

Surveying Effective Factors on Strategies Success of Kara Sazeh Matin Company and Ranking With AHP Technique

¹Ali Ahmad Gharib Doust, ²Maryam Majidi and ²Zeinolabedin Amini Sabegh

Department of Executive Management, Islamic Azad University, Khomein Branch, Khomein, Iran

Department of Management, College of Human Science, Islamic Azad University,
Saveh Branch, Saveh, Iran

Abstract: The purpose of this study was to investigate the factors affecting the strategy success of Kara Sazeh Matin Company. This research is applied and causal. A questionnaire was used to collect data. Statistical society included managers, assistants and senior Kara Sazeh Matin Company that are over 75 people. After this stage, 54 census questionnaires have been returned to the researcher. Also to rank the parameters of Multiple Criteria Decision Making methods and analytic hierarchy process is used. The results showed that organizational culture, knowledge creation and development, staff expertise, leadership style, quality of service, social factors, political factors, economic factors, knowledge of competitors and customer orientation has an effect on the strategies success of Kara Sazeh Matin Company. According to prioritize organizational culture out there in the first place. In this study, t test is used to examine factors influencing the success rate of the test strategy Kara Sazeh Matin Company (test population mean).

Key words: Organizational culture, creative and development of knowledge, expertise, personnel, leadership style

INTRODUCTION

Now a days main problem of many organizations is lack a strategic plan or lack of success in developing and implementing. The events of the past few decades as well as the increasing trend in the external environment and internal changes that came into existence, along with creating new needs caused by the use of traditional planning mechanisms in order to achieve the objectives expected to lose their effectiveness (Olfati, 2011). Changes in environmental conditions and changes in policies, attitudes, views, structures, systems and the factors that affect the planned goals are ultimately alters the program. Planning rationally, do not have the capacity and ability to cope with such changes and lead to failure.

On the other hand weak organizational processes such as lack of support and direct involvement of senior management in developing and implementing strategic plans, the vision is very ambitious, such as becoming a more global organization, attention to the essence of strategic thinking and strategic management philosophy. So, design a customized strategic planning and turbulent environment variable to identify the strengths and weaknesses of the company today and in the face of opportunities and threats is converted to a very important

issue for organizations (Olfati, 2011). Lack of proper organizational structure, ineffective collaboration, misallocation of resources, lack of appropriate motivation and reward system, including organizational factors influencing corporate strategy is failing. On the other hand, inadequate communication, lack of appropriate organizational culture, lack of appropriate control system, poor qualifications and lack of proper enforcement approach could also have an impact on the success of organizational strategies.

David believes that during the process of implementing the strategy, they should include annual objectives, policies, resource allocation, conflict management, organizational structure, management and culture is resistance to change (Ogunmokun *et al.*, 2005). In order to implement effective strategic planning, to identify factors affecting the collection, because these factors in successful implementation of the strategic plan, in order to achieve a healthy organization for the realization of the vision, mission organizations is crucial. (Koseoglu *et al.*, 2009).

Because achieving a successful strategic planning, when done all the factors affecting it in a systemic approach be considered large. Identification of these factors in the effectiveness of the strategic planning

process, leads to company managers with respect to these factors can appropriate strategies to design, develop and implement a systematic planning properly implement (Olfati, 2011). Therefore, the study of the role of these factors are the most important factors affecting the success of strategic management includes: The creation and development of knowledge, culture and knowledge of employees, leadership style, economic factors, social factors, political factors, competition, enterprise services and also prioritize the effective factors in the success of corporate strategies. Therefore, in this study tries to answer the question that the success rate and rank the factors influencing strategies Kara Sazeh Matin Company?

Research history: Ho and *et al.* (2011) presented a paper entitled Strategic sourcing and integrating QFD and AHP approaches in industries. England was shown the effectiveness of the approach proposed in the automotive industry. By analytic hierarchy process AHP, evaluation factors related to organizational strategies through engagement with stakeholders is evaluated considerations. This is about support to ensure the success of sourcing strategies.

Beltran *et al.* (2014) study the development model with deductive analytic hierarchy process AHP management in the use of ventilators in SEM companies. The results showed that the initial analysis of the validity of this model in combination with other forms of management in companies according to the Deming cycle was fixed. Also, AHP analytical hierarchy process to rebuild the model that the weighting for different variables, a better guide to the development of managerial inductive respectively.

Soleimani and coauthors in a study entitled Study of the problems of implementation of strategic management in the electricity industry in Iran “to this issue. Based on the test results, the sample studied, six groups of communication barriers, human barriers, obstacles organizational structure, program content barriers, cultural barriers and barriers to organizational resources in order to respect the maximum available volume in the electricity industry are among the obstacles. By inhibiting these barriers can reduce the probability of failure in the implementation of strategic decisions.

Sedigh Maroufi and colleagues, in a study to determine the most important factors affecting the effectiveness of teaching as a professor of view of postgraduate students: AHP model approach (AHP)”. The study findings showed that the students’ views,

expressed in eloquent, simple and clear conveyance of the most important content and evaluation of students in each session, midterm and Payantrm least important in effective teaching was a professor.

Also between male and female students and the importance of factors affecting effective teaching no significant relationship. Therefore results showed that the expression of eloquent, simple and clear transfer content greatest impact on the effectiveness of their teaching, therefore, it is necessary to university-level educational authorities to promote the status quo in the quality of teaching effectiveness that appropriate and targeted training courses can help improve these conditions. Extensive applications of AHP method, when it is combined by other multiple criteria decision making methods and involves uncertainty of parameters in it, can be found in the following researchers: Allahi *et al.* (2015), Skeete *et al.* (2015), Mobin *et al.* (2015), Saeedpoor *et al.* (2015) and Mobin and Roshani (2016).

The theoretical framework of research: All organizations have been created to respond to the environment. Thus, success or failure is determined organization in dealing with the environment. In fact, a combination of factors that affect the performance of the organization and the organization has little control over them or they do not have control over them. One of the leading environmental categories, dividing it into the general environment (macro or away) and private environment (Operating). View all conditions that impact the environment, but their affiliation to the organization is not clear and economic factors, political-legal, social-cultural and technological. Dedicated environment organization that is part of environment is directly associated with the organization. This environment typically includes customers, suppliers, competitors, labor market, labor unions and creditors.

Of the success factors of organizational strategies can be strategic thinking, knowledge acquisition and learning and organizational culture can be named. Graetz (2002) as its strategic thinking process knows that senior executives can think beyond the daily managerial processes and gain a different perspective of the organization and its changing environment (Graetz, 2002). Inner strengths, resource or capability that the organization to do or mission requirements and help create public value and internal weaknesses, shortages in resources and capabilities that hinders the ability of organizations to meet the requirements of the organization, mission and value creation made public.

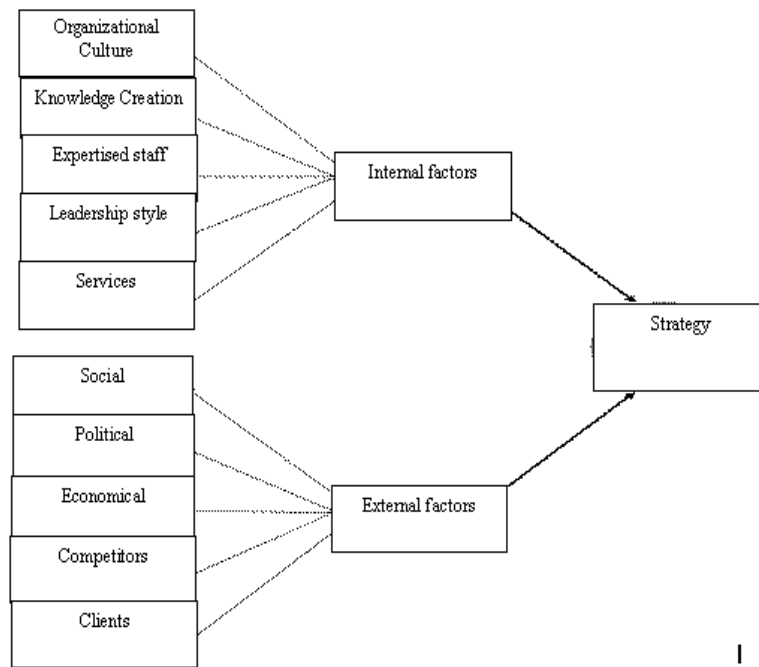


Fig. 1: Framework of research conceptual model

(Movahedi *et al.*, 2013). The analysis of external factors helps companies understand how to maximize your strengths. External analysis of competition in the market, competing staying power, to penetrate the market, statistical information and trends, demand for the product or service and price sensitivity on things. Competition in the market for corporate research is vital to knowing how much of the total market share or improve existing products or services in the price or quality may be achieved. Internal factors affecting the success of any organization can be included components of human resource management, leadership, structure, strategy, organizational culture, owning management, Search technology, project management, organizational communication effective, quality management, intellectual property management and development capabilities, Axial he said. In this study, to evaluate and measure the success of strategies Kara company Matin structures based on the establishment of strategic management model Shams has been made. It also factors in 10 children influencing corporate strategy internally (creation and development of knowledge, organizational culture, staff professionalism, leadership style and services) external factors (economic, social, political and competitors, customers) as well as the method of analysis of SWOT (strengths, weaknesses, opportunities and threats) weighed and the importance and ranking of the factors to be determined (Fig. 1). With regard to

the items discussed two general hypothesis can be stated as follows:

- Internal factors have an impact on the success of corporate strategies
- External factors have an impact on the success of corporate strategies

Also, sub hypotheses will be as follows:

- Organizational culture has an impact on the success of corporate strategies
- The creation and development of corporate strategies affect the success rate
- Expertise of staff has an impact on the success of corporate strategies
- Leadership style has an impact on the success of corporate strategies
- Economic factors have an impact on the success of corporate strategies
- Social factors have an impact on the success of corporate strategies
- The political factor has an effect on the success of corporate strategies
- Competitors have an impact on the success of corporate strategies
- Services has an impact on the success of corporate strategies
- Indicators affecting the success of corporate strategies are of equal priority

MATERIALS AND METHODS

Research method: This research is under investigation by causal contract and of purpose is applied. Community, including managers, assistants and master martin efficient structure that is 75 times the number of members of the community that according to the limited population studied and the corresponding teachers unused sampling and questionnaire distributed among all members of the society studied. After this phase, a total of 54 questionnaires were returned to the researcher. In terms of methodology data collection in the field and in this part of the questionnaire is used. Accordingly, in order to devise the questionnaire articles Alavi Akhavan, Moghimi and Ramazan is used.

In order to assess the validity of the first stage by professors and experts examined and in second stage by distributing 20 questionnaires designed to assess the validity of their community members discussed and the experts' comments were considered. So, questionnaire used as an instrument to collect data for this study examined the validity of content that is appropriate valid. Cronbach's alpha coefficient obtained for the total amount of the questionnaire (0.795) which imply endorsement is reliability. To analyze the results of the t (test population mean) and to rank the proposed indicators and multi-criteria decision-making methods of analytic hierarchy process is used.

RESULTS AND DISCUSSION

Findings analysis: Descriptive findings showed that 90.7% of men and 3.9% of the sample size and sample size are women. In terms of situation in the range of 25-35 years of age, 24.1, 48.1% of 35-45 years, 27.8% in the age range >45 year. The 13% of respondents also holds a diploma, 18.5% have an associate's degree, 57.4% of bachelor's, master's degree and 11.1 have been higher.

In terms of experience, 7.4% <10 year of experience, the percentage of 10-15 years 40.7, 31.5 and 20.4% 15-20% of a sample of 20-25 year history.

Kolmogorov-Smirnov test (KS): From Kolmogorov-Smirnov test (KS) to evaluate data collected from normal in terms of whether or not they are used (Table 1):

- H_0 : Data follow a normal distribution
- H_1 : Data do not follow a normal distribution

According to the Table 2 results indicate that a significant level has been calculated for all variables is >0.05. So, we can conclude H_0 is accepted and the claims will be accepted normal distribution of data. Hence, data collected according to the normal population mean parametric test can be used to test hypotheses designed.

The third main hypothesis testing: Structural factors affecting the success strategy Kara company Martin what are the priority. To prioritize the factors affecting the success of the company's strategy of efficient structures composed of analytic hierarchy process is used. After extracting information from table paired comparisons, geometric mean comments were taken. Thus, for each factor separately multiplied their views and to be one-fifteenth that in Table 3. In the next stage pairwise comparison matrices normally should be divided so that each number is the sum of each column and the results in Table 4 are discussed. In the final stage to determine the weight factors and prioritize them obtains the arithmetic mean for each factor and of weight to be less prioritized in Table 5 are given. At this stage, compatibility should be examined pairwise comparison Table 6 and the steps are as follows. In the first stage, vector matrix of paired comparisons by dividing the weighted sum of the weight vector is calculated as follows.

In the second stage adjustment vector by dividing the weighted sum of the elements of the weight vector

Table 1: Results KS test for normally distributed data

Indicators	Organizational culture	Knowledge creation	Employees expert	Leadership style	Quality of services
Number	54	54	54	54	54
Average	3.9599	4.3074	4.0231	4.2259	3.8287
Standard deviation	0.56629	0.40134	0.53037	0.37274	0.65844
Most of the diversion	0.124	0.135	0.149	0.139	0.12
Positive deviation	0.124	0.124	0.097	0.139	0.12
Negative deviation	-0.084	-0.135	-0.149	-0.139	-0.104
Z statistic	0.908	0.994	1.097	1.021	0.879
The significance level	0.381	0.277	0.18	0.248	0.423
Indicators	Social factor	Political factor	Economical factor	Competitor cognition	Customer orientation
Number	54	54	54	54	54

Table 2: t test results related to hypotheses
Theories

	Value test = 3				Confidence level			Results
	Average	Coefficient t	df	Sig. level	Average difference	Lower limit	Upper limit	
The first and second hypothesis								
The third sub-hypothesis	3.9599	12.456	53	0.000	0.95988	0.8053	1.1144	Accepted
The fourth sub-hypothesis	4.3074	23.938	-	0.000	1.30741	1.1979	1.417	Accepted
Fifth hypothesis	4.0231	14.176	53	0.000	1.02315	0.8784	1.1679	Accepted
The sixth hypothesis	4.2259	24.169	53	0.000	1.22593	1.1242	1.3277	Accepted
The seventh hypothesis	3.8287	9.249	53	0.000	0.8287	0.649	1.0084	Accepted
Eighth hypothesis	3.5963	6.988	53	0.000	0.5963	0.4251	0.7674	Accepted
Hypothesis ninth	3.9444	7.766	53	0.000	0.94444	0.7005	1.1884	Accepted
My hypothesis	4.3963	22.606	53	0.000	1.3963	1.2724	1.5202	Accepted
The main hypothesis of the first	4.0463	14.044	53	0.000	1.0463	0.8969	1.1957	Accepted
The second major hypothesis	3.9213	13.616	53	0.000	0.9213	0.7856	1.057	Accepted
Theories	4.0764	29.322	53	0.000	1.07639	1.0028	1.15	Accepted
The first hypothesis	3.9823	26.176	53	0.000	0.98232	0.9071	1.0576	Accepted

Table 3: Average geometric opinion about the impact on each other success factors

Variables	Organizational culture	Knowledge creation	Staff expertise	Method of leadership	Services	Social	Political	Economic	Competitors	Clientele
Organizational Culture	1	2.372	1.96	2.616	1.933	2.562	2.993	1.309	1.165	2.3682127
Knowledge creation	0.4215852	1	0.979	1.221	2.564	1.509	1.678	3.079	1.116	3.2895481
Staff expertise	0.5105041	1.0214505	1	1.604	1.269	2.144	2.404	2.694	1.839	2.3118492
method of leadership	0.382263	0.8190008	0.6234414	1	1.757	2.788	2.497	2.628	2.633	5.0090087
Services	0.5173306	0.3900156	0.7880221	0.569152	1	3.519	3.108	3.606	2.799	4.1290326
Social	0.3903201	0.6626905	0.4664179	0.3586081	0.2841716	1	2.782	2.988	2.451	3.4939603
Political	0.3341129	0.5959476	0.4159734	0.4004806	0.3217503	0.3594536	1	2.481	2.013	4.2421667
Economic	0.7639419	0.3247808	0.3711952	0.3805775	0.2773156	0.334672	0.4030633	1	2.412	4.235347
Competitors	0.8583691	0.8960573	0.5437738	0.3797949	0.3572705	0.4079967	0.496771	0.4145937	1	4.8843556
Clientele	0.422259	0.303993	0.432554	0.19964	0.242187	0.286208	0.235729	0.236108	0.257443	1

Table 4: Table normalized matrix of paired comparisons

Variables	Organizational culture	Knowledge creation	Staff expertise	Method of leadership	Services	Social	Political	Economic	Competitors	Clientele
Organizational culture	0.178559	0.282855	0.258562	0.299682	0.19319	0.171827	0.17008	0.064055	0.065873	0.069728
Knowledge creation	0.075278	0.119247	0.129149	0.139874	0.256254	0.101205	0.095354	0.150668	0.063103	0.096855
Staff expertise	0.091102	0.121805	0.13192	0.18375	0.126828	0.143793	0.13661	0.131828	0.103984	0.068069
method of leadership	0.068257	0.097664	0.082244	0.114557	0.1756	0.186984	0.141895	0.128598	0.14888	0.147482
Services	0.092374	0.046508	0.103956	0.0652	0.099943	0.236011	0.176615	0.176456	0.158266	0.121573
Social	0.069695	0.079024	0.06153	0.041089	0.028401	0.067068	0.15809	0.146215	0.138589	0.102874
Political	0.059659	0.071065	0.054875	0.045878	0.032157	0.024108	0.056826	0.121405	0.113822	0.124904
Economic	0.136409	0.038729	0.048968	0.043591	0.027716	0.022446	0.022904	0.048934	0.136383	0.124703
Competitors	0.15327	0.106852	0.071734	0.043508	0.035707	0.027363	0.02823	0.020288	0.056544	0.114369
Clientele	0.075398	0.03625	0.057062	0.02287	0.024205	0.019195	0.013396	0.011554	0.014557	0.029443

Table 5: Ranking of factors

Ranking	Variables	Weight	Total
1	Organizational culture	0.17544	1.75441
5	Knowledge Creation	0.12270	1.22699
4	Staff expertise	0.12397	1.23969
2	method of leadership	0.12922	1.29216
3	Services	0.12769	1.2769
6	Social	0.08926	0.89257
7	Political	0.07047	0.7047
9	Economic	0.06508	0.65078
8	Competitors	0.06579	0.65786
10	Clientele	0.03039	0.30393

$$\lambda_{\max} = (11.2 + 11.6 + 11.6 + 11.7 + 11.8 + 11.6 + 11.4 + 11 + 10.7 + 10.9) / 10 = 11.3$$

In the fourth stage adaptation indexes obtained of the following formula:

$$CI = \frac{\lambda_{\max} - n}{n}$$

$$CI = (11.3 - 10) / 10 = 0.1349$$

elements obtained as follows (Table 7). In the second stage, λ_{\max} values of the mean vector elements compatibility is achieved as follows:

In the fifth stage of adjustment with respect to the random index that is equal to 1.51 is obtained that this ratio is <0.1, indicating its compatibility comparisons.

Table 6: matrix of paired comparisons

Paired matrix										
1	2	3	4	5	6	7	8	9	10	Weight
1	2.372	1.96	2.616	1.933	2.562	2.933	1.309	1.165	2.368	$\times 0.17554$
0.422	1	0.979	1.221	2.564	1.509	1.678	3.079	1.116	3.289	$\times 0.1227$
0.51	1.021	1	1.604	1.269	2.144	2.404	2.694	1.839	2.312	$\times 0.124$
0.382	0.819	0.623	1	1.757	2.788	2.497	2.628	2.633	5.009	$\times 0.13$
0.517	0.39	0.788	0.569	1	3.519	3.108	3.606	2.799	4.129	$\times 0.128$
0.39	0.663	0.466	0.359	0.284	1	2.782	2.988	2.451	3.494	$\times 0.089$
0.334	0.596	0.416	0.4	0.322	0.359	1	2.248	2.013	4.242	$\times 0.07$
0.764	0.325	0.371	0.381	0.277	0.335	0.403	1	2.412	4.235	$\times 0.065$
0.858	0.896	0.544	0.379	0.357	0.408	0.497	0.414	1	3.884	$\times 0.066$
0.422	0.304	0.433	0.2	0.242	0.286	0.236	0.236	$\times 0.257$	1	$\times 0.03$
										=1.9676714
										=1.4293179
										=1.4346941
										=1.5174856
										=1.5120342
										=1.0351627
										=0.7998936
										=0.7142471
										=0.7035065
										=0.326338

Table 7: Discription of comptibility vector Compatability Vector (CV)

Weigh vector	Weight (%)	CV
1.97	0.18	11.2
1.43	0.12	11.6
1.43	0.12	11.6
1.52	0.13	11.7
1.51	0.13	11.8
1.04	0.09	11.6
0.8	0.07	11.4
0.71	0.07	11.0
0.7	0.07	10.7
0.33	0.03	10.9

CONCLUSION

Present study includes three main hypotheses and ten secondary hypothesis was that all findings were accepted by the results. In this regard, the relationship between organizational culture and company success strategies can be stated that corporate executives must create an atmosphere where employees feel part of the company know. In other words, know that all of them together as a family that have worked. Also, by creating a culture of innovation, risk-taking, creativity and success strategies can help companies because their employees are required to follow and practice these principles.

Creation and development of knowledge in the company because it increases the expertise and skills of employees and on the other hand, enables them to create successful strategies is now. Therefore, in this case, corporate executives should pay attention to the need for employees to create organizational knowledge creation and its development at the corporate level and provide help. For example, can create and set up classes and workshops or training courses, addition serving in this way contribute to the knowledge required in the company's creation and development.

When the organization or company is benefiting from the expertise and connoisseurs will have a competitive advantage over competitors, through these specialists so that programs and goals to advance the well and correctly. In this respect, managers must employing skilled and expert workforce and also training courses on the expertise and skills they add up to competitive

advantage in this regard has to be and finally incorporate strategies adopted by teams of experienced specialists and managers has been a success. Leadership styles and strategies of a company is important to the success of the program. In this way, when a company of specialists and experts and also benefit equipment is modern and updated, but managers and business leaders not to use of appropriate leadership style, can not achieve success strategies. Because, it may be inappropriate to adopt a leadership style stifles creativity and innovation specialists in the way dissatisfaction as a result, obstructions and staff provide the ultimate all facilities and equipment of human resources and physical resources will be wasted.

Because, it customer service quality factors associated with such important factors is because service delivery can be tailored to the needs and desires of customers to upgrade and improve the company's performance and that the company's strategy to increase customer satisfaction and also gain new customers, had been taken to be successful. Internal factors that were investigated, including important factors that are important for any business and can guarantee the success of the business. In this regard, the company's managers should be given priority Martin efficient structures that have obtained the internal factors to consider and certain programs to enhance consider them to be able to improve on their corporate strategies to ensure success.

Social factors can be attributed to the same corporate social responsibility. Companies can address the environmental issues or helping to sponsor institutions for orphaned children and the general public to demonstrate corporate social responsibility that this problem for them is important and efforts to address these issues keep society from social problems. Political factors can be divided into two categories, one company can be attributed to adopt policies and programs, this means that according to the policies and programs adopted by the government how its policies can be adopted and the layout and the other company involved in politics, he said. Therefore, in this case have stated that corporate

executives should be considered in determining the policies and company have laws, regulations and policies imposed by the government on their work so they could adopt policies that do not conflict with these laws and other political issues that have to be around them and in society being created is not critical and with the right management and the right to treat them and to act in a manner that will not jeopardize the company's future and not act indifferent to these issues.

Economic factors and profitability of every company and business to create one of the reasons it can be concluded, for this reason, company should act Matin Kara structures that beneficial to others so they could tout and also that corporate executives must manage the costs and revenue are correct. Understanding competitors is one of the things that has always been a company must monitor it and treat it because to determine and adopt a strategy and a plan should be adopted with the knowledge of competitors and their plans or strategy does not work and success does not. So company managers should create specialized teams to reach the market and their competitors to obtain information to adopt appropriate strategies and to deal with competitors and to be able to increase their market share.

The basic principle of customer focus is the success of any company or organization. Therefore if you want to beat your staid corporate executives and also Kara structures are bankruptcy, customer and business should pay special attention to customer satisfaction by adopting appropriate programs, create products and services to retain and attract different customers' requirements, so as to achieve the desired success. External factors that are important to them including factors that are important for any business and can guarantee the success of the business. So in this regard, the company's managers should be given priority Matin Kara structures that have earned the external factors to consider and certain programs to enhance consider them to be able to improve on their corporate strategies to ensure success. Factors affecting the success of corporate strategies have different priorities are Kara graceful structures so that customers have the greatest impact and other factors is as follows: Economic, competitive, political factors, social factors, knowledge, expertise, personnel, quality of service, leadership style and organizational culture are the next priorities.

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