOPSIS methods together were used to determine the factors that influence the decisions of the decision makers of the company in order to gain insight in what the company can do to reach a successful position in domestic and global markets.

Since the number of statistical population of this research is limited, in order to complete the questionnaires, all members of the statistical society were selected as sample, of which 30 were determined. The results of the analysis showed that the strategies for the development of steel designs on the southern coast of the country and in the Basra region (Umm Qasr port) special region were ranked first. The basis for assessing the average scores of offensive strategies in the quantitative strategic planning matrix, the strategy for developing steel designs on the southern coast of the country and in the Basra region (Umm Qasr port) Special Area was selected as the best strategy for achieving competitive advantage.

Key words: Strategy, Marketing, SWOT, Erbil Steel Company.

ÖZET

Bu çalışmanın ana amacı Erbil Çelik Firması'nın pazarlama alanında kullanabileceği en uygun stratejilerin belirlenmesidir. Bu amaç doğrultusunda Erbil Çelik Fabrikası'nda çalışan karar verici ve yetkililer araştırma grubu olarak seçilmiştir. Çalışmada SWOT (GZFT: Güçlü Yönler, Zaaflar, Fırsatlar ve Tehditler) analizi ile, SWOT ve Topsis yöntemlerini beraber kullanan bir hibrid model kullanılarak şirket idarecilerinin kararlarına etki eden faktörler tespit edilmiş, bu yolla şirketin yurt içi ve küresel pazarda başarılı şekilde yer alması ve satış yapması için neler yapılabileceği bilgisi elde edilmeğe çalışılmıştır.

Bu araştırmadaki istatistiki popülasyonu oluşturan birey sayısı nispeten düşük olduğundan, istatistiki popülasyonun tüm üyeleri örnek grup olarak seçilerek, toplam 30 kişinin dağıtılan anketi doldurması sağlanmıştır. Yapılan analizlerin sonuçlarına ve niceliksel stratejik planlama matrisindeki daha agresif stratejilerin ortalama puanlarının değerlendirilmesine göre, ülkenin güneyinde ve Basra bölgesinde (Umm Qasr Limanı) çelik geliştirme yöntemlerinin geliştirilmesinin rekabette avantaj elde etmek için en etkili yöntem olacağı ortaya çıkmıştır.

Anahtar Kelimeler: Strateji, Pazarlama, SWOT, Erbil Çelik Şirketi.

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SYMBOLS AND ABBREVIATIONS

SWOT	Strength Weakness Opportunity Threats
QSPM	Quantitative Strategic Planning Matrix
MIS	Marketing Information System
R&D	Research and Development in Business
HR	Human Resources
ASTM	American System Test Method
GRADE	Group Reading Assessment and Diagnostic Evaluation
DEMATEL	Decision Making Trial and Evaluation
MADM	Multiple Criteria Decision Making

INTRODUCTION

The primary challenge for companies in the modern era of globalization is to formulate and implement strategies that will ensure their success and survival in competitive and complex environmental conditions. Such a competitive advantage for a company can actually be derived from the creation of distinct and/or differentiating company values.

Identifying strategically opportune sectors helps business unit managers determine which types of value-added networks should be designed and implemented for each of the selected segments. Such an attempt is an undertaking for a network that requires the cooperation and alignment of different departments, like operations and research and development, and a specific set of success factors. The present research attempts to consider the strategic segmentation model for strategy development, in order to find the most suitable competitive advantage for the organization.

In this chapter, the researcher briefly explains various concepts that will be used throughout the study and how they are related to the subject of the research. The main goal, description, and presentation of the subject in detail, the necessity of research, and research questions and hypotheses will be provided, and the method of research will be explained in detail as to how the data was collected and how the sample size and the statistical populations were determined. In the later chapters, information analysis methods and the conceptual and operational results of the research will be represented in the structure of a report.

CHAPTER ONE PROBLEM STATEMENT

The use of the concept of strategy in the field of organization and management began in the second half of the 20th century. With regards to marketing, the concept of the strategy focuses on organizing the relationships of a company with the marketing environment in order to provide the possibility of superiority to the competitors and moving the company's efforts towards interests and goals. On the other hand, while there is a focus on the strategy on relations between the organization and the environment, the uncertainty due to the constant change of the environment and the potential diversifications of organization's tasks complicate the strategy. Moreover, there is no differentiation between views on the strategy of relations between organizations, and the relationship with the environment (Gilligan and Wilson, 2012).

According to Flint & Boutin (2011) a strategy consists of a move or a series of specific moves planned by the organization. The steps of a product development program can be given as an example to this. A general strategy should also represent a statistical decision rule that determines which type of strategy will be chosen by the organization in a given situation. Alfred Chandler defines the strategy as determining the long-term goals and objectives of the organization, and for realizing this, the purpose of allocating the resources required and preparing appropriate action plans.

Wilson & Gilligan has given the same definition: to strategize is to decide on policies related to the goals of the organization and the changes in those goals, the resources used in them, the determination of the characteristics of these resources and their distribution and application; in short, the complete set of policies and objectives specific to an organization (Gilligan & Wilson, 2012).

In a more precise sense, Chandler and Andrews, when defining a strategy, examine the concepts of goal and strategy and consider them as long-term processes (FirouzAbadi et al., 2015). According to this approach, the strategy is a long-term process that incorporates the past successes of the organization, the state of the current

situation, and what it will do in the future. Anthony and Tayl, along with accepting this approach, have also considered strategy as a set of goals and policies.

Hofer & Schendel (1978), in their definition, have prioritized the relationship between the organization and its environment. Here too, the strategy is considered as goals and tools: it's achieved through analysis of the relationship between the organization and its environment in order to determine the organization's future path and objectives, and how to consolidate the activities that will realize them. A given organization's efforts of reorganization for this purpose can be defined by reallocation the required resources (FirouzAbadi et al., 2015).

Due to the interdependence of the organization with the environment, the organization usually changes and adapts to the environment. For this reason, a new strategy can make it necessary to change the current behaviors and relationships among employees, which also reflects the renewal and development in structure, politics, and processes (Pirayande and Salarzahi, 2014).

At this point, SWOT analysis stands forth as an effective tool for identifying the environmental conditions and internal capabilities of the organization. The foundation of this effective tool in strategic management as well as marketing is to understand the peripheral environment of the organization. In this research, the aim is to develop appropriate marketing strategies for the Erbil Steel Company using this method.

1.1. IMPORTANCE OF THE STUDY

The steel sector is an influential and strategic industry, and steel consumption of a country reflects the level of technology and the quantity of technological products developed by the country. Active, successful, and continuous presence in national and international competitive markets can only be achieved by development of appropriate and long-term strategies, along with the efficient management of all resources, attracting appropriate and timely investments, improving product quality, and manufacturing new and optimal products. This research is basically about how a company can effectively

compete and what strategies it can develop in order to maximize its competitive advantage and profitability. Strategy development often referred to as long-term strategic planning, consists of the design of the mission, goals, strategies, and policies of the company. Strategy compilation begins by analyzing the position the company is in, considering the market. Situation analysis can be described as the process of finding a strategic balance between external and internal strengths, and external threats and internal weaknesses (Wheelen et al., 2017).

The Whistle analytical model is one of the most recognized and effective strategy selection tools that does not dictate any particular strategy to the organization employing it, but instead helps strategists to first set up a set of strategies tailored to the opportunities and threats present in the environment. In this method, the weaknesses and strengths of internal elements are evaluated first, and then the most suitable ones among them are chosen for the strategies that will be created. These will usually include the ones that are known as the “golden opportunities” that can double the motivation of the company's managers and offer a competitive advantage if conducted properly. In the case of our study, these will include things like building a base for exporting steel products, increasing steel production capacity, possessing indigenous knowledge in steel production.

The strategies shall also consider the high trade potential of the country considering its geographic location, the government support for non-oil exports, as well as government policies regarding non-crude mineral raw materials. If these opportunities are used properly, the company that employs them would be facing any challenge and threat with a solid stance. That being said, there are also numerous weaknesses and problems the steel sector of Northern Iraq is facing. These are things like the steel industry in the world having lower steel imports and products in recent years, the problem of recent droughts and the reduced water reserves in the country, the lack of proper tariffs on imports of steel products, the increase in the cost of products derived from the liberation of the cost of energy carriers, incomplete raw material to steel production chain, and the lack of proper infrastructure. For a given strategy to work, it should also consider the methods of overcoming or avoiding such problems.

1.2. RESEARCH PURPOSES

1.2.1. The Main Objective

The main objective of the study is to determine the most appropriate strategies for the steel company, particularly considering the fields of marketing and sales.

1.2.2. Sub-Goals

The sub-goals of the study are:

To identify the threats and opportunities for the marketing company

To determine the strengths and weaknesses of the company with regards to marketing

To investigate the company's marketing portfolio

1.3. RESEARCH HYPOTHESES

1.3.1 Research Hypothesis

What is the appropriate marketing strategy for a company in the market?

1.3.2 Sub Inquiries

What are the threats and opportunities for the company considering marketing aspects?

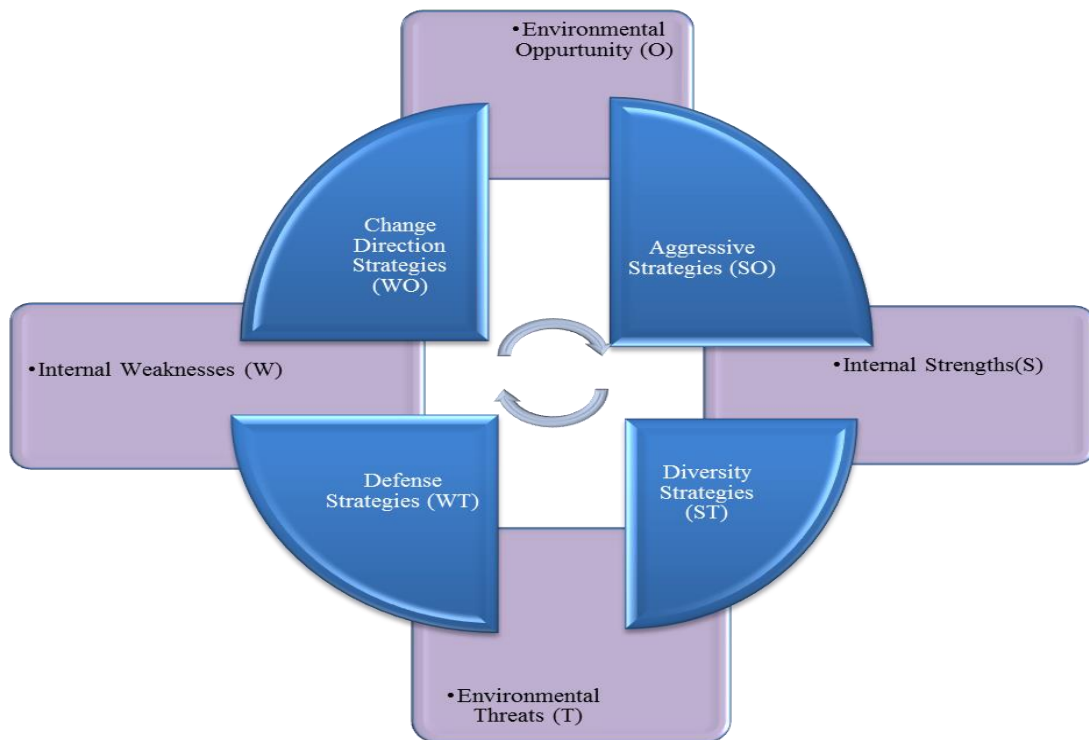
What are the strengths and weaknesses of the company with a focus on marketing?

What are the most appropriate marketing strategies for the company?

1.4. CONCEPTUAL MODEL OF THE RESEARCH

Considering the aim of the study, decision makers and trade officials of Erbil Steel Company were selected as the statistical community for this research. This study uses SWOT analysis (as part of a strategic analysis combined model) and the Quantitative Strategic Planning Model to identify various factors involved in the marketing processes of the company through which the company's business managers determine the company's strategies to achieve a successful presence in domestic and foreign markets.

Figure 1.1: Concept Model (SWOT)



Source: David, F. R., & Wheelen, T. L. (2007). Essentials of strategic management. University of South Florida Pearson Prentice Hall Upper saddle river, New Jersey.

1.5. TERMS AND DEFINITIONS

1.5.1. Strategic Management:

The strategic management science, which is sometimes even referred to an art, is the formulation, implementation, and evaluation of multiple-task decisions that enable an organization to access its resources most efficiently (David, 2003).

1.5.2. Strategy:

A strategy in the military term is the art of planning and combining military operations to achieve the goal of war (Pahlavanian, 2014).

The strategy involves maneuvering of forces into the best positions to fight the competition. In terms of the business world, the forces that participate in the maneuvering include organizational resources, capital, technology, staff, and so on (Hatch, 2018).

1.5.3. Marketing Strategy

The main focus of marketing strategy is to allocate appropriate resources and coordinate marketing activities and resources in order to provide the company with the means of achieving operational goals for a particular market. Therefore, the main issue related to the realm of marketing strategy is the identification of specific target markets for a family of products or a particular product. The companies then begin to seek the means to gain competitive advantage and synergy through the design and implementation of appropriate programs of blended elements, based on the needs of potential customers in the target market (Walker, et al., 2003).

CHAPTER TWO LITERATURE REVIEW

Today, the accelerating growth of international companies and their close competition for larger market shares has created a very difficult field for decision makers. In such an environment where a single mistake or a wrong decision by corporate executives may lead to their permanent failure, having sound marketing strategies is inevitable. Marketing strategies actually direct managers' performance to defeat powerful rivals in international markets.

Any company competing in an industry needs a competitive or implicit strategy. It may be that the strategy is clearly formed through the marketing planning process, or it can be created gradually and implicitly during the activities of the various parts of the company's operations. Each of the executive departments, while acting independently, necessarily follows the methods dictated by professional orientations and goals of the authorities. However, it's rarely the case that the best practices of a given sector sum up to a good strategy. It should be noted that by employing appropriate strategies, companies and organizations can transform their internal weaknesses into strengths, and threats of the external environment into advantages, all based on internal capabilities and environmental opportunities.

2.1. STRATEGIC PLANNING

2.1.1. Definition of Strategic Management

Strategic planning is implementing and evaluating multiple-task decisions that enable an organization to achieve its long-term goals. As it is inferred from this definition, in strategic management, organizational success is based on several factors: the coordination of management, marketing, finance (accounting), production (operations), research and development, and computer information systems (David, 2005).

In other definitions, strategic management is defined as the decision-making process that leads to success, survival, or if misconducted, the death of the organization.

In this regard, the task of strategists is to ensure the best use of the organization's resources in an ever-changing environment (Gluck, 1985).

2.1.2. Strategic Planning Features

Russell Acof considers the following three features for strategic planning:

1. Planning is something the strategists are more engaged with than any other work; that is, decision-making based on forecasts.
2. When planning for future situations it is inevitable for the strategists to include a set of decisions they rely on each other, that is, they are faced with a decision-making system.
3. Planning is a process that enables the organization to create one or more desired future positions to achieve, which may seem to be difficult to achieve at first.

Considering the above issues that apply to strategic planning, other features can also be derived:

The strategic planning can also be related to the following:

1. Reflection on the values of society;
2. Attention to the fundamental and basic requirements of the organization
3. Definition of a framework for planning and management decision making
4. A long-term vision and attention to the distant targets of the organization
5. Creation of continuity in operations and activities of the organization over a long period of time
6. Understanding the operational planning of the organization and its direction.

The two most important questions an organization faces in implementing strategic planning are:

- 1 - What is the organization's area of activity?

2. What are the reasons for conducting this particular activity?

To answer the first question, the mission of the organization must be defined, and for the second question, the answer will become apparent based on the determination of the goals of the organization.

A company's future plans and missions include a clear definition of the current and expected range of business for the next few years. These are naturally related to the type of business the organization is operating in. Without having an insight on the chances of success, members of the organization will not be aware of how to fulfill the missions of the organization. In other words, the mission determines the purpose of the organization and gives a reason for the tasks that the organization carries out. Objectives are more specific demands arising from the mission and the environmental assessments. Elements of a higher-level management strategy are converted to lower level goals. In terms of objectives, it is necessary to state that, since time and resources are limited, the prioritization of goals is very important (Bryson, 2018).

2.1.3. The Benefits of Strategic Planning

Strategic planning is considered not only as a good basis for guiding future activities of the organization but also is an indispensable necessity in today's organizations. In this regard, some of its benefits are:

1. One of the benefits of strategic planning is its conductivity. This type of planning determines the direction and tendency of the organization's activities and operations and acts as a guide to the organization.
2. Future orientation sets priorities and takes today's decisions in light of future outcomes.
3. Strategic planning plays the role of coordinator between the organization's operational programs and provides the activities of the various units in a direction.

4. With conditions and opportunities that are changing rapidly, they create a workable way of working and teamwork and expertise.
5. Strategic planning, with a long-term vision, puts forward future forecasts and therefore has the information that is useful for long-term managerial actions.
6. Strategic planning and management requires strategic insight across organizational units, including all administrative systems, and recognizes the central role of individuals, groups, and organizational culture influences rather than mechanical action (Bryson, 2018).

2.1.4. Limitations of Strategic Planning

Notwithstanding the benefits of strategic planning, many scholars also claim that strategic planning has some inefficiencies and sometimes may turn out passive. Most of the restrictions that apply to strategic planning apply to:

1. Due to the high costs associated with various elements of planning, most small organizations cannot use it properly.
2. In the long run, this type of planning takes a long time. Organizations need to spend a lot of time planning, with different stages of the process waiting for each other.
3. The strategic planning process is more than just what it can or can't be, it is also a rational and analytical process. Its design is overly mental and cannot be contained just within the socio-political dynamics of work in any organization.
4. Decision-making about missions and goals is not always easy and may not be meaningful.
5. Strategic planning requires a specialized staffing expertise that is not available to all organizations.
6. No organizations have total access to comprehensive and timely information on the environment, developments, and environmental events.

7. Managers' unfamiliarity with strategic management issues and strategic planning and their lack of confidence in strategic planning can become an issue (Bryson, 2018).

2.1.5. The Importance of Strategic Planning

The uneven grounds caused by environmental changes and the aim of making even more profit will make planning an undeniable necessity. Strategic planning analyzes the underlying risk factors of the environment and provides suitable solutions to achieve the goal in the shortest possible way. In other words, strategic planning is the process of determining the organization's goals and deciding on comprehensive operational and executive plans to achieve those goals. Despite the importance of strategic planning, many organizations still do not fully understand its critical impact on the organization's goals, and at times, even the executives consider it a luxury and a costly thing that would better be neglected.

Strategic planning represents the creativity of managers in building the future. In other words, managers build on strategic planning. Implementing strategic planning requires the integration of other sectors, such as MIS, R & D, and human resource development, which is itself a development in its own regard (Linda, 2010). Before familiarizing with the strategic planning process, it is necessary to identify its elements. These elements are from definition, mission, and goals.

Strategic thinking is one of the most important management skills of the twenty-first century. This skill will take into account the future conditions, and examine the current situation and how it is prone to changes, and how opportunities can be made use of in order to achieve the future goals of the organization.

The importance of strategic management and proper utilization in an organization can be demonstrated in the following dimensions:

1. Creation of the possibility of assessing the future environment
2. Creating an opportunity for the organization to evaluate itself

3. Creating the possibility of moving towards common goals within the organization
4. A framework for organizing the activities of an organization
5. Increasing the quality of the organization's decisions and projects

Strategic management is a high-level management task that focuses on the long-term goals of the organization. By creating a systemic attitude in strategic management and setting an organization as an open system, it creates the necessary innovation and flexibility in the organization in order to adapt itself to the conditions prevailing in its dynamic and highly transformed environment (Bryson, 2018).

2.1.6. Strategic Planning Objectives

1. Changing the direction of the organization
2. Accelerating Growth and Profitability
3. Identifying the performance of the domains and units
4. Promoting strategic issues for superior management
5. Focusing resources on important issues, guiding areas and research to provide new products and allocating assets for potential areas.
6. Providing useful information for better management for decision making
7. Establishing a framework for short-term budgeting
8. Analysis of opportunities and threats in order to better understand the potential of the organization and the strength of its weaknesses.
9. Better coordination in domestic activities
10. Better Communications
11. Facilitation of operation control

12. Creating a sense of safety between managers and understanding in understanding the environmental changes of the organization with the goal of coordination
13. The development of thought
14. Teaching of managers
15. Clarification of the organization's path
16. Selection of reasonable and accessible goals
17. Review the audit of current activities in order to modify them
18. Awareness of environmental changes with the aim of better compatibility with it
19. Avoid stopping and stopping
20. Doing what others are doing (Bryson, 2018).

2.1.7. Comparison of Strategic Planning and Tactical Planning

Strategic planning can be defined as a systematic and planned effort to decide upon and take on fundamental actions that will determine the characteristics of the organization. Olsen and Eadie provide another definition for strategic planning where they consider the process of utilizing the resources of the organization and the unity of efforts to achieve its long-term goals and mission, taking into account the internal and external constraints. In another definition, strategic planning means the process of examining the current situation and the future direction of an organization or society, setting goals, developing a strategy for achieving those goals and measuring the results.

Obviously, tactical and strategic planning has differences, but this difference does not have clear boundaries, because what is a tactical decision a person may be a strategic decision for another. So that recognizing the difference between them is relative and not absolute.

However, some of the differences can be summarized as follows (Khaddad Hosseini and Azizi 2014):

1. Tactical planning generally takes place at the intermediate level and the foundation of the organization, while strategic planning is formed at superior levels.
2. Tactical planning emphasizes the current benefits of the organization, while strategic planning is interested in the future. In other words, short-term vision is tactical planning and long-term vision is strategic planning.
3. In tactical planning, most of the working methods are experienced and rely on past achievements, while they are tested in a comprehensive planning of new and untapped methods.
4. Tactical planning is less risky than strategic planning.
5. The emphasis is on tactical planning on efficiency, while strategic planning is effective.
6. Strategic planning means that employees do not remain within the reach of the present and pay attention to distant horizons.
7. Strategic planning has limitations and bottlenecks, but its proper application is a positive achievement for organizations.

2.1.8. Strategic Management Process

The strategic management process begins by defining the goals of the organization and then identifying and formulating strategies as permanent guides for managers to plan and reform their organizational activities. Emphasizing the need for continuous evaluation and adequate monitoring of the implementation of strategic management steps, this process is presented as follows:

1. The overall strategy of the organization.

2. Objectives of the organization.
3. Environmental hazards and opportunities.
4. Intra-enterprise competitive advantage.
5. Examining strategic alternatives.
- 6- Select a strategy.
7. Allocation of resources and formation of the organization.
8. Adopt policies and organizational management style.
9. Performance and strategy evaluation.

Since in a competitive environment the strategy is evaluated as the first layer of the assets and the political, economic, and social environments, it is important to note that in any planning effort, assessment of environmental impacts on the organization will become necessary. Identification of general conditions, trends, risks, and short-term and long-term opportunities, desirable and unfavorable current and growing competitive relationships, ongoing and emerging operational powers of the organization and the industry, constructions, current practices, and existing projects of the organization will also be necessary (Quinn, Anderson & Finkelstein, 2005).

2.1.9. Key Terms in Strategic Management

This section defines a number of terms and terms used in strategic management. They are mission, vision, goals and objectives, strategy, policy, opportunities and threats, and external strengths and weaknesses.

2.1.9.1. Mission

It is very difficult to discuss strategic questions without specifying the mission of the organization. The mission is, in fact, a statement that explains the organization's existential reason. The statement of the mission of different organizations is different in size, some are just a few lines, and some are multi-page. To make a statement the question "Why are we there?" is answered. For the mission to be beneficial for employees in the organization it should provide a clear answer to the question. Answers like "we exist to make money" may seem clear, however, they do not provide the required depth. For example, "We have the power to provide all-inclusive financial services to our customers around the world in a manner that guarantees continued growth and profitability for enthusiasts" provides a much clearer and in-depth answer. While many organizations have formulated a mission statement for the entire organization, independent business units and executive departments may have a mission statement that specifies their existence. That being said, managers, supervisors, and staff most of the time do not exactly know the mission of their units. If employees do not have a clear understanding of the existence of a unit or department, it is very difficult to know how their actions are suited to the needs of the organization.

The discussion of the lack of necessity for attempting to formulate a statement of mission is largely stated to be "all of them (statements) are similar" or "statements of the mission are so general that they cannot provide a specific orientation for individuals." These discussions may at times be correct. Consider, for example, entirely different organizations like the Ohio State University and the Apple Computer and their mission statements. Ohio expresses the idea of the creation and dissemination of knowledge. Apple Computer's mission is to put personal computers at the disposal of individuals while providing growth and logical benefits to shareholders. Do these statements help employees understand their employers better? Do they have a specific orientation to decide on what new products and services should be seriously considered, and what ideas should be put aside quickly? Do they help managers in choosing or rejecting different opportunities, and so on?

The experiences of different organizations indicate that the answer to all of these questions is positive. Although mission statements rarely tell someone what to do, they provide a general orientation to the organization. This general direction indirectly identifies the grounds that should be ignored due to a lack of alignment with the organization's existential philosophy. All activities and behaviors of humans and human groups can be targeted. Organizations also have goals that come about to achieve them. These goals (the main causes of creating organizations) are called missions or long-term goals.

Missions should have specific features as follows: reference

1. The mission should be clearly stated so that managers and staff understand it well.
2. The mission should be to the extent that it is interesting for managers and staff in which they engage in commitment and give rise to selflessness.
3. There must be a kind of relationship between the components of each mission so that the combined result of their implementation is greater than the sum of the results of the individual implementation of the components.
4. Developing missions, and in particular designing and delivering solutions, should be based on the use of creativity and innovation.
5. Long-term missions and objectives should be considered as the source of the general principles and the organization's core rules for the design and implementation of programs.

The statement of the mission of the organization is a sentence or phrase by which the purpose of an organization becomes distinct from the purposes of others, which expresses the "existential reason" of the organization. Fundamentally, the mission of an organization that is expressed in a clear manner can determine long-term goals and develop strategies. In the mission statement, the question posed to all strategists is "What are we doing?"

A mission represents the values and priorities of an organization. The mission or vision will make strategists think about the nature and scope of the company's current activities, as well as the potential attractiveness of the markets and its activities. The mission or vision of the organization is to chart the organization's future direction. The result of a study shows that about 60% of all organizations have a formal mission or mandate for themselves. The results of this study also indicate that the mission of organizations with excellent performance (in contrast to organizations with poor performance) is higher.

The mission statement is sometimes called the proposition of beliefs, the expression of purpose, the expression of philosophy, the expression of beliefs, the expression of the principles of the organization, the expression of the organization's perspective or proposition that represents the company. The mission statement represents the long-term vision of the organization, in the form of what it wants and those who want to provide them with services. The mission of the organization is based on priorities, strategies, plans, and tasks, and is considered as a starting point for planning managerial jobs and management structures. It is often possible to see statements from the mission of the organization on the first page of the annual report. In a mission statement that is prepared in a good way, the purpose, customers, products or services, markets, philosophy, and technology will be identified (David & Wheelen, 2007).

2.1.9.2. View

The perspective that each organization has for itself is about how the organization wants to be in the next few years. Entrepreneurs often formulate explicit perspectives on what their organization will be in over the next few years. Many of the statements in the vision are almost like dreams of how it can be. Such as becoming the manufacturer of cars of the best quality, or becoming a government unit to deploy the first man on the moon through the use of visual language. Vision statements often grapple with human emotions, bringing the human mind from the status quo to what it

can. Statement Perspectives are not like goals and objectives that can be written in financial terms. Realizing the vision of the organization is not easy to measure, but progress towards it can be felt. The potential motivational potential of the statement of vision is enormous, while the mission of the organization gives the employees a cognitive reason for what the organization is doing, the organization's vision provides an emotional reason for what they are doing. Without having a clear vision about the destination that the organization is trying to achieve, it is progress towards desperate goals. In fact, without such a vision, one of the main aspects of human performance is the desire to realize a dream-invisible (David & Wheelen, 2007).

2.1.9.3. Objectives

The need for goals (the main issues to be addressed over the next few months or years) and targets (details of goals) are so tangible and well-known that it does not seem necessary to express their details. The purpose and objectives of the organizations that were previously created are shorter than those that have just grown, as in recent organizations, the number of stakeholders in the organizations interested in knowing how to grow is much greater.

The importance of goals and targets for managers is twofold: they can focus attention on aspects of the business that are most important, and provide an index card on which it is noted who is winning, who is losing, and who is struggling. To the extent that the goals are mildly difficult, well understood, accepted by the people who must take certain actions to fulfill them, then they can direct the behavior of individuals towards the desired aspects of the business. Unrealistic goals and unclear and unacceptable goals, as well as unremarkable goals in the minds of those responsible for their realization, will have a negative impact. In this case, the targeting utility will often be diminishing or even negatively fundamentally.

Managers grow well with the right goals. "Just say what you want." A common saying is that when goals and objectives are not clear to managers, they are spoken.

Their need for goal is partly due to the complexity of their position. They cannot interfere in anything, so their goals legitimize their attention to certain issues and ignore other issues. Because many aspects of the business are current issues and reallocation of resources often causes conflicts, goals can, therefore, be considered as the basis of the individual's actions. When the goals and objectives are consistent with the organization's vision and sentiment, their realization will be rewarded, but many managers do not have a proper awareness of the vision and mission of the organization. Many of their actions take place without any rewards, pay attention to them It cannot be caught and occasionally misunderstood. The goals of each organization are based on missions and long-term goals. Organizations should present their short-term goals in a clear statement so that they can be considered as the basis of other planning in the organization. In this way, the efficiency of the decisions made and the edited articles can be assessed. In fact, planning without disregard for goals leads to dispersed work and disorder. Here, the purpose of the goal is to express the expected results in the form of distinct and measurable tasks, in a recurring period and at a specified expense. Therefore, the short-term goal should be determined by: reference

1. Expected result (so that it can be measured)
2. How to do it
3. Time Range of Work
4. The cost and budget required to perform the work (in terms of money or work required, or both)

Therefore, targeting is the breakdown of missions and long-term goals in the form of quantitative and qualitative short-term goals. Targeting should be done in such a way that specific goals are taken for each unit as well as for each individual in the organization so that they can realize them.

Expected results should be specified in terms of quantity and quality. In fact, for the purpose of practical targeting, criteria and criteria for measuring performance and operations are necessary. The targeting should be done with the following features:

1. Simplicity and accuracy
2. Avoid dealing with minor and scattered items
3. Ensuring the achievement of objectives (by providing practical means)

How to set short-term goals:

Typically, short-term goals are set according to the long-term goals and missions of the organization through the following process:

First, information about the optimal situation must be collected. This information is provided by scrolling in the following areas: reference

A) Scrolling on the status of goods and services (available).

B) Scrolling to improve and improve (collect) information when navigating and scrolling in the fields described above, consider the following:

1. Checking the rate of normal work.
2. Examining the possibility of improving the efficiency of normal work.
3. Examining the possibility of improving and developing individual and organizational abilities.

The purpose of checking the returns of ordinary units of a unit is to determine what types of products and services are available. Then, the measures required to measure the yield are determined to determine the unit number of goods and services to be provided at the foreseeable time. After this stage, the goals are determined based on the information obtained. For example, "the production of 10,000 units of goods within two months at a cost of less than 2000 \$ and four hundred people - hours of work" may be considered as a goal.

The purpose of the study is to improve the efficiency of ordinary work. Given the current status of products and services and the interests of managers, the areas in which improvement and development are required, then the ability and feasibility of

improvement in those areas should be evaluated and Determine how much development and improvement can be made within a given time frame. Also, at this stage, it needs to be determined whether "according to the information available, targets can be formulated or more information should be gathered?" For example, is it possible to "create a \$ 10,000 reductions in production costs by the end of this year by repairing existing equipment or using newer technology" as a target?

Improving the efficiency of individuals, of course, does not directly improve production, but indirectly affects the process of production. For example, the "specialized training of at least seven eligible employees by the end of this year at a cost of less than \$ 2,000" may be considered as an objective in order to indirectly improve the state of the process of production. Managers should always consider the long-term missions and goals of the organization when defining their short-term goals, and develop short-term goals for them (David & Wheelen, 2007).

2.1.10. Strategy

A strategy is often a framework or plan of how to build something or cause an event. What makes the strategies so interesting is that their credibility depends strongly on what people do outside the organization. This is in contrast to the concepts of mission, vision, goals, and intentions that are not dependent on external factors for their credibility but a strategy for this dependence. If people do not know how they are doing, they will begin to wonder whether they should basically try to do it. The ambiguity about what has to be done often leads to asking questions about where the person will be in the future (outlook) and why one should do the job he is doing (mission). Is the concept of mission, prospects, goals, goals, and strategies just paperwork?

The mission often comes from values that are identified by entrepreneurs or individuals recruited by them. Values are rarely changed due to problems with the formulation of effective strategies. Strategies come and go, but values remain. But what about the prospect? Is the prospect threatened when strategies fail? The answer is not at

first, but over time, the prospects will be threatened. The outlook is rooted in feelings. Sure, feelings change over time, but not so easily. Someone may think that the boss, business manager, or some important person overestimates themselves for a particular problem based on their own opinions, and because of this, the particular issue of the agreement of existence

But does one's feelings of another person change simply because of a simple opposition? This state occurs only when there is a continuous stream of differences, and it causes the person to feel that a new relationship is emerging. A vision can easily withstand a dysfunctional strategy.

Will different strategies change goals and objectives?

Observations suggest that different strategies can fundamentally influence the goals and objectives of the units.

When and how should management be considered collectively? Discussing goals and objectives, regardless of which strategies are sustainable, will not benefit much. Targets, goals and strategies are mainly based on the logical analysis of what is considered to be. The logic behind the formulation of goals and objectives must also be used to formulate the strategy, but its transfer to the organization's vision and mission is not necessary. Strategy is a comprehensive, coherent, and detailed program that is developed to fulfill the basic goals of the organization. Therefore, the strategy is a kind of program designed to achieve the goals and objectives of the organization. The strategy determines the type of service the organization offers to the community and forms the pattern of how the organization responds to the environment. It also mobilizes the staff and other resources of the organization, taking into account the challenges and perils of the environment, to achieve the overall goals of the organization, and identifies a unique path to achieving those goals, by utilizing existing resources, achieving the goals of a comprehensive operational organization To make In fact, in the planning hierarchy of organizations, each program plays two different roles in relation to higher and lower levels. Thus, considering the level of planning in the organizational structure,

first, it provides the means for realizing the goals set in the higher-level programs and, secondly, defining goals for lower-level programs (David & Wheelen, 2007).

2.1.10.1. Definition and Content of the Strategy

The strategy can be worded as "propelling, releasing, sending, taking, and observing". It is believed to have been used to turn the knowledge and art of an old Greek general called "stratagus". In some Latin resources, a strategy of the concept of "striatum" has been expressed in terms of the way, the path, or the bed of the river. Despite the difference in the root of the word, with a general view, it can be said that both define the same concepts that at this point indicate integrity. The concept of strategy has been used for many years as a military concept.

The strategy within the social sciences in the field of economics opened up after the first half of the 20th century. To the present, however, in some authors' writings, the strategy has been addressed, but the strategy in the economic sense was first used by two scholars of the "Newman and Morgenstern" who were both economics and mathematicians. Newman and Morgenstern considered the strategy for individual economics and tried to outline the arrogant tactics of the two players who are trying to outperform the other. Here, it was assumed that players fully understand the practices of competitors and can make decisions that maximize victory. As in chess, the game is under strict conditions. Although this hypothesis is not acceptable in economic and social events, game theory has been instrumental in determining the basis of the formation of a strategy in the social sciences. The use of the concept of strategy in the field of organization and management began in the second half of the twentieth century. Here, too, with the same logic, strategy carries the meaning that regulates the relationship between the organization and its environment in order to enable its competitors to surpass their resources. (Igor Ensoff) offers two different definitions of strategy: reference

- Smooth strategy

- Overall or mixed strategy

According to Henry, "Smooth Strategy" is a move or a series of specific moves by the organization.

For example, like a typical development program that the organization chases. "Overall or mixed strategy" The provider is a statistical decision rule that determines which type of strategy is an organization in a given situation will choose. Defines the strategy as "Chandler" as determining "the long-term goals and objectives of the organization, and for the realization of this target, the allocation of resources and the preparation of appropriate action plans." It has the same definition of "Anthony": "Deciding on policies related to the goals of the organization and the changes in those goals, the resources used in them, determining the characteristics of these resources, their distribution and application. "Hofer & Schendel, (1978), also interpret strategy as "a collaborative effort between internal resources and organizational talent with the opportunities and threats of the outside world."

Another definition of the strategy is "to select the necessary action plans to achieve the organization's basic goals and objectives, and to allocate resources in relation to the organization's environment."

By carefully examining these definitions, there is a general understanding of the overall content of the strategy, but there are some differences between them. For example, Ansoff has examined the strategy separately from the goals of the organization. In his view, the strategy "in general, the decision-making method for the incomplete information situations and risky and unknown territories, in other words, it's the determination of a way to realize a goal."

Chandler and Andrews, when defining a strategy, have examined the goal and strategy as separate subjects and considered the strategy as a long-term process. Therefore, a strategy is a long-term process that incorporates the past successes of the organization, the situation in which it will be and what it will do in the future. Anthony

and Tyls, together with the acceptance of this definition, think of strategy as a set of goals and policies.

In summary, the strategy can be defined as "analyzing the relationships between the organization and its environment, determining the organization's goals and objectives, consolidating the activities that will fulfill them, and reorganizing the organization and allocating the necessary resources". In this definition, the strategy is a thoughtful concept that determines which organization should operate in which fields, which objects to reach and which types of behavior to follow (Rezvani, et al., 2011).

2.1.10.2. Policy

The policy defines the range in which future decisions must be made within. Policies can be named according to their subject matter, such as government policies, business policies or personnel policies, and so on. The policy is a general plan that identifies managers as a guideline for action and defines how the program is executed by the executive while being an effective means of controlling the operation. The policy should have the following features: reference

1. Clear and concise - The policy should be clear and concise so that it can be understood by people at different levels of the organization.
2. Capability to implement - The policy must be possible implement so that its implementation is possible with respect to the capabilities and characteristics of the departments and units responsible in the organization.
3. Flexibility - The policy should be adjusted in such a way as to be compatible with changing situations and new situations while maintaining relative stability in the way the organization operates and functions.
4. Comprehensiveness - The policy should be tailored to consider all aspects of the work and be responsive to all predicted situations and conditions.

5. Coordination - Policy components must be coordinated so that they can coordinate all relevant units and organizations in order to achieve the goals of the program.

6. Reasonableness - The policy should be reasonable and based on reasonable decisions that are based on relevant and relevant information.

7. The distinction between rules is not a rule of law and can be interpreted.

8. Writtenness - The policy should be presented in written form. Policies can be divided into three categories: reference

1. Basic Policies

2. General policy

3. Wisdom Policies.

Micro-policies or specific policies of units are formed on the basis of general policies and general policies are also governed by basic policies. For example, if the core policy of the organization determined by its chairman emphasizes the need for the growth and development of the organization's activities, the vice-president of production, with an emphasis on marketing and production activities, will lay down a general policy, and the factory manager will endeavor to improve the quality, variety, and quantity of products.

At this stage, the head of the manufacturing unit may decide that the quality of the product will increase by about 5% and the production by 25%. Therefore, we see that as the organizational pyramid gets lower, the field of action of the policy is narrowed. For example, the above basic policy, with emphasis on the growth and development of activities, covers the entire organization. The general policy of the deputy director of production, with an emphasis on increasing marketing and production activities, has a more limited field of action, and the specific policy of the director of the factory (a) only emphasizes the improvement of the quality and diversity of products, and is implemented in a much narrower scope. However, it is difficult to distinguish the field of action from basic, general, and wise policies (Rezvani et al., 2011).

2.1.10.3. Opportunities and External Threats

This group covers the external economic opportunities and threats, and economic, social, cultural, ecological, environmental, political, legal, governmental, technological, and competitive trends that can benefit or harm the organization in the future. Opportunities and emotions are largely outside the control of an organization, hence the use of the word “external”. The revolution in computers, biotechnology, population displacement, changes in attitudes and values of work, space discovery, waste recycling and increased and competition by foreign companies are examples of opportunities and threats that exist for companies. Such changes will result in the emergence of specific types of consumers, and thus, different types of products, services, and strategies will be needed. For example, an increase in the telephone line in underdeveloped countries is seen as an opportunity for many companies. The survival of many organizations depends solely on the fact that they can identify and exploit existing opportunities in the environment.

Other opportunities and threats include the adoption of a law, the supply of a new product by a competitor, a national disaster or the depreciation of the currency, or the strength and power of a competitor. In Eastern Europe, rising interest rates or counter-narcotics are examples of opportunities or threats. The basic principle of strategic management is that organizations must seek strategies for exploiting foreign opportunities and avoiding the effects of or reducing external threats. For this reason, the identification, monitoring, and evaluation of opportunities and threats can guarantee the success of the organization. Sometimes the process of conducting research and collecting and aggregating external information is called external factors or industry analysis (David & Wheelen, 2007).

2.1.10.4. Internal Strengths and Weaknesses

Internal strengths and weaknesses of the organizations can be controlled by the organization itself, which aims to organize them in an excellent manner. They are created in light of management, marketing, finance (accounting), production

(operations), research and development, and computer information systems. One of the main activities of strategic management is to identify and evaluate the strengths and weaknesses of the teams and units of the organization. Organizations are trying to implement strategies that enhance their internal strengths and address or remove their internal weaknesses.

The strengths and weaknesses of the company are determined by comparison with the situation of competing companies. One of the important pieces of information is obtained when the organization becomes aware of its strengths and weaknesses. The strengths and weaknesses of a company can also be determined based on the existence (the cause of existence) -not on the basis- of the organization's performance. For example, having natural resources or long-standing reputation can be considered as strengths in terms of product quality. We can determine the strengths and weaknesses of a company in terms of achieving the desired goals. For example, for a company that tries to always have enough inventory, a huge circulation of inventories cannot be considered as a strong point. If the strengths of a company are such that competing companies cannot easily imitate them, they say that the company has "Distinctive Competencies". In order for a company to be competitive, it must act in such a way that it can enjoy the privilege of a given merit. For example, the company "3-M" has the privilege of possessing the features due to its large R & D units and the supply of new products. Strategies are analyzed in such a way as to minimize the company's weaknesses, turn them into strengths, and maybe with great effort they can be transformed into excellence.

Some researchers emphasize the importance of analyzing the internal factors of the organization, and in its strategic management discussion, they compare it with the issue of examining external factors. Researchers say the analysis of the internal factors of the organization is more important. They believe that in a world where customers' tastes are shaky, the status of customers is constantly changing, and technology is constantly evolving to meet their needs, and external factors can't provide a reliable basis for it. When the external environment is shaken, the resources and capabilities of the company better are as stable as possible to preserve the identity of the company.

Hence, an organization is defined in terms of what it can do; a more stable basis for formulating strategies can be achieved (compared with the definition based on the needs that the organization seeks to provide) (David & Wheelen, 2007).

2.2. STRATEGY COMPILATION

The purpose of strategy development is to determine the mission of the company. Factors that threaten the organization or create opportunities in the external environment are identified, and the strengths and weaknesses of the organization are assessed. Long-term goals are set, and various strategies are considered before selecting specific ones to continue working. Issues that arise while developing the strategies include the difficulty in determining the type of activity that the company wants to address, the activities it wants to exclude, allocation of resources, and the decisions to expand or diversify the activities. If the decision is about entering international markets, determining if the company is going to merge or create a partnership with other companies, and how it will stay safe from the crushing grip of competing companies that are trying to devour it, is paramount. Since no organization can have unlimited resources, strategists must decide which one of the different strategies can best serve the organization. The decisions made in the formulation of strategies commit the organization to produce specific products for a relatively long period of time, operate in specific markets, and eventually use well-known resources and technologies. Strategies determine the competitive advantages of the organization over the long term. Whether good or bad, strategic decisions have multi-dimensional results and long-standing effects on the organization. Senior executives have the best views to understand different aspects of the decision-making process. They have the power to use existing resources to implement various decisions (Bryson, 2018).

2.2.1. A Comprehensive Framework for Strategy Formulation

It is possible to set up strategies for encoding of strategies in a three-stage decision-making framework. This framework is shown in the table below. The tools or

methods presented in this framework are appropriate for a variety of organizations (in a variety of sizes) and help strategists identify, assess, and select strategies. The first phase of the strategy development framework includes the internal and external factor assessment matrixes and the competition review matrix. In the first step, which is called “the input stage 1”, the basic information is identified for the formulation of strategies. The second stage, called “the comparison” step, addresses a variety of possible strategies, and for this reason, a balance is created between the main internal and external factors of the organization. The second phase considers the following: reference

1. Strengths, weaknesses, opportunity matrix, and threats.
2. Strategic Position and Action Assessment Matrices
3. Closure Consultants Matrix
4. Internal and External Factors Matrix
5. Main Strategy Matrix

In the third stage, which is called “the decision-making stage”, only one method, the “Quantitative Strategic Planning Matrix”, is used. In the matrix, the information presented in the first phase is used to evaluate and judge the types of applicable strategies identified in the second phase in an objective manner and without applying a personal opinion. The strategic planning matrix quantitatively captures the relative attractiveness of the types of strategies and thus provides a concrete basis for choosing specific strategies (without applying a personal opinion). To determine the long-term strategies and goals of an organization, the same strategies are used to formulate strategies (Bryson, 2018).

Table 2.1: Analytical Framework for Strategy Formulation

<u>STAGE 1: THE INPUT STAGE</u>				
Internal Factor Evaluation Matrix (IFE)		Competitive Profile Matrix (CPM)		External Factor Evaluation Matrix (EFE)

<u>STAGE 2: THE MATCHING STAGE</u>				
Strengths- Weaknesses- Opportunities- Threats Matrix (SWOT)	Strategic Position and evaluation Matrix (SPACE)	Boston Consulting Group Matrix (BCG)	Internal-External Matrix (IE)	Grand Strategy Matrix (GSM)

<u>STAGE 3: THE DECISION STAGE</u>				
Quantitative Strategic Planning Matrix (QSPM)				

The responsibility for strategic decisions is always on the part of strategists and cannot be taken into account in analytical methods or tools. One of the scholars emphasizes that turning to a number-based programming process and turning from a discussion-based process leads to a phenomenon of the uncertainty of inaccurate understanding or inference. This method can reduce conversation and debate, while it uses this tool to understand the content, test assumptions and strengthen the learning process in the organization. Therefore, strategists must recognize such a risky event and use analytical tools to facilitate communication rather than eliminate them.

Unfortunately, if there is no objective information, and if this information is not analyzed in a scientific way, in the process of compiling strategies, factors such as personal prejudices, politics, feelings or emotions, personality and aural error (ie, the tendency to give a weight or a very high coefficient to one factor) may play the major roles. The extract of the strategy development process in order to assess the organization is to determine if the organization is doing the right thing and determine the manner in which it can perform the work in a more effective way. Each organization must be careful not to be captured by a strategy that it has developed itself because even the best strategies will become obsolete and outdated sooner or later. Managers will need to regularly evaluate them so that they do not make such mistakes and not always endorse their previous strategies. The long-term strategies and goals of the organization should be formally developed and coordinated, and should not be determined on the basis of daily operational decisions. If the organization does not have a definite path and the strategies are not aligned, the efficiency will be very low and opportunities will be missed. When the organization does not know where it goes, it usually reaches where it has never wanted to. Each organization must be created in a conscious manner and its goals and strategies in a manner.

Make it obvious to others. It should be noted that introduced tools can improve the quality of strategic decisions, but they should never be used in such a way as to determine strategies. When designing and selecting strategies, particular attention should be paid to their behavioral, cultural and political aspects and management should also pay attention to these factors (David & Wheelen, 2007). One of the common tools that managers use to compare information and compile the strategy is the SWOT model, which will be discussed in the following section.

2.2.2. Matrix Threats, Opportunities, Strengths, and Weaknesses of the (SWOT)

The SWOT term is short for strengths, weaknesses opportunities and threats. Analytic SWOT is a systematic recognition of these factors and helps define a strategy that reflects the best combination of them. SWOT analysis and is based on the logic that maximizes the effectiveness of the strategy, strengths, and opportunities, while it tries to

minimize the effects of weaknesses and threats. This simple method, if implemented correctly, will have a major impact on strategy selection and design.

Using SWOT analysis, four types of strategies can be presented as follows:

SO strategies, WO strategies, ST strategies and WT strategies.

Figure 2.1: Depicts the Position of These 4 Strategies.

Multiple environmental opportunities			
Internal weaknesses of importance	Change strategy (WO)	Aggressive strategy (SO)	Essential internal strengths
	Defense Strategy (WT)	Change strategy (ST)	
Major environmental threats			

Comparing the main internal and external factors from the provision of threat matrix, opportunities, weaknesses, and strengths, requires good judgment, as well as something called “the best set of factors” that can’t be decided by comparison.

In implementing SO strategies, the organization tries to exploit foreign opportunities using its internal strengths. All managers prefer their organization to be able to use their internal strengths on the external events and to exploit the trend. Organizations typically use WO and ST or WT strategies to achieve such a position so that they can more efficiently use SO strategies. When an organization has major weaknesses, it tries to eliminate these weaknesses or turn them into strengths. When an organization is faced with major threats, it tries to eliminate them from its own point of view and to make the situation more attractive to exploit opportunities.

The goal of WO strategies is to help the organization address its internal weaknesses by exploiting the opportunities in the outside world. Sometimes there are

very good opportunities outside the organization, but the company can't take advantage of these opportunities due to internal weaknesses. One possible way to implement WO strategy is to buy this type of technology through a partnership with a company with such power or competence. Another way to implement WO strategy is to hire qualified people, and in the field of the techniques, he taught them.

Companies trying to implement the ST strategies are trying to reduce or eliminate the effects of threats in the external environment by using their strengths. This does not mean that a strong company will inevitably face threats in the external environment. In many industries, external threats are acts of rivals that try copy patented products, innovations, and inventions of the company (without permission).

Organizations that implement the WT strategy are defensive and aim at reducing internal weaknesses and avoiding threats from the external environment. An organization that has internal weaknesses and faces many threats in the outside world will be at risk. In fact, such an organization will fight for its survival and will try to reduce its activities to survive, merger into other companies, declare bankruptcy or eventually dissolve.

The scope of the SWOT matrix is vast and extensive, and is, in fact, a conceptual framework for system analysis that allows for the analysis of factors and the comparison of bottlenecks, threats, harmful aspects to organizations, opportunities, demands, and external environment situations. By doing so, it also helps reveal the strengths and weaknesses of the organization.

When preparing, designing and setting up strategic plans, organizations should explore, identify, and classify the strengths and weaknesses as well as the opportunities and threats that exist in the external environment that lead to the growth and destruction of the organization. Of course, the combination of these factors must also be considered and analyzed. This combination is, in fact, the basis for the formulation of four types of strategies, namely the WT, ST, WO, and SO strategies that are presented in Table 2-2. These can provide a strategic election framework for the systematic auditing of organizations.

Following section shortly describes how these strategies can be implemented (David & Wheelen, 2007).

- Strategy WT: The purpose of this strategy is to reduce and minimize the vulnerabilities and weaknesses of the organization and the external constraints. In this case, the organization must strengthen itself, be dissolved, or be merged into another organization by re-structuring and re-evaluation.

- Strategy WO: The purpose of this strategy is to reduce and minimize the weaknesses and vulnerabilities of the organization and maximize opportunities, situations, and demands.

- Strategy ST: The goal of this strategy is to maximize the strengths and advantages of the organization to minimize the threats, bottlenecks, and environmental damage. To this end, the organization must use its strengths in the areas of technology, finance, management, operations, and manufacturing, engineering, and marketing to meet the challenges and constraints that the organization faces in the area of new competing products.

- SO strategy: The most favorable situation for the organization is, in fact, a situation that can use all its positive points, advantages, and competencies to maximize positions, demands and opportunities. The goal of any organization is to move from any position in the SWOT matrix to this situation. If organizations can identify their weaknesses and seek to resolve them, they can even turn them into strengths (David & Wheelen, 2007).

Table 2.2: Matrix and Strategies -SWOT

Internal origin external origin	Positive and internal strengths (S)	Weaknesses and vulnerabilities (W)
	-Strengths and Positions of Management at Different Levels of Organization - Operation and production, finance, marketing, research, development, and human resources	- Management weaknesses at different levels of the organization - Operation and production, finance, marketing, research, development, and human resources
Demands, Situations and External Opportunities (O)	Strategy SO:	Strategy WO:
<ul style="list-style-type: none"> • The current and future conditions of the economy and marketing • Political, cultural and social changes • Technology, Energy, and Information • New goods and services and alternative materials 	<ul style="list-style-type: none"> • Potential exploitation of the most successful strategies and their implementation methods • Use of strengths and weaknesses of the organization to take advantage of opportunities, chances, situations, and demands. 	Provide and set up strategies to deal with vulnerabilities and vulnerabilities to exploit the benefits of applications, opportunities, and opportunities.
Threats and extermination agents (T)	Strategy ST:	Strategy WT:
<ul style="list-style-type: none"> • Lack of energy • The conditions of competition and the current and future conditions of economy and marketing, political and social changes • The technology of new goods and services and raw materials 	Use of the strengths and weaknesses of the organization to deal with or minimize the threats, bottlenecks, and aspects of it, or minimize them.	<ul style="list-style-type: none"> • Strengthening the organization • Revision to dissolve or merge the organization

2.2.3. Implementing Strategy

Implementing strategies requires the organization to consider annual goals, to determine policies, to motivate employees, and to allocate resources in such a way that developed strategies can be implemented. This also requires a culture of development that strengthens strategies, builds an effective organizational structure, guides marketing efforts, budgeting, creates and uses information systems, and finally, with respect to performance, compensates the employee service organization to establish a reasonable relationship between the performance and compensation of employees (Waldron, 1994).

Often the implementation of strategies is called the strategic management practice phase. The purpose of implementing strategies is to mobilize employees and managers and implement developed strategies. It is often thought that the implementation stage is the most difficult stage, and it requires that individuals commit themselves to the organization, be selfless, and utilize self-control. The success of the strategy implementation phase depends on how good the managers can motivate employees, which can be considered an art form (not exactly a science). If strategies are developed but never implemented, any action taken would be nothing but futile.

In order for the strategy to be executed in a successful manner, managers must be highly skilled in establishing individual communication. Activities undertaken in the implementation of strategies will affect all employees and managers of an organization. Each department and unit must seek to answer such questions: What should we do to play our part in our corporate strategy? And how can we do that best? The main aspect of the strategy implementation phase is that managers and employees are encouraged and persuaded to work with enthusiasm and honor, and ultimately, devotion to the organization.

It should be noted that a successful strategy development can't guarantee that the strategy will be ultimately successful. Actually doing things (implementing strategies) is harder to say what is to be done (strategy formulation). Although implementation of the strategy has an unknown relationship with strategy formulation, in principle these two

have a fundamental difference. The following methods can be used to distinguish between strategy compilation and strategy implementation: reference

- In the formulation of the strategy, the forces are placed before the operation.
- Implementing a strategy means managing forces during operation.
- Performance is emphasized in implementing the strategy.
- Basically, strategy development is a mental process.
- Basically, implementing a strategy is an operational process.
- Strategy development requires good intuition and analytical skills.
- Implementing a strategy requires special motivation and leadership skills.
- Developing a strategy requires the coordination of a handful of people.
- Implementing a strategy requires coordination among a large number of people.

The fundamentals, concepts, and tools of strategy development do not differ significantly in the case of small, large, profit-making and non-profit companies. But according to the type and size of organizations, implementation of the strategy is very different. Implementing a strategy requires such an operation: changing the sales area, adding new units, closing some units, recruiting new employees, changing the organization's strategy for pricing, preparing financial budgets, taking into account new benefits for employees, control of costs, change of advertising strategies, building new units and organizations, training the newly recruited staff, transfer of managers to other units, and eventually establishment of a strong information system.

In a word, strategy development means change. In this case, there are a lot of consensuses that the actual work begins when the strategies are developed. In order for strategies to be implemented in a successful manner, all managers and staff must support them, be instigated in this process with discipline and interdiction, and they should not

hold back any effort. It is a terrible truth that sometimes it is possible for a single person to fail and all the efforts can go to waste.

The development of a suitable strategy alone is not enough, because it should also motivate employees and managers to implement these strategies.

In implementing the strategy, the key management issues that need to be addressed are: adapting the structure to strategy, linking the performances and salaries with the strategy, managing the resistance to change, monitoring political relationships, creating a supportive culture of strategy, and employing the proper processes of production (operation) and HR management.

All organizations, when implementing the strategy, must prioritize their annual goals, policy formulations and allocation of resources. Due to the size, scope, and type of the organization, many other management issues (in the successful implementation of the strategy) can also be of great importance (David & Wheelen, 2007).

2.2.4. Strategy Evaluation

In Strategic Management, strategy evaluation is the last step. Managers need to know when their specific strategies are not working. Fundamentally, the evaluation of strategies means that strategists need to collect information about them constantly. All strategies are subject to future changes, as the internal and external factors are constantly changing. For strategy evaluations, major activities and internal and external factors that underlie current strategies are to be considered and evaluated, and corrective actions and measures must be taken. It is important to note that strategies that aren't successful today can guarantee success tomorrow, and vice versa. Success will also potentially lead to new and varied issues. An organization that is suffering from its current status and doing nothing to change it, or suffering from its own arrogance, is condemned to die.

An organization should never place its bets on the current achievements. Many companies succeeded in one year and went on to survival struggle the following year.

For a number of reasons over time, the strategy's assessment becomes more and more difficult. In recent years, domestic and global systems have become more stable, the product life cycles became longer, the production and development of the products began to take more time, and the progress of technology became slower. Such developments also influenced the steel sector, and many changes were made. The number of competitor companies was a handful, but now are many. Foreign companies were weak and the industries were subject to special laws and regulations. Now everything is less loosely connected. The following trends illustrate other reasons that the evaluation of the strategy has become more difficult: reference

1. A dramatic increase in the complexity of environmental factors
2. More difficult to predict the future and less accuracy of forecasts
3. Increased the number of variables
4. The very high rate of obsolete best practices
5. Increased number of internal and global events affecting organizations.
6. The reduced window of opportunity to implement programs (with any meaningful degree of confidence).

Organization of all types and sizes must evaluate their strategies. Management should ask questions about the assumptions and expectations when evaluating the strategy. Finally, management needs to be creative and innovative to evaluate the strategy and propose new ways and means to provide indicators or benchmarks. Regardless of the size or magnitude of the organization, at all levels of the organization, the implementation of a large part of management based on the need should reach everywhere within the organization, as far as possible. Management should address the relevant issues in order to be able to ensure a successful assessment of the strategy.

Activities conducted in the context of strategy evaluation should be permanent and not conducted until the end of the period, or at least until the main event of the strategy takes place. If strategies are continuously evaluated, the company can gauge the

benchmark or indicator and then determine the extent of progress and determine how much it is closer to the target. Some strategies take several years to complete, so the relevant results will not appear for a few years. Strategists who work in a successful manner combine patience with an instrument of interest in reform so that they can take corrective action promptly when necessary. A time to take corrective action eventually comes for any organization.

Two researchers, called "Lenindas & Row", evaluated in a study that in several organizations, as complexity and instability of the environment increased, the time spent with repeated activities that were conducted to evaluate the strategy increases. Surprisingly, these researchers achieved a reciprocal relationship between repetition of planning studies and the organizational environment. The top managers of organizations operating in a dynamic environment, compared strategy to those organizations that were in a stable or stable environment, underestimated the strategy. The two researchers concluded that it is not easy to anticipate the future in unstable, volatile and complex environments, so strategists do not see much need to constantly review or revise long-term programs. The results obtained in large organizations were much more solid than the results of research by small organizations, which confirmed this view. Managers and employees of the company must be constantly informed of the extent to which they are progressing towards the desired goals. As soon as the major factors contributing to success are changed, the members of the organization must take corrective action (David & Wheelen, 2007).

2.3. MARKETING STRATEGY

2.3.1. Marketing and Markets

Marketing is the process of planning and implementing the development, pricing, promotion, and distribution of products and services in order to achieve the goals of the organization. In marketing, product flow in an economy from producer to consumer is designed with predictions and estimations on market satisfaction needs.

The market consists of all individuals or organizations that are in need of a product and have enough resources to purchase it. Products can include goods, services, ideas, locations, or individuals (Varadarajan, 2010).

2.3.2. Marketing Concept

The concept of marketing is a customer-centric business philosophy that introduces customer satisfaction as a key factor in achieving the goals of the organization. This philosophy emphasizes that all efforts of the organization must be to identify the needs and desires of the customers and obtain their satisfaction.

2.3.3. Functions and Marketing Processes

Six major marketing tasks are as follows: reference

1. Environmental analysis
2. Customer analysis
3. Product Planning
4. Planning the price
5. Planning for promotion
6. Distribution planning

Environmental and customer analysis is market research functions that provide the tools needed to assess the potential of the market and identify the target markets. Product planning, price, promotion, and distribution are known as marketing mix elements.

2.3.4. Marketing Mix

A combination of four elements creates an organization's marketing program. These are the product, price, promotion, and distribution.

The combination of these elements also represents the marketing strategy of the organization to a degree. Unlike the environmental factors, these elements are under the control of the organization. They are often referred to as "4P".

2.3.4.1. Marketing Ideas

It is the division of the entire market based on the similarities in desires, needs, behaviors and other characteristics to sub-markets or groups.

2.3.4.2. Marketplace

Defines a group of customers that have meaningful similarities and show the same patterns for the specific samples of the marketing mix.

2.3.4.3. Target Market

This is a certain group of potential customers of which the organization tries to get their satisfaction with a product or service. In fact, it is a special subset of the market that the organization wants to bring in to its marketing mix. Various marketing campaigns are tailored to different target markets to meet the needs and demands of those markets. Target markets may include market components or a marketplace as a whole. The term used for it is also known as "specific type of customer" (Wenus Dawar. 2002).

2.3.4.4. Product Breakdown

When a product or brand is considered to be tangible or intangible in relation to its rivals, the "product breakdown" also refers to a strategy in which a company advertises its product features in comparison to its equal competitors in a similar market.

2.3.4.5. Product Placement

It refers to decisions that create the mindset of the product in the mind of the customer. This mentality is entirely due to competitive products. The impression created in the customer's mind (and not the real differences between products) is a critical issue (Wenus Dawar. 2002).

2.3.4.6. Marketing Planning

The organization's definition of marketing strategy determines the activities required to implement that strategy. Marketing plans identify the target markets and offer general solutions to expand the marketing mix. More information that may be available in planning include environmental analysis, market research programs, cost estimates, and sales forecasts.

The process of developing a marketing plan begins by identifying and evaluating the organization's surroundings. This situational analysis shows the strengths and weaknesses as well as the opportunities and threats facing the organization through the marketing environment. Based on this information, marketing objectives are specified for the products and markets identified. A description of the marketing mix describes the goals set for each product/market mix (Kotler & Keller, 2006).

2.3.4.7. Marketing Goals

Marketing objectives the goals of the organization are determined both in quantitative matters (such as sales, profits, market share) and in quality matters (such as market leadership, company status). Indeed, marketing goals illustrate the role of marketing in achieving the company's major goals. Marketing goals should have the following features in order to be effective: reference

- . Be certain
- . Measurable
- . Reflect their impact period

These goals, in turn, become more detailed objectives for marketing elements (Kotler & Keller, 2006).

2.3.5. Environmental Analysis

The marketing environment is a combination of two types of elements: the ones the organization can control, and those it can't. The success of the organization in achieving its goals depends on the ability of the organization to understand the impact of uncontrollable factors and effective management of controllable factors. Uncontrollable factors that affect all organizations in an economy are referred to as "general environmental factors". These uncontrollable forces are: reference

1. Sociological factors
2. Economic conditions
3. Competitive conditions
4. Socio-cultural factors
5. Political and legal factors (government)
6. Technological factors

Environmental factors are external forces that affect each organization in particular. Although these factors are largely uncontrollable, organizations might have varying degrees of impact on them. The environmental micro-factors include:

1. Suppliers
2. Market intermediaries
3. The target market

The factors on which the organization has direct control are known as "internal factors". These are things like decision variables that could change the mix of marketing and selection of target markets and are usually among the first steps that the organization takes when it tries to respond to the uncontrollable factors (Walker, et al., 2011).

2.3.6. Marketing Strategy and Planning

Marketing strategy is a way that the organization satisfies the needs of the target market by using its marketing mix and tries to achieve its organizational goals. The Boston Advisor / Market / Product Opportunity / Matrix Benefits Matrix provides solutions for achieving product-related values and offers product opportunities.

The market/product market matrix introduces four different strategies to organizations. These four types of strategies are in fact the functions of product and market factors.

Market Development	Market Penetration
Diversification	Development- Product

1. The Strategy of Market Penetration

Efforts to increase sales of current organization products to current markets.

2. Market Development Strategy

Efforts to increase sales by introducing current organization products into new markets.

3. Product Development Strategy

Efforts to provide new products to the current organization's market.

4. Diversity Development Strategy

Efforts to bring new products to new markets.

The Boston Consultants Group Matrix is the framework that divides each product or product line into a "basket of goods." This matrix identifies product categories as a function of their market share in relation to their current rivals, as well as industry growth rates.

1. Stars, while investing a lot of resources to finance their continued growth, create high profits for the organization.

2. The Question Marks (Problem child) do not generate much profit, but it requires a large amount of investment to maintain or increase its market share.

3. Lactation Cows produce high profits while they have little need for investment to maintain their market share in slow-growing industries.

4. Dogs can be identified with low interest and little chance of increasing market share.

A distinctive advantage is, in fact, the achievement of a unique product specification that encourages customers to purchase and maintain loyalty to the product, and it makes the customer prefer the product to other products because of several reasons. In contrast, product differentiation refers solely to the ability of the customer to understand the differences between the products of different rivals. Closer marketing is an expression used to describe close-to-found marketing strategies. It encourages some marketing managers to focus more on the products they sell than on the customers who they provide with these products. This tendency makes these managers lose their perspective on the wishes of their customers (Wenus Dawar, 2002).

Problem Child	Star
Dog	Cash cow

2.4. ERBIL STEEL COMPANY

Due to lack of steel industry presence in the country's industry and the unregulated import of steel-based products, the decision to launch the steel production line in the country was abandoned despite the availability of raw and primary resources in the country.

Erbil steel company's construction was commenced in 2006 at northern Iraq, which was located at 20 km of Erbil city. Erbil Steel Company began steel production in

December 2007. The facility produces its own energy through its 32 MW power production facility and has an annual steel production capacity of 240,000 tons.

Taking into account its production and employment capacity, Erbil Steel Company is currently the most prominent heavy industry investment in its region, producing deformed steel bars for use in the construction industry.

With the ASTM 615 GRADE 60 compliant production, the company continues to serve its customers with its professional and experienced workforce successfully and with confidence, producing over 600 tons of steel daily from the smelting of scrap iron at its integrated steel factory and rolling mill.

Quality Control Process:

The Erbil Steel Quality Control Unit, in addition to the standard sampling of products during production, also has the task of controlling the input welds to the factory, and after proving the physical and chemical properties of these ingots, they are allowed to import them into the production process. In addition to controlling raw materials and products, the quality control unit in the Erbil Steel Complex also controls the roller calibration unit in order to guide the production mechanism in order to standardize it to international standards.

2.5. LITERATURE REVIEW

Rahmati and Hamidreza, (2018), conducted a study on how marketing capabilities and current performance of strategic indicators in international markets were. The research method was a descriptive survey of correlation type. In the formulation of a theoretical framework of the research, library method and data collection methods were employed. The statistical population of this research consisted of employees in the marketing and sales departments of various companies, and a sample of 82 people was used. A researcher-made questionnaire was used to obtain the data. The validity of the questionnaire was verified by experts and the factor analysis method, and the reliability of the questionnaire was confirmed by Cronbach's alpha

(866). In analyzing data, descriptive statistics such as frequency, percentage, mean and standard deviation were used. Research variables and inferential statistics such as structural equations were used in examining and testing research hypotheses. Descriptive analysis of data showed that attitude towards interest variables of expenses, marketing distinctions, marketing capabilities, current performance, and competition intensity was above average. The results of the hypothesis test showed that the effect of variables of marketing capabilities, current performance, and intensity of competition on cost efficiency and marketing distinction was statistically significant.

Rust, (2004) prepared a paper in which a divisional framework was proposed that first considers the calculation of customer lifetime value, current value, and customer loyalty, and then considers the creation of customer segments by self-organizing maps. The researchers displayed the impact of the proposed method with a study in a sugar cane mill, with a total of 9 parts of it being considered for decision making.

Akdoğan & Altuntaş, (2015) studied the hidden marketing strategies and techniques in the face of growing competition to encourage customers with messages. As customers every day deal with a large number of messages, this causes customers to be less sensitive to commercial messages. Traditional marketing communications have failed to solve this problem. New models and strategies are needed in this area. Under the influence of a new strategy, marketing transformation can happen. In this strategy, business messages are sent to customers at unclear times and in ways that customers are not aware of. The purpose of this study was to first explain the concept of market transformation strategy and related techniques and then suggest a model that can be used in this process.

Olhager, (2003) conducted a study called “Experimental Investigation of the Factors Affecting the Development of the Positioning Strategy”, which examines a comprehensive set of relevant factors by empirically considered companies at the time of developing a strategy for positioning, some of which were used for the first time in this field. The effect of the placement strategies on the financial and non-financial performance of the company was then reviewed. Positioning strategy seems to be

influenced by customer orientation, innovation orientation, environmental dynamism, and marketing capability. The product lifecycle and industrial environment are used as control variables in the hierarchy regression. The findings of this study are based on a sample of the top management of 194 manufacturing companies from the Canadian technology sector.

De Pelsmacker, et al., (2018) examined the issue of how much the digital marketing strategies (such as the use of digital marketing plans, responding to guest requests and monitoring and tracking online requests information) directly affected the room reservation rates of hotels and their impact on income. The researchers also inspected the indirect effects like the volume and capacity of online requests. The differences in the mechanism for a variety of hotels, such as low star hotels, over-star hotels, independent hotels, and chain hotels were also considered. A total of 132 hotels in Belgium were selected for the study. The results indicate that the volume of requests affects the room booking and the capacity for reviewing the income from each room. The strategies and techniques of digital marketing affect the volume and capacity of online requests, and indirectly affect the performance of the hotels. This applies to chain hotels more than independent hotels.

Aron et al. (2012) conducted a study called “Investigating market entry strategies through resource-based influences and organizational impacts: The empirical evidence of regional economies within the country”, which had two main goals, which were (a)development and (b)review of a framework for marketing and mode selection. The resource-based input and institutional theory within the regional framework were domestic in terms of marketing. In this regard, environmental-based impacts were the main drivers of input strategy. In particular, the company's core issue was the market entry strategies with its resources (company profile, product specifications, company size). It also depended on the perception of companies from two environments (host and guest characteristics of the market). The second was to examine the theoretical framework in special situations from the inputs of Hong Kong companies to mainland China as a specific regional economy within the country. Information gathering from the top 208 top managers of Hong Kong companies was conducted by examining Electro-

Nikki's post. The results show that the company profile, product specification, domestic and host market characteristics (but not as large as the company) are significantly different in the strategy of selecting and entering equity holders for companies that go from Hong Kong to other areas in China.

Zainalzadeh, and Mohammadi (2017) conducted a study named “The Effect of Knowledge Management on Strategic Marketing Planning To Achieve a Sustainable Competitive Strategy” for the Sky Air company, where the main objective was to achieve a sustainable competitive advantage through the use of knowledge management in strategic marketing planning. By using descriptive-survey research method and a questionnaire, the role of knowledge management on strategic management of marketing in the Sky Air Company was scrutinized. The results of the research indicate that all components affect their variables. Also, according to the results, the effect of knowledge management on sustainable strategic planning is significant (t-value = 3.02) and also has a high impact severity (The standard coefficient is 0.92). Furthermore, the results indicate that knowledge management and sustainable strategic planning both have a direct impact on the sustainable competitive strategy and their relationship is statistically significant.

In their study called “Determining the Formalization of Marketing Information Channels Used in the Marketing Strategy Development Process in Ahwaz Steel Co., Sheridan Rohoodin; Nazari and Makvandi (2017) tried to determine the formalization of the marketing information channels used in the compilation processes. The suggested sales strategy was carried out at Ahwaz steel company. The statistical population of this study consisted of 600 people who were selected by stratified random sampling and Cochran method. For collection of theoretical basis data and extraction of factors and indicators from library and internet resources including books, articles and case studies, data were collected through standard questionnaires. The validity of the questionnaire was confirmed by Cronbach's alpha test. Then, using statistical software and at the level of error 0.5 or 5 percent, the hypothesis and goal was obtained through structural equations and Laserl software. The hypothesis was confirmed and the predictive variable

of the formal or informal channels was found to be able to affect the variable of the strategy designation. The study also provided suggestions based on their results.

Alipour, Reza and Rasouli (2017) conducted a research named “Developing an Appropriate Model for the Relationship between Marketing and Business Strategies and Selling Scales in SMEs in Guilan Province”. This study aimed to develop a suitable model for the relationship between the marketing and business strategies with the sales volume of small and medium-sized companies in Guilan province. The result of inferential analysis in this study was that all four stages of the market strategy with business strategies in the small and medium enterprises of Guilan province were of equal impact.

Amin and Ashtiani, (2018), Developing Optimal Marketing Strategy in Electronic Markets: The main subject of this research was the development of an optimal marketing strategy in electronic markets. The research method of this research was a questionnaire and a field survey. The statistical population of the study consisted of numerous designers of internet sales sites of online stores, as well as all customers who receive their services from electronic systems. A sample group was selected for the entire community randomly. In order to test the hypotheses, the questionnaire was firstly examined and then analyzed using the correlation test. The assumptions test has been tested at 95% confidence level. The results of the research show that all assumptions are accepted and it can be said that the development of optimal marketing strategy in electronic markets has a significant effect. In this regard, it has been suggested that appropriate designers should be provided in the design of the site and, on the other hand, an appropriate platform for electronic payments.

Dariush and Bozorgi, (2012), developing marketing strategies based on principles of risk management: This research sought to provide an approach that allowed marketing strategies to be based on market conditions and principles in relation to market risks. In this research, three questionnaires were designed and important marketing goals were derived from the first questionnaire using SPSS analysis. In the second questionnaire, the impact of risk metrics on important marketing goals was

measured by the DEMATEL technique. Output of the second questionnaire displayed the risk factors that affected each marketing goal. Next, the DEMATEL technique was used to determine the causal relationships between marketing objectives, the output of which revealed the optimal strategy for marketing objectives. In addition, using the product life curve, the strategic position of the product under study was determined. Considering the results, a marketing strategy was suggested by the researcher.

Reza and Arab, (2017), *Developing a Strategic Marketing Strategy for Mazandaran Province*: This study was designed with the aim of developing a strategic marketing strategy for a sport company in Mazandaran province. The research employed the mixed method, which was implemented qualitatively and quantitatively. The statistical population of this research included the chairman and all deputies of the provincial directorate of sports and youth department, heads of committees and sports associations, professors in the field of strategy development and sports marketing, head of sports and youth departments and city sports departments, and sports team directors Mazandaran province (100 people). Sampling in the first phase of the study was done purposefully and in an accessible manner, and was kept up until the interviews reached the theoretical saturation stage (15 people). Due to the limited statistical community, the whole of the statistical society were considered as the research sample total (70 people). The data collection instrument was a questionnaire prepared by the researcher, designed and arranged by Delphi method. For analyzing the findings, Friedman test and swot analysis were used. According to the results, fans and adolescents in sport sector were determined as the most important point of strength, while the lack of a strategic marketing strategy and an R & D system were the most important weaknesses. In order to strengthen the sports marketing of Mazandaran province, the most important weakness point was found as lack of financial support financial supporters, and the evaluation of privatization was identified as the most important disadvantage.

Tavalai et al., (2017) *developing the Marketing Strategy for the Electricity Energy Required by Industries in the Pars Special Economic Energy Zone*: The present study aims to develop strategies for electric energy marketing in the Pars Special Economic Zone of Assaluyeh. The SWOT method was used for the study. The

development of a strategy for the marketing of electrical energy for producers is one of the new issues in the field of energy, especially in the economic area of Pars Asalouyeh, which has so far been considered the supply of industry power. The region faces the problems of implementation in quantitative and qualitative terms. The research has an effective approach in identifying the strengths and weaknesses of the region and the opportunities within it. The critical point this research is the presentation of 20 strategies that are based on the questions and objectives of the research. With regard to determining the weaknesses, strengths, opportunities and threats of this region, different types of strategies are set for the Pars Asalouyeh Economic Region. The coefficients of its external and internal factors were found as follows: Opportunities (1.7058), Threats (1.3287), Strengths (1.589), and Weaknesses (1.4877). To formulate general strategies of the Pars-Assaluyeh Special Economic Zone, the researchers used the final coefficients of each sector (SWOT). According to the results, the strategies for the marketing of electrical energy in the Pars-Assaluyeh Special Economic Region should be closer to aggressive strategies and companies and custodians should try to strengthen their strengths and use the opportunities created by the compilation Electricity marketing strategies.

Miles et al., (2016), examines the impact of entrepreneurial marketing and entrepreneurship processes on efficiency in community vulnerability, risk and flexibility due to the optimal strategies adopted by organizations and their role in improving business.

Mukhreji et al., (2015), examines the impact of environmental uncertainty, marketing strategy and strategic orientation on firms' financial performance, and states that strategies play an important role in the direction and success of goals in organizations.

CHAPTER THREE METHODOLOGY

The term research can be described as an organized effort to examine a specific problem that requires a solution, and includes steps that are designed to provide answers to reach the solution. Research requires a range of activities that should be properly thought out and carefully implemented, which would ultimately enable the researcher to understand how organizational problems can be addressed or at least minimized.

To make the marketing strategy effective, all stages of the work plan must be considered. Removing any of the steps would propose an obstacle in reaching the goal. The amount of attention and energy spend for each stage may vary, though, according to the type of project. In this research, a marketing strategy is presented for the Erbil Steel Company.

This chapter first describes the methodology of the dissertation and then explains the research method used in this thesis. The statistical society and the sample group will be defined, and the sample size required for study will be determined using appropriate sampling method. The data collection tool (questionnaire) will then be examined. Finally, after analyzing the data using descriptive and inferential statistics, the statistical methods used in this research will be referred to.

3.1. RESEARCH METHODOLOGY

The present study is considered to be a functional study. It is also considered as a descriptive research in terms of how research is carried out, including qualitative research and how information gathering is handled. On the other hand, since in descriptive research, the characteristics of the studied population can be assessed through a survey, and the present study uses a survey to present a marketing strategy model, it is also a survey type study. Finally, the research strategy also represents a case study.

3.2. STATISTICAL SOCIETY

The statistical community/society refers to a set of objects, individuals, places, or events that have one or more common attributes. A statistical society is characterized by common traits or attributes among its members. The statistical community should be comprehensive and exclusive. That is, it must be stated that it covers the time and place of all the units under study and, in the meantime, it should be exclude the units that should not be included in the study. The statistical population of this study includes senior executives and board members, commercial and marketing experts at Erbil Steel Company. It should also be noted that the target community is influenced by decision makers in marketing decisions and their views on the marketing process, and their contribution to the institutionalization of marketing strategies is also significant. The total population of the study population is $N=30$.

3.3. SAMPLE AND SAMPLING METHOD

Sampling is the selection of individuals from a sample group among members of a defined society, based on specific principles and rules. In addition, according to the sample selection formula for the volume n of a society, according to the purpose, the accuracy and the type of problem that is being raised are carried out in different ways. Methods such as simple random, systematic, and clustered sampling, census sampling, etc., are the most commonly used simple random sampling methods. Simple random sampling methods are used when representations of the generalizable goals are of much greater importance. In fact, the sample is called the sum of the parts that together carries all the characteristics of the studied society. In this research, simple random sampling method was used, the number of samples was determined, and the distribution of the questionnaire was performed. In the simple random sampling method, the subjects are selected in a way that the probability of being elected is equal to all the people of the community and the selection of each person is independent of the selection of others.

Simple random sampling can be done using the lottery method, using a random number table, or using computer programs.

Since the size of most societies is large, it is sometimes impossible to carry out statistical calculations based on all the members of the community in practice, in which case the researcher uses sampling. A sample is a subgroup or subset of society that is selected by appropriate methods of society. In this research, the unrestricted statistical society and variables are of a qualitative type. Since the number of statistical population of this research is limited, all the members of the statistical society were selected as the sample for completing the questionnaires (N=30).

3.4. METHODS AND TOOLS FOR MEASURING AND COLLECTING INFORMATION

Measuring instruments are tools with which the researcher can obtain the information they need to analyze and examine the phenomena studied, and hopefully eventually discover the truth (Hafez Nia, 2011). Given that the present research is surveys and fields study, in consultation with professors and experts, and many studies in this field, the following methods were used to collect information:

- A.) Library studies and search on official and valid internet sites
- B. Field studies
- C.) Questionnaire
- D) Interview

3.5. VALIDITY AND RELIABILITY OF THE QUESTIONNAIRE

Validity means correctness and legitimacy. The purpose of the narrative is that the measuring device can measure the characteristic and the feature. The significance of narrative is that inadequate and inaccurate measurements can undermine any scientific research (Khaki, 2000). The measurement tool should have appropriate validity and reliability so that an individual can collect the appropriate data with the research and test the hypotheses through these data and analyze them (Hafez nia, 2011). One of the methods of content validity checking for the questionnaire is to review the literature of previous research and tools and methods used for similar research. Previous researches also help determine the content validity of this questionnaire. In order to confirm the paired comparison questionnaire with a great reliance on the subject literature and referring to the elite as the most important reference, other researchers, experts, university professors and managers familiar with the subject of research were referred, and opinion polls were conducted through structured qualitative interviews. The basis of feedback from them, paired with the comparison questionnaire, was revised. Based on the opinions of these individuals, the questionnaire was given the ability to correctly receive and measure the data, and its validity was confirmed.

Reliability of the Measurement Tool

In order to prove the reliability of the test, scores and results should be almost identical no matter the number of times the test is run. In the discussion of the question the researcher is faced with the question of how the sample of their test is a precise indication of the broader and more general reference of the answers, and to what extent it is derived from it. In other words, the researcher aims to measure the accuracy of the measurement device itself. Various methods are used for this purpose, including:

- Re-test with re-test

-Parallel method or peer test method

- Ballot method or two half test
- Kooder-Richardson's method
- Cronbach's Alpha Method

The method commonly used to estimate the coefficient of reliability is the Cronbach's alpha method. This method is used to calculate the internal coordination of measuring instruments, including questionnaires or tests that measure different characteristics. The following formula is for reliability in the Cronbach's alpha method:

The closer the Cronbach's alpha is closer to 1, the more internal correlation will exist between the inquiries and the resulting questions will be more homogeneous. Cronbach method corresponds to a low-reliability ratio with 45%, average and acceptable with 75%, and high with 95% probability result. Obviously, if the alpha value is low, then the researcher tries to find out which questions can be eliminated to increase its value.

3.6. IDENTIFICATION INDICATORS:

The applied research model is the combination of strategic SWOT analysis and quantitative QSPM programming model. The current status of the Erbil Steel Company was investigated first, followed by evaluation of the strategic planning and management of the environmental and internal factors. With this approach the strengths and weaknesses, and the threats and opportunities were analyzed using the SWOT model, and its related matrices -including external factor assessment matrix, internal factor evaluation matrix, and internal and external factors integration matrix were created-before finally creating the quantitative strategy matrix (QSPM).

Qualitative and field work data was obtained through a questionnaire distributed to the experts of the company. Then, the most important factors based on their coefficients and their mean weight was determined and evaluated through the viewpoints of various researchers and experts of the field. The marketing strategy was then developed considering all stages of the research.

Table 3.1: Internal Factors

	Opportunities
O1	The steel industry's strategy is to reach 5 million tons of steel production at 2030 horizons.
O2	There are rich sources of iron ore in different regions of the country.
O3	Access to the open sea (southern coast of the country) and the use of water and a base for export.
O4	Accumulated knowledge about steel production.
O5	High potential for solar energy.
O6	Having a domestic market and neighboring countries.
O7	Government support for non-oil goods exports.
O8	Government policies on mineral raw materials.

Table 3.2: Internal Factors

	Threats
T1	The presence of powerful rivals in the regional and global markets.
T2	Failure to establish tariffs for imports of steel products to support the steel industry.
T3	The problem of recent droughts and the reduction of water supplies in the country.
T4	Increasing costs of products resulting from the liberalization of the price of energy carriers.
T5	Incomplete the raw material production chain until the production of steel.
T6	Lack of proper infrastructure.
T7	Assignment of exchange currency for the import of steel products to the country.

Table 3.3: External Factors

	Strengths
S1	Active in the export of products with over thousands of tons per year.
S2	The growing trend of ratios and liquidity indicators, leverage and corporate profits.
S3	Proper and balanced financial structure.
S4	Appropriate investments with the long-term strategies and the company's comprehensive development plan.
S5	Having the most advanced steel making technologies in the country.
S6	Acquired successive records in all production lines.
S7	Applying the process of localizing important and strategic parts.

Table 3.4: External Factors

	Weaknesses
W1	Constraints resulting from sanctions in transferring new technologies, increasing their costs.
W2	Restrictions imposed by foreign banks on the operation of documentary credits and foreign exchange.
W3	Limit on obtaining bank credit.
W4	Increasing the costs of supplying materials, equipment, spare parts and wages due to rising inflation in the country.
W5	Increasing costs of electricity, gas etc., and its impact on the cost of finished products.
W6	Increasing wages and other components related to production due to inflation.
W7	Restrictions on access to water resources and the formation of barriers to maintaining current production ceilings.
W8	Lack of attention to the optimal scale of production in the steel industry and scale-saving savings.

3.7. MATRICES USED IN SWOT ANALYSIS

Table 3.5: Priority Matrix for Internal Factors

		Effect on the performance or competitiveness of the industry		
		High	Medium	low
Importance	High	Management problems	Inappropriate study of infrastructure	Research and development
	Medium	International sanctions	Industrial weakness	Cargo security
	Low	Skilled human resources	Poor service	Private financial resources

Table 3.6: Priority Matrix for External Factors

		Possible effect on industry		
		High	Medium	low
Importance	High	The rules of the hand	Lack of adequate supervision	Weak competitors in the country
	Medium	Inappropriate location	Lack of service	Low interest loans
	Low	Growing costs	Lack of service facilities	New market for products

3.7. DATA ANALYSIS METHOD

After extracting and categorizing data a new phase of the research process that has been analyzed has to start. At this stage, in order to analyze the data according to their nature, there are several methods in which the researcher should pay attention to the applicability and similarity of this method, in order to ultimately draw conclusions and conclusions (Khaki, 2000).

CHAPTER FOUR RESULTS AND DISCUSSION

After determining the method of the research and the appropriate tools for it, the researcher collects the necessary data to test his hypotheses. The appropriate statistical techniques will be used on this data to analyze it, and these techniques should be compatible with the research method and the type of variables. The researcher then classifies and analyzes the aggregated data, and ultimately analyzes the hypotheses that led to this point in the research test. Finally, a solution to the research question can be found at this stage (Khaki, 2003). In this chapter, in the inferential statistics of this research, we investigated the causal relationships between the variables in the conceptual model.

4.1. INFERENCE ANALYSIS

A: The first step (the input stage)

1) External factors evaluation table

After strategists have surveyed and scanned the work and social environments and identified a number of possible external factors for their company, using a form (external factor assessment matrix) the obtained data will be refined and the analysis will be conducted on it.

Table 4.1: External Factor Evaluation Scale – EFE

	External causes	Weight	Rating	Weighted Score	Description score
	Opportunities				
O1	The strategy of the country's steel industry will reach 5 million tons of steel production in 2030	0.08	4	0.32	High
O2	There are rich sources of iron ore in different regions of the country	0.06	3	0.18	Medium
O3	Access to the open waters (southern coast of the country) and the use of water and a base for export	0.07	4	0.28	High
O4	The use of indigenous knowledge in the field of steel production	0.06	3	0.18	Medium
O5	High Potential for Solar Energy	0.06	3	0.18	Medium
O6	Having a domestic consumption market and neighboring countries	0.05	3	0.15	Low
O7	Government support for non-oil goods exports	0.08	4	0.32	High
O8	Government policies on mineral raw materials	0.08	4	0.32	High
Threats (T)					
T1	The presence of powerful rivals in the regional and global markets	0.08	2	0.16	Low
T2	Lacking the necessary tariffs on imports of steel products to support the steel industry	0.08	2	0.16	Low
T3	The problem of recent droughts and the reduction of water supplies in the country	0.07	2	0.14	
T4	Increasing the cost of products resulting from the liberalization of the price of energy carriers	0.05	1	0.05	Low
T5	Incomplete the raw material production chain until the production of steel	0.06	1	0.06	Low
T6	Lack of proper infrastructure	0.07	2	0.14	Low
T7	Assignment of exchange currency for the import of steel products to the country	0.05	1	0.05	Low
	Total	1		2.69	

To create an external factor assessment matrix (EFE), first, the critical factors influencing the success are listed. Between 5 and 10 factors is the norm, and their determination should rely on facts instead of the researcher's ideas. These should then be divided into two categories as opportunities and threats. Second, we assign to each of the factors a weight between 0 and 1. The sum of the weighting coefficients must be equal to one. Weighted coefficients should be based on actual facts in the industry.

Fourth, we calculate the weighted bonus of each factor, and fifth, we calculate the weighted total score of the organization, which should be at least 1 and at most 4. The average of this matrix should be 2.5. This matrix is known as the strategic planning matrix (Pahlavianian and Maghsoud Beyginejad, 2008).

The external factor evaluation matrix is one of the methods used to organize external factors in terms of opportunities and threats that is generally accepted and is a method for analyzing how managers of a company can respond to these factors (grading) according to their importance (weight) (Wheelen, et al., 2017). In the table below, the external factors affecting the company Erbil Steel were first identified and then evaluated in terms of opportunities and threats, with regards to their importance.

4.2. INTERNAL FACTORS ASSESSMENT TABLE (IFE):

The internal evaluation table organizes the massive amount of data collected on the strengths and weaknesses, and by analyzing the data; conclusive conclusions and conclusions can be reached regarding them.

Table 4.2: IFE Internal Assessment Table

	internal factors	Weight	Rating	Weighted Score	Description score
	Strengths				
S1	Active in the export of products with over thousands of tons per year	0.08	4	0.32	High
S2	The growing trend in ratios and indicators of liquidity, activity, leverage, and corporate profits	0.08	4	0.32	High
S3	Proper and balanced financial structure	0.05	3	0.15	Low
S4	Appropriate investments and alignment with long-term strategies and the company's master plan	0.07	3	0.21	Medium
S5	Having the most advanced steelmaking technologies in the country	0.06	3	0.18	Medium
S6	Gained successive records in all production lines	0.06	3	0.18	Medium
S7	Applying the process of localizing important and strategic parts	0.06	3	0.18	Medium
Weaknesses					
W1	Limitations on the transfer of new technologies and increase their costs	0.05	2	0.10	Low

W2	Restrictions imposed by foreign banks on the operation of Credits and Exchange Transfers	0.05	2	0.10	Low
W3	Limit on obtaining bank credit	0.06	1	0.06	Low
W4	Increasing the costs of supplying materials, equipment, spare parts and wages due to rising inflation in the country	0.06	1	0.06	Low
W5	Increasing costs of electricity, gas etc., and its impact on the cost of finished products	0.07	2	0.14	Low
W6	Increasing wages and other components related to production due to inflation	0.05	1	0.05	Low
W7	Restrictions on access to water resources and the formation of barriers to maintaining current production ceilings	0.08	2	0.16	Low
W8	Lack of attention to the optimal scale of production in the steel industry and economies of scale	0.07	2	0.14	Low
	Total	1		3.04	

The internal factors assessment table is composed of five steps in the same way as the external factors assessment table. If an organization achieves more than 2.5 points in aggregate scores, it indicates that, in general, it has superior strengths and weaknesses than the average industry, and vice versa (Wafa and Gholamreza 2007). In Table 3.8. The capabilities of the Erbil Steel Company have been identified and evaluated.

B: Comparison and matching step:

1. SWOT matrix

Using the framework presented in Figure 1, the data on external factors are derived from Table 3.7 and the data on the internal factors of the company are extracted from Table 3.8. They are then presented in the SWOT table Table 3.9. By inserting and combining them together to create the right strategies.

Table 4.3: SWOT

internal factors	Strength		Weakness	
	S1	Active in the export of products with over 100 000 tons per year	W1	Limitation on the transfer of new technologies and increase their costs
	S2	Leading in the steel industry of the country	W2	Restrictions imposed by foreign banks on the operation

			by maintaining at least 35% of the domestic production share		of Credits and Exchange Transfers
		S3	The growing trend in ratios and indicators of liquidity, activity, leverage, and profitability of the company	W3	Limit on obtaining bank credit
		S4	The proper and balanced financial structure of the company	W4	Increasing the cost of supplies of materials, equipment, spare parts and wages due to rising inflation in the country
		S5	Appropriate investment and alignment with long-term strategies and a comprehensive development plan	W5	Increasing costs of electricity, gas, etc and its impact on the cost of finished products
		S6	Having the most advanced steel making in the country	W6	Increasing wages and other components related to production due to inflation
		S7	Gaining successive records in all production lines	W7	Restricting access to water resources and creating barriers to maintaining current production levels
				W8	Lack of attention to the optimal scale of production in the steel industry and economies of scale
	Opportunities		Offensive Strategies (SO)		Conservative Invasive Strategy (WO)
O1	The strategy of the country's steel industry will reach 5 million tons of steel production in 2030		The development of steel projects in the south of the country, especially in the Basra region (Umm Qasr port), in order to provide free access to the water in the process of steel production as well as to benefit from it as a base for exporting products		Establishment of a representative office in one of the European countries to facilitate communication in the export of steel products, as well as to meet the technical and equipment requirements, scientific and modern technologies in the steel and steel industry.
O2	The existence of rich iron ore resources in different parts of the country and high potential for solar energy	SO1		WO1	
O3	Access to open water (southern coast of the				

	country) and water use in the production process and bases for export				
O4	The use of indigenous knowledge in the field of steel production				
O5	High potential in the country for solar energy	SO2	Effective role plays and plays a key role in policies related to the achievement of the country to 5 million tons of steel in 2030, due to the technical ability and knowledge of the company in the production of quality products	WO2	Investing in building a solar power plant to supply the company with electricity and energy
O6	Having a domestic consumption market and neighboring countries				
O7	Government support for non-oil goods exports				
O8	Government policy on raw materials for raw materials				
Threats (T)		Competitive Strategies (ST)		Defensive Strategies (WT)	
T1	There are powerful rivals in the country's market	ST1	Joint and regular investment of steel and mineral companies in the production of pellets and concentrates in order to complete and stabilize the steel production chain and prevent the raw materials from being overloaded with the excessive import of expensive materials.	WT1	Participation and creation of a consortium of investment companies in the field of industry and mining, and the construction and development of state-owned transport infrastructure to flourish the country's steel industry.
T2	Lacking proper tariffs on imports of steel products to support the steel industry				
T3	The problem of recent droughts and the reduction of water supplies in the country				
T4	Increase in the cost of products caused by the release of energy carriers				
T5	Incomplete the raw material production chain				

	until the production of steel				
T6	Lack of proper infrastructure				
T7	Assignment of exchange currency for the import of steel products to the country				
T8					

The SWOT analysis methodology is a brief and useful analytical model that systematically identifies each of the strengths, weaknesses, opportunities and threats, and reflects the strategies that are appropriate to the current career profile (Fathollah and Tajeddin, 2003). Strengths and weaknesses focus on the internal environment of the organization and point to its current conditions, while opportunities and challenges are usually external and have a futuristic approach (Bryson, 2018).

2. Internal and external matrix (IE):

The matrix of strategies and executive priorities shows different parts of the system in a graph in four separate sections Table 3.9.

Pre and post-matrix studies provide such facilities that predict the expected effects of strategic decisions on the system. The matrix of “strategy and implementation priorities” is based on the deployment of data in two dimensions:

1. The total score of the internal factor evaluation matrix displayed on the x-axis.
2. The total score of the external factors evaluation matrix displayed on the Y axis.

In the strategy matrix and executive priorities, these scores are classified in a two-part spectrum as strong (2.5 to 4) and weak (1 to 2.5).

In terms of external and internal factors, if the location of the study area is in the first region of the graph in the matrix, the suggestion is an aggressive strategy, if it’s in the

second zone, it's a competitive strategy, if it's in the third house, it's a conservative strategy and, finally, if it's in the fourth, defensive strategy is suggested.

Table 4.4: Internal and External Factors Assessment

		Internal Factors Evaluation (IFE)			
		4 Strong	2 Weak	3 Medium	4 Strong
External Factors Evaluation (EFE)	4 Strong	WO		• SO	
	3 Medium	WT		ST	
	2 Weak				

According to the Table 3.7. The aggregate weighting of external factors (2.69) was more than the assumed average of 2.5, indicating that the opportunities are overcoming the threats slightly for the Erbil Steel Company. Furthermore, according to the Table 3.7. the aggregate weighting of internal factors (3/4) is more than 2.5 as well, which indicates that the strengths are slightly beyond the weaknesses in the Erbil Steel Company. According to the internal and external matrixes, the position of the Erbil Steel Company is at area 1. Putting an activity at area (1) shows that the internal factors (strengths and weaknesses), as well as the response rate to external factors (opportunity and threat), are in strong or strong-medium conditions, and in this case, the strategies of construction and growth (Market penetration, market development, integration) are the most appropriate ones.

CONCLUSION

The impact of strategic marketing planning in today's organizations should never be overlooked. Strategic marketing planning is a systematic effort to implement the core

strategies of the organization and use it to realize its sales intentions. This approach identifies the goals of the organization according to its mission first, then determines the strengths and weaknesses of the organization and the opportunities and threats present through environmental studies, in order to determine and implement more realistic goals. The use of strategic marketing planning by the managers of a company can, in the long term, bring substantial benefits to organizations.

Strategic marketing planning analyzes the underlying risk factors present in the environment and provides solutions that are more likely to achieve the desired goal with regards to those. In other words, strategic planning is the process of determining the goals of the organization and deciding on comprehensive operational and implementation plans for their realization considering various internal and external factors in a systematic and measurable manner.

Regarding what has been said so far, having a good planning strategy for marketing is necessary for every serious organization. In this research, we tried to accurately identify and analyze the environmental and internal conditions, along with the weaknesses and strengths of Erbil Steel Company, in order to find out and design the most suitable strategies for its marketing purposes. The results can be found below in the conclusion section. The last part of the study will also provide some suggestions for future researchers. The final step in the strategic planning process is to select the most appropriate strategy among the strategies created for the organization. In fact, the quantitative Strategic Planning Matrix (QSPM) is one of the tools or methods that allow strategists to evaluate and prioritize the types of applicable strategies objectively by examining the successful internal or external factors of the organization. Using this method, we can determine the relative attractiveness of different strategies.

Table 4.5: Quantitative Strategic Planning Matrix (QSPM), External Factors - Erbil Steel Corporation

Strategies external causes	Weighted	Strategies	
		SO2	SO1
		Partaking in effective and key roles in policies related	Development of steel projects on the southern coast of the

		to achieving 5 million tons of steel production in the country		country and in the Basra area (Umm Qasr port)	
		Rating	Weighted Score	Rating	Weighted Score
Opportunity O					
O1	0.08	4	0.32	4	0.32
O2	0.06	4	0.24	4	0.24
O3	0.07	3	0.21	4	0.28
O4	0.06	2	0.12	2	0.12
O5	0.06	2	0.12	3	0.18
O6	0.05	3	0.15	3	0.15
O7	0.08	3	0.24	4	0.32
O8	0.08	4	0.32	3	0.24
Threats T					
T1	0.08	3	0.24	3	0.24
T2	0.08	2	0.16	4	0.24
T3	0.07	3	0.21	4	0.21
T4	0.05	2	0.1	3	0.15
T5	0.06	3	0.18	2	0.12
T6	0.07	3	0.21	2	0.14
T7	0.05	2	0.10	2	0.10
Total	1		2.92		3.05

Below in Table 4.6, a small strategic matrix is arranged for the Erbil Steel Company, in which two of the selected aggressive strategies were investigated.

Table 4.6: Quantitative Strategic Planning Matrix (QSPM) and Internal Factors - Erbil Steel Corporation

Strategies internal	Weight	Strategies	
		SO2	SO1

causes		Partaking in effective and key roles in policies related to achieving 5 million tons of steel production in the country		Development of steel projects on the southern coast of the country and in the Basra area (Umm Qasr port)	
		Rating	Weighted Score	Rating	Weighted Score
Strengths S					
S1	0.08	4	0.32	4	0.32
S2	0.08	3	0.24	4	0.32
S3	0.05	3	0.15	3	0.15
S4	0.07	4	0.28	3	0.21
S5	0.06	3	0.18	3	0.18
S6	0.06	3	0.18	3	0.18
S7	0.06	3	0.18	2	0.12
Weaknesses W					
W1	0.05	2	0.10	2	0.10
W2	0.05	3	0.15	2	0.10
W3	0.05	2	0.10	2	0.10
W4	0.06	3	0.18	3	0.18
W5	0.07	3	0.21	2	0.14
W6	0.04	2	0.08	3	0.24
W7	0.08	2	0.16	3	0.21
W8	0.07	2	0.14	3	0.21
Total	2.65			2.7	

In order to exploit the rich and long-lived mines and to create a suitable and balanced chain in the production of steel, we need a long-term strategic vision of the steel industry. Accordingly, in order to underpin the implementation of the strategy for the development of steel industry, the present study was conducted to identify the internal factors (strengths and weaknesses) of the company, external factors

(opportunities and threats), the environment surrounding the company and the strategy development of the steel industry. Using internal factor evaluation matrix and external factors evaluation matrix, strengths and weaknesses, opportunities and threats facing the steel industry were determined, and weighting was applied to each of these factors. Next, SWOT matrices were used to evaluate where the strengths crossed over with opportunities and threats with weak points. The same was also done for opportunities and threats, which revealed the most appropriate strategies for developing the steel industry. The strategies of so, st, wo and wt were determined. In the next step, using the Internal and External Factor (IE) matrix, the steel industry's competitive position was determined, and with the final conclusion of quantitative strategic planning matrix (external factors- Internal factors (attractiveness of SO group strategies)) revealed that among the strategies outlined in the table, the strategy for “developing steel projects on the south coast of the country and in Basra region (Umm Qasr port)” was ranked the first.

Table 4.7: The Priority of the Strategies Derived from the QSPM Quantitative Strategic Planning Matrix

	Strategies	Score charm of internal factors	Score the attraction of external factors	average score	Rating
SO1	Development of steel projects on the south coast of the country and in the Basra area (Umm Qasr port)	2.65	3.05	2.85	1
SO2	An effective role played in policies to achieve production of 5 million tons	2.7	2.92	2.81	2

With the basis of assessing the average scores of aggressive strategies in the quantitative strategic planning matrix, the strategy of “developing steel designs on the southern coast of the country and in the Basra region (Umm Qasr port)” was selected, which should yield the highest competitive advantage and represent the best strategy. Given the recent drought in the country, and given the fact that 5 liters of water are needed to produce one kilogram of steel, it is hoped that the strategy used by Erbil Steel Company to develop its steel designs will survive on the domestic, regional, and

international competition scenes. With the benefit of the other opportunities mentioned above, and with its effective and key roles in the sector, the company's role will be to achieve 5 million tons of steel produced in the country by 2030.

Now, and even after the liberation of the price of energy carriers, one of the most important and significant factors that increase the cost of steel products is the energy used in the production process. Unfortunately, in the country, the cost of supplying electricity to steel units is enormous, and with new laws, high-power companies now are required to construct a dedicated power plant or to purchase the electricity from private power plants. Both of these methods increase the investment needed to build steel facilities, it can seriously harm the viability of these projects. Therefore, considering that solar energy is one of the sources of renewable energy and most importantly, and the Iraqi nation is located in solar-appropriate region, and studies have shown that the use of solar equipment is suitable in Iraq and can be part of the energy sources the use of solar energy in the steel and aluminum sectors is a significant proposal. It is necessary to carry out separate investigations and research in this regard to reveal its true meaning for these sectors, however. Considering that it is not possible to address the issue of how to use solar energy in large industries in this research, it is suggested that the topic of the effect of using solar energy in reducing the cost of steel products and as a competitive advantage in the form of university research Reviewed by respected students.

Proposals

In today's market, it is recommended to use systematic market development strategies. In order to obtain specific market segments that previously have not been considered by the Erbil Steel company, sales promotion operations should be considered, and these should be directed towards correct targets with proper advertising campaigns.

Considering the company's product traction in the market, the program for increasing the steel production should be considered.

Improving the price of the product is necessary. If the company is not able to improve its prices, it is then recommended to increase production efficiency, to use recovery/recycling programs, and to identify existing sources for losses.

According to the results of this study, the following future studies can be suggested in order to expand the recognition of opportunities and threats and the weaknesses and strengths of the company:

Assessing the Effect of Strategic Marketing Planning on Organizational / Corporate Performance Indicators

Implementation the strategies presented in this research and reviewing the results.

Using Fuzzy Model and Logic developing as a marketing strategy for more accurate ranking and evaluation of opportunities and environmental threats, as well as that of the internal strengths and weaknesses.

Developing more detailed strategies in the marketing or sales unit to improve internal strengths and eliminate weaknesses.

Research Restrictions

In the process of doing this research, there were two types of limitations and impediments:

A. Constraints outside the control

One of the limitations of discretion was the measurement tools utilized. The tools of this research were based on the questionnaire, and the validation tests used on it.

A relatively low number of researches have been carried out on this subject both inside and outside the country. Except for a few minor studies in this field, extensive research has not been done ever.

Lack of full cooperation of some of the managers in the company and in the government during information gathering and filling of the questionnaire form is a concern.

The possible existence of bias, the lack of information on the development of a marketing strategy, may have inevitably influenced this research.

B. Constraints in control

Another limitation of this research is the research tool. Regarding the review of past literature in all researches with the same subject, this research has used a questionnaire tool. Therefore, other research tools, including the Delphi technique, were not used, which can be considered a limitation of this research.

In this research, quantitative variables were not considered, and only the variables mentioned in the model have been investigated. Therefore, not taking into account a few variables left out, such as price comparisons and sales volume, might be considered amongst other constraints of this research.

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NAME OF GOD

Yours faithfully and with great respect

I am **AKRAM MOHAMMED RASHA** Master's degree in business administration is conducting a research on "Developing the marketing strategy of the Irbil Steel Company", so it is imperative to have a sincere cooperation and to be aware of your valuable ideas through this questionnaire.

Please read the questions carefully and specify the appropriate option. Surely your answers are completely confidential and will only be used in the statistical calculations of the research. The special attention you pay to the completion of the questionnaire in time allocation is grateful to you.

THANKS

Gender:

Male

female

Diploma degree

Bachelor

master

PHD

Work experience

10-15 years

15-20 years

20-25 years

25-30 years

30-40 years

APPENDIX

Appendix 1: Form of Survey

strategies external causes	Weight	Strategies			
		SO2		SO1	
		Partaking in effective and key roles in policies related to achieving 5 million tons of steel production in the country		Development of steel projects on the southern coast of the country and in the Basra area (Umm Qasr port)	
		Rating	Weighted Score	Rating	Weighted Score
Opportunity O					
O1	The strategy of the country's steel industry will reach 5 million tons of steel production in 2030				
O2	There are rich sources of iron ore in different regions of the country				
O3	Access to free waters (southern coast of the country) and the use of water and a base for export				
O4	The use of indigenous knowledge in the field of steel production				
O5	High Potential for Solar Energy				
O6	Having a domestic consumption market and neighboring countries				
O7	Government support for non-oil goods exports				
O8	Government policy on non-crude minerals				
Threats T					
T1	There are powerful rivals in the country's market				
T2	Lacking the necessary tariffs on imports of steel products to support the steel industry				
T3	The problem of recent droughts and the reduction of water supplies in the country				
T4	Increasing the cost of products resulting from the liberalization of the price of energy carriers				
T5	Incomplete the raw material production chain until the production of steel				
T6	Lack of proper infrastructure				
T7	Allocation from the exchange for the entry of steel products into the country				
Total					

Appendix 2: Form of Survey

strategies internal causes	Weight	Strategies			
		SO2		SO1	
		Partaking in effective and key roles in policies related to achieving 5 million tons of steel production in the country		Development of steel projects on the southern coast of the country and in the Basra area (Umm Qasr port)	
		Rating	Weighted Score	Rating	Weighted Score
Strengths S					
S1	Active in the export of products with over thousands of tons per year				
S2	The growing trend in ratios and indicators of liquidity, activity, leverage, and corporate profits				
S3	Proper and balanced financial structure				
S4	Proper investments and alignment with long-term strategies and the company's comprehensive development plan				
S5	Having the most advanced steel making in the Basra area (Umm Qasr port)				
S6	Gaining successive records in all production lines				
S7	Applying the process of localizing important and strategic parts				
Weaknesses W					
W1	Limitations on the transfer of new technologies and increase their costs				
W2	Restrictions imposed by foreign banks on the operation of Credits and Exchange Transfers				
W3	Limit on obtaining bank credit				
W4	Increasing the costs of supplying materials, equipment, spare parts and wages due to rising inflation in the country				
W5	Increasing the cost of electricity, gas and ... and its impact on the cost of finished products				
W6	Increasing wages and other components related to production due to inflation				
W7	Restrictions on access to water resources and the formation of barriers to maintaining current production ceilings				
W8	Lack of attention to the optimal scale of production in the steel industry and economies of scale				

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Dil	Arapça-İngilizce
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