

Strategic Plan of Iranian Aluminum Company (IRALCO)

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Abstract: In recent decades, top managers of organizations and companies have come to believe that to increase the capabilities, growth and long-term survival and risk reduction operations organizations are required to develop strategic plans. Strategy development is a decision-making process that determines the orientation of the organization in the long-term. In this study with the aims developing a strategy for Iralco Company, first we explained the company's vision and mission and then we identified the company's strategic goals. Then, we did environmental analyzing and identifying the current internal and external situation and matched statistics for Strengths and Weaknesses-Opportunities and Threats (SWOT) and then the SPACE matrix have used to specify the proper strategy for the company. Afterwards, several major strategies are planned and solutions and operational programs for each strategy have been specified. At the end, the QSPM matrix has been used to prioritize strategies.

Key words: Strategy, SWOT matrix, QSPM matrix, SPACE matrix, internal factor evaluation, external factor evaluation

INTRODUCTION

In recent decades, extensive changes have occurred in the role of businesses and encountered them with new approaches practically which its definite result is the change of comparative position of businesses. Therefore, having a specific strategy gives the business the possibility of valid recognition of the upcoming direction and the ability to guarantee the future success by assuming correct and logical decisions according to extensive changes. Iranian aluminum company was not an exception and the first strategic plan of this company was prepared for a schedule of 5 year (the 3rd and 4th plans of development) in 2003 when the company was responsible for the country's Aluminum industry tasks and it has been managing as a holding company. Afterwards, according to the policies of Iranian Mines and Mining Industries Development and Renovation Organization (IMIDRO), subsidiary companies were separated from Iranian Aluminum Company (Iralco) and they were doing their missions and duties independently and then the majority of its stocks and shares were transferred to the private sector, according to Article 44 in general policies law enforcement of Constitution of the Islamic Republic of Iran. So, the Iranian Aluminum Company lost its

independence in executing the strategic plans. In this study, we're going to examine the strategies regarding to internal and external factors and their strengths and weaknesses after studying the company's mission and vision and we are going to make necessary researches to select the most efficient strategy to achieve the high goals of the company. Then, we're going to rank the strategies after strategy development.

Study history: It's been long time that senior managers realized that they need to move along with environmental changes and even one step further to maintain their organization's survival in this changing and complex modern world. To overcome this challenge that they're struggling with that every time, they used the techniques which can predict the upcoming changes of their business environment and consider them in long-term prospect and planning of their organization. One of the basic tools that help the managers in this case is using the strategic foresight process in developing the organization's strategy. Strategic management is a process whereby the organization's senior manager determines long-term proceeds and direction of the organization by consultation and cooperation with all levels of the organization. This process will be implemented via correct

strategy, appropriate performance and continuous assessment (Isa *et al.*, 2010). Strategic management process includes three steps: developing the strategy, performing the strategy, assessment of the strategy. Developing the strategy is the first step of strategic management. The purpose of developing the strategy is determination of the company's mission, identifying the external factors which endangers the organization or creates opportunities, identifying the strengths and weaknesses inside the organization, determination of long-term goals, considering several strategies and choosing specific strategies to continue the organization's activities. In this step, the type of activities that the company wants to perform, the activities that the company wants to come out of them, resources allocation method and decision about expansion or diversifying the activities will be determined (Fred, 2008) and examining the implementation of organizational strategies by using the consolidated approach of problem solving general technique and hierarchical analysis process. The results show that the proposed approach can be used as an efficient tool to implement operational and strategic plans of organizations.

Extensive researches have been made about developing the strategy in various fields that some of them will be represented. In a study, with the aim of developing export strategies for paper-making industry, identifying and assessment of the importance of each factor effecting on the internal and external environment was done to develop the efficient strategy for paper export (Karadakis *et al.*, 2010). In another study, with the aim of developing strategic planning of Agriculture Bank of Mazandaran province, the bank's competitive position has been determined and 13 efficient strategies was developed by defining the strengths and weaknesses. In terms of position, the bank was in maintenance situation. In another study, some of environmental factors (internal and external) effecting on companies and cooperative union's performance has been examined. Thus, strengths, Weaknesses, Opportunities and Threats (SWOT) was identified for a village in Gilan in the form of cooperatives development analysis by Delphi method and the appropriate strategies to improve the cooperative's performance has been presented.

In another study, the mission and vision of article have been examined and explained at first. Then strengths, weaknesses, opportunities and threats of company were determined by analyzing the organization's internal and external environment and using the internal factor evaluation matrix and external factor evaluation matrix and appropriate strategies has been developed for

this company by using the SWOT matrix. In this regard, the competitive position of organization has been detected through Competitive Profile Matrix (CPM) and then, according to SWOT matrix and Competitive Profile Matrix (CPM), the company's strategies have been prioritized with QSPM method.

In another study, the internal and external factors effecting the development and non-development of the tourism have been evaluated firstly using the strategic model of tourism development capabilities in Golestan National Park with the poll of ecology experts and specialists. Then, appropriate strategies were presented by weighting and prioritization of these factors.

In another study, the internal and external factors effecting on Faruj municipality's performance were investigated and its strategies have been developed with municipality's SWOT matrix.

In another study, according to the information achieved from internal and external evaluation matrixes, the SWOT matrix and internal and external IE matrixes have been organized and various options of strategy have been identified by using the GSPM matrix.

In another study, the primary information was completed by internal and external profile matrixes and comparison and accommodation step has been implemented by using the 2×2, 3×3 and SWOT matrixes and the possible strategy has been determined for the organization. Finally, the strategies have been prioritized by Quantitative Strategic Planning Matrix (QSPM).

In a study, 40% of academic libraries in Oman were investigated which some factors like data resources, administrative support, human resources, financial resources, space, supplies and equipment determined as strengths, weaknesses, opportunities and threats for libraries. And they have been analyzed by using the SWOT method (Hijji, 2012).

In a study, they investigated the strengths, weaknesses, opportunities and threats of the countries that will become hosts for Olympic Games, by having phone interviews with 5 managers of Athena Olympic Games and analyzing their answers.

MATERIALS AND METHODS

The method used in this research is descriptive and functional, considering the type of purpose. Data collecting is surveying method and data collecting tool is a questionnaire and the judgments and intuitive analysis also were used. The managers and administrators of Iranian Aluminum Company who are 30 people, comprise the statistical population of this study. First, we explained

Table 1: External Factor Evaluation (EFE) matrix

Ranks	External factors	Opportunities		
		Weight	Rate	Weighted rating
1	Existence of proper background in country's development plans	0.120	3	0.360
2	Accessing the huge resources of energy in country	0.050	3	0.150
3	Available mines of raw materials including Bauxite and Nepheline	0.075	3	0.150
4	Industrial development plan of the country	0.095	3	0.280
5	Wide access to international waters to import the raw materials	0.055	3	0.165
6	Extensive market and growing domestic and foreign demand for aluminum	0.090	4	0.360
7	Wide variety of customers	0.100	3	0.300
Threats				
8	Low price of basic metals in world markets	0.065	2	0.130
9	Fast development and creating the new capacities in the Middle East and the world	0.060	2	0.120
10	Expensive consuming electricity	0.080	4	0.320
11	Dependence on the national power network and the absence of a specific power plant	0.020	4	0.080
12	Sanctions and its impact on raw materials and equipment	0.070	4	0.280
13	Environmental pressures due to environmental monitoring	0.070	4	0.280
14	Inaccessibility and deficiency of minerals for producing the anode	0.050	3	0.150
Sum		1.000	-	3.125

the mission and vision of the company and we investigated the internal and external effective factors. Then we determined the organization's rate by using the internal and external factor evaluation matrixes. We determined the appropriate strategy for the company by using the space matrix and we analyzed the strengths, weaknesses, opportunities and threats by SWOT matrix. After extracting the strategies from SWOT matrix, we determined attraction score for 8 intended strategies by using QSPM matrix and we prioritized them (Fig. 1).

Strategic plan of Iran Aluminum Company (Iralco)

Vision: The vision of Iranian Aluminum Company is moving toward the strategic system goals with developing the periodic codified programs and reaching the first place in aluminum bar production in Iran.

Mission: Iranian Aluminum Company with a history of >40 year is the first aluminum producer in Iran for producing the required aluminum for downstream industries based on LME standards and its activity is increasing the quantity and quality of aluminum products, technology promotion, competitiveness, productivity, self-reliance and creating value for future generations and sustainable development of motivated, committed and expert human resources, customer and stockholder's satisfaction. This company is trying to achieve a proper position in the production of aluminum in Iran and the Middle East region until 2025 (Fig. 2).

RESULTS AND DISCUSSION

Investigating the external factors: External or environmental factors are the factors that affect the organization but the organization is not directly affecting them usually. The purpose of investigating the external forces and factors is to identify and making a list of

opportunities that must be utilized on the profit of the organization or the threats that must be avoided.

The strategists can examine the economic, social, cultural, political, legal, governmental factors, technology and competitive information by using the External Factor Evaluation (EFE) matrix. The regnant paradigm in the designing of this matrix is mainly prescriptive and the different prescriptive approaches are applicable as a tool for collecting the information of surrounding area and industry environment (Table 1).

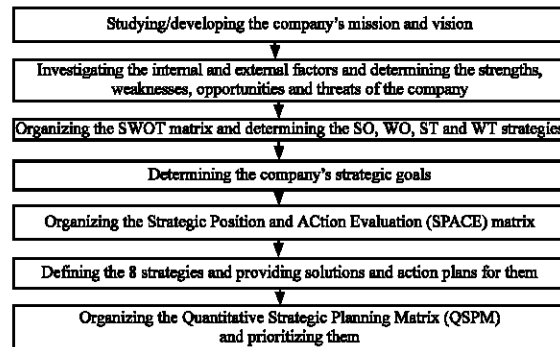


Fig. 1: The steps of the research



Fig. 2: A view of Iranian aluminum company (Iralco)

Table 2: Internal Factor Evaluation (IFE) matrix

Ranks	Internal factors	Strengths		
		Weight	Rate	Weighted rating
1	Good reputation among domestic and foreign manufacturers and consumers	0.050	3	0.150
2	Having expert and experienced forces	0.085	2	0.170
3	Producing with international high quality standards and customer satisfaction	0.080	3	0.240
4	Determination of the senior managers of the company for development	0.070	2	0.140
5	Having a private wharf at the Imam Khomeyni seaport	0.085	4	0.340
6	Access to proper financial resources for development and progress	0.030	3	0.090
7	Ability to export the technical and engineering services	0.090	1	0.090
8	Existence of three national electric energy input suppliers to cover the factory's power needs	0.030	3	0.090
Weaknesses				
9	Outdated technology and exhaustion and pollution of production lines at 70 kA lines	0.065	3	0.195
10	Lack of long-term major policies to develop the company	0.050	3	0.150
11	Low efficiency of production factors and over standard energy consumption	0.070	3	0.210
12	The inconstancy in management	0.070	3	0.210
13	The absence of a comprehensive election system	0.070	2	0.140
14	The costs of production are more than international standards	0.080	1	0.080
15	Failure in developing the customer's demands in term of product's scale and quality	0.075	1	0.075
Sum		1.000		2.37

Sum of weighted rates is 3.125 which means that the company is doing good in using the opportunities and confronting the threats and it's using the maximum effectiveness.

Investigating the internal factors: In this study, we're going to identify and evaluate the strengths and weaknesses of the organization (Table 2). Sum of weighted rates is 2.37 which means that the organization's weaknesses are not overcoming the organization but its strengths also are not so useful and effective and it's better for this company to improve and reinforce its strengths. Horizontal integration strategy is one of the best proposed strategies for this company.

SWOT matrix: In this study, we analyzed and recognized the current internal and external situation and we matched statistics for Strengths and Weaknesses-Opportunities and Threats (SWOT).

Internal factors/external factors

Opportunities (O)

- Existence of proper background in country's development plans
- Accessing the huge resources of energy in country
- Many educated individuals in the domestic market
- Existence of commodities exchanges to sell the products for a competitive equilibrium price
- Available mines of raw materials including Bauxite, Nepheline syenite and alunite
- Industrial development plan of the country
- Wide access to international waters to import the raw materials and export the aluminum products
- Readiness of economic centers for investment

- Extensive market and growing domestic and foreign demand for aluminum
- Wide variety of customers
- Access to rail transportation system
- Proper market for downstream industries

Threats (T):

- Fast development and creation of new capacities in the countries of the WTO and their entrance into global markets (it's a threat in a short-term period)
- Limitation for the basic raw materials in the country
- The government's executive plans do increase the price of industrial electricity
- Dependence on the national power network and the absence of a specific power plant
- Sanctions and its impact on raw materials and equipment
- Environmental pressures due to environmental monitoring
- Inaccessibility and deficiency of minerals for producing the anode
- Currency fluctuations and its impact on production and sale
- Low production costs at foreign competitive

Strengths (S):

- Good reputation among domestic and foreign manufacturers and consumers
- Domestic and foreign demand for
- Continuous production process
- Having expert and experienced individuals
- Producing with international high quality standards and customer satisfaction
- Determination of the senior managers of the company for development

- Having a private wharf at the Imam Khomeyni seaport
- Access to proper financial resources for development and progress
- Ability to export the technical and engineering services
- Existence of three national electric energy input suppliers to cover the factory's power needs

Offensive strategies (SO):

- Development and creation of infrastructures
- Producing new products and entrance to downstream industries
- Efficiency increasing
- Fund absorption from financial and commercial institutions and banks (domestic/foreign)
- Investment on stocks of the companies which supply raw materials
- Using the new suitable situations for investment
- Creating a center of education, research and study about aluminum industry

Competitive strategies (ST):

- Localization and using the domestic potentials
- Compliance with environmental factor to reduce the environmental pressures
- Investment in producing the required electricity
- Energy optimization
- Decreasing the environmental pressures by participating in environmental projects

Weaknesses (W):

- Outdated technology and exhaustion and pollution of production lines at 70 kA lines
- Lack of long-term major policies to develop the company Disaffiliation with the scientific and research centers
- Long duration of project's implementation
- Low efficiency of production factors and over standard energy consumption
- High statistics of accidents
- Lack of implementation of executive programs and evaluation systems
- The inconstancy in management
- Lack of an intensive and coherent comprehensive educational system
- The costs of production are more than international standards
- Failure in developing the customer's demands in term of product's scale and quality

Conservative strategies (WO):

- Increasing the production capacity and enhancing the technology level
- Maintaining the reputation and shares in market and sale-having contact with universities and academic centers-empowering the staff
- Comprehensive planning for human resources and developing the human resources
- Performance evaluation
- Attention to new technologies and research
- Investment in mine exploration
- Reducing the project's implementation time period
- Planning a systematic and comprehensive system in accordance with new standards
- Staff health

Defensive strategies (WT):

- Designing a reasonable structure and eliminating the parallel working
- Proper coordination and organization for executing the plans
- Monitoring the safety implementation to reduce the accidents
- Using the new and updated technologies in production lines markets

Strategic purposes: Strategic purposes intended for Iranian Aluminum Company are:

- Increasing the production quality and quantity and increasing the export potential in order to compete and presence in domestic and foreign markets
 - Being updated in the field of technology
 - Creating new career opportunities as for needs of the country and access to the efficient and motivated human resources
 - Diversity in production and achieving the new markets
 - Providing the necessary fields to achieve the competitiveness and using higher technologies in the production of aluminum products
 - Preparing and promoting the appropriate patterns to achieve and transfer the technical knowledge
- Table (3-6)

Strategic Position and ACtion Evaluation (SPACE) matrix:

- Financial Strength (FS)
- Competitive Advantage (CA)
- Environmental Sustainability (ES)
- Industrial Strength (IS)

Conservative strategy: The organization has to maintain the current situation and prevent the risks with the high probability of failure. Most of these strategies

Table 3: Factors related to financial strength

Ranks	Description	Rate
1	Access to proper financial resources for development and progress	4
2	The costs of production are more than international standards	4
3	Expensive consuming electricity	5

Average rate: 4.3

Table 4: Factors related to competitive advantage

Ranks	Description	Rate
1	Good reputation among domestic and foreign manufacturers and consumers	-6
2	Failure in developing the customer's demands in term of product's scale and quality	-5
3	Existence of proper background in country's development plans	-3
4	Extensive market and growing domestic and foreign demand for aluminum	-6
5	Wide variety of customers	-6
6	Fast development and creating the new capacities in the Middle East and the world	-5

Average rate: -5.1

Table 5: Factors related to environmental sustainability

Ranks	Description	Rate
1	Having a private wharf at the Imam Khomeyni seaport	-5
2	Accessing the huge resources of energy in country	-4
3	Available mines of raw materials including Bauxite and Nepheline	-2
4	Wide access to international waters to import the raw materials	-3
5	Low price of basic metals in world markets	-2
6	Dependence on the national power network and the absence of a specific power plant	-4
7	Environmental pressures due to environmental monitoring	-4
8	Inaccessibility and deficiency of minerals for producing the anode	-3

Average rate: -3.3

Table 6: Factors related to industrial strength

Ranks	Description	Rate
1	Producing with international high quality standards and customer satisfaction	3
2	Determination of the senior managers of the company for development	3
3	Having expert and experienced individuals	2
4	Ability to export the technical and engineering services	2
5	Existence of three national electric energy input suppliers to cover the factory's power needs	4
6	Outdated technology and exhaustion and pollution of production lines at 70 kA lines	3
7	Lack of long-term major policies to develop the company	2
8	Low efficiency of production factors and over standard energy consumption	2
9	The inconstancy in management	2
10	Industrial development plan of the country	2
11	Sanctions and its impact on raw materials and equipment	2

Average rate: 2.4

were summarized in concentric diversification, product development, market development and market penetration (Fig. 3).

Integrating the strategies: By integrating the strategies considered in SWOT Model, 8 strategies were proposed with their solutions and action plans which are represented in Table 7.

Decision making (Quantitative Strategic Planning Matrix (QSPM))

Definition: QSPM is an analytical method which determines the relative attractiveness of the strategies. It's being used as an analytical framework in the third phase of comprehensive strategy development framework. In theory, by using the Quantitative Strategic Planning Matrix we can identify the relative attractiveness of the strategies. The 8 intended strategies for prioritization and determination.

1st strategy: Enhancing the production capacity and establishing new capacities for development.

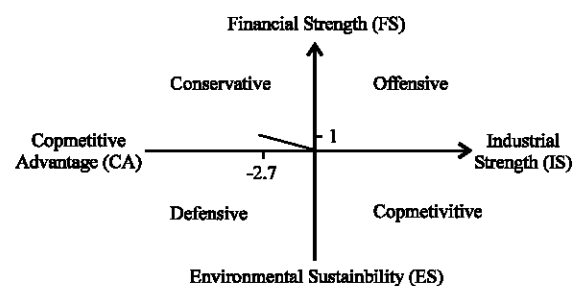


Fig. 3: Space matrix

2nd strategy: Strengthening the resource supplying potential for investment absorption.

3rd strategy: Development in exploration activities and extracting the Bauxite, Nepheline and Alunite.

4th strategy: Localization and development of technology and research.

Table 7: Introducing the strategies

Strategy	Integrating the strategies	Solutions and action plans
Enhancing the production capacity and establishing new capacities for development	Increasing the production capacity (WO) Using the new and updated technologies (WT) Development and creation of infrastructures (SO) Producing new products and entrance to downstream industries (SO)	Increasing the production capacity to 300,000 tons until 2016 Optimizing the old restoration lines phase 1 line 3 (140 boilers), optimizing the old restoration lines phase 2 lines 4 and 5 (280 boilers), optimizing and setting up the lines 1 and 2 of phase 3 (280 boilers). Since, the old lines was set up between 1972 and 1988 and with the new technologies and pollution control systems, the organization decided to optimize the old lines and install a pollution control system Performing the material transfer project. Dense phase: transfer system for Alumina (Aluminum Oxide) (Basic material for Aluminum production) from company's depot to the fuser boilers. Construction of a new foundry workshop with 50,000 tons capacity. Construction of a anode production factory in Kheyr Abad Industrial Estate (due to the pollution of the anode production workshops and also daily need to anode blocks for the company, senior manager of the company decided to construct the anode production workshop outside the city) Study and evaluation in order to investment in downstream industries and producing the Aluminum products to achieve more value-added. Making new investment through partnership with domestic and foreign private sector to produce up to 500,000 tons until 2026. Construction of new restoration line with 200,000 tons and 200 kA capacity in Arak site or Kheyr Abad Industrial Estate and by investment through buying stock from active companies. The meaning of "attracting the scraps" is buying the off grades and Aluminum scraps and remelting them in foundry workshop and producing based on demanded purity
Strengthening the resource supplying potential for investment absorption	Using the new suitable situations for investment (SO). Reducing the project's implementation time period (WO). Fund absorption from financial and commercial institutions (SO)	Using the bank's (private and public) potentials to implement the projects. Using the financial and international resources through contacting with banks and investment companies (local-regional-international). Using the financial resources of the national development fund. Using the legal potentials to modification of taxes and other cases. Clarification and promotion of reports of the inside and outside the organization in order to provide the needs of information users
Development in exploration activities and extracting the Bauxite, Nepheline and Alunite	Increasing the production capacity (WO) Investment in mine exploration (WO) Development and creation of infrastructures (SO)	Identification of mines of raw materials required for the factory Participating in (domestic and foreign) mining companies for supplying and providing the raw materials. Investment in exploration and extraction activities to supply the raw materials
Localization and development of technology and research	Creating a center of education, research and study about aluminum industry (SO). Attention to new technologies and research (WO) Having contact with universities and academic centers (WO). Localization and using the domestic potentials (ST)	Development of IT and telecommunication capabilities (hardware-software) Involving the IT in business processes Creation and development of an Aluminum industry training center. Protecting the domestic production of materials and components. Establishment of the localization system (including: knowledge management, experience documentation, creating a database). Developing the technology interactions with advanced companies. Using the global experiences in standardization of activities in the aluminum industry. Academic and practical cooperation with the academic and research centers of the country for optimum use of the research capacities
Developing a powerful human resource	Staff health (WO) Empowering the staff (WO) Comprehensive planning for human resources and developing the human resources (WO)	Planning a comprehensive system for human resources-attraction motivation-job promotion-training-improvement and maintaining the human resources. Using motivational mechanisms to attract the skilled, loyal and talented individuals in Iranian aluminum company. Improvement and empowering the managers-experts (technical-engineering). Using the training potentials of Aluminum industry in Iran and developed countries Creating a database for human resources in Aluminum industry Establishment of performance management system for managers and employees. Development of human resource participation and improvement of work culture. Improvement of staff compensation system. Promoting the safety (staff health). Efforts to improve the staff health (mentally and physically)

Table 7: Continue

Strategy	Integrating the strategies	Solutions and action plans
Eliminating the environmental problems and resolving the existing failures	Decreasing the environmental pressures by participating in environmental projects (ST)	Increasing the production capacity and improving the technology level (WO). Compliance with environmental factor to reduce the environmental pressures (ST). Establishing the updated regulations and standards in terms of environmental considerations and sustainable development Coordination and contacting with the environment and natural resources organizations in order to obtain the necessary permits and resolving the existing failures. Utilization of provincial potentials (cultural-spiritual-media) to improve the position of Aluminum industry
Marketing and market development	Maintaining the reputation and shares in market and sale (WO). Efficient using of domestic and foreign markets (SO)	Selling the high value-added products (domestic and foreign) Clarification of prices through offering them in stock markets Increasing the profitability and optimum management of dividends for shareholders. Using new methods of marketing and market-making. Evaluating the political environment of business places in targeted areas. Using the potentials of the Chamber of Commerce for Aluminum industry. Benchmarking the experiences of successful companies and aligning with the WTO. Export of technical and engineering services
Energy optimization	Enhancing the technology level (WO) Energy optimization (ST) Investment in producing the electricity (ST)	Construction of Iralco 486-MW combined cycle power plant with BOO method (in Arak). Reducing the costs of energy consumption (energy consumption form correction). Monitoring of energy consumption in order to reduce transport costs. Proper using of each transportation technique and leading the demands to proper vehicles with lower consumption. Reducing the pollution through environmental projects. Promoting the technology to reduce the energy costs. Supporting the modernization and promoting the energy consumption technology

Table 8: Quantitative strategic planning matrix

Factors	I r	Strategy															
		1st		2nd		3rd		4th		5th		6th		7th		8th	
		Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr
Opportunities																	
Existence of proper background in country's development plans	0.16	3	0.48	3	0.48	3	0.48	3	0.48	2	0.32	2	0.32	3	0.48	2	0.32
Wide variety of customers	0.07	2	0.14	3	0.21	4	0.28	2	0.14	1	0.07	2	0.14	2	0.14	4	0.28
Available mines of raw materials including Bauxite and Nepheline	0.09	2	0.18	2	0.18	4	0.36	3	0.27	2	0.18	1	0.09	3	0.27	2	0.18
Extensive market and growing domestic and foreign demand for aluminum	0.11	3	0.33	1	0.11	2	0.22	3	0.33	3	0.33	1	0.11	4	0.44	2	0.22
Accessing the huge resources of energy in country	0.14	3	0.42	1	0.14	2	0.28	3	0.42	3	0.42	2	0.28	4	0.56	2	0.28
Threats																	
Expensive consuming electricity	0.10	2	0.20	1	0.10	1	0.10	1	0.10	1	0.1	1	0.10	1	0.10	4	0.40
Dependence on the national power network and the absence of a specific power plant	0.05	2	0.10	2	0.10	1	0.05	2	0.10	2	0.1	1	0.05	1	0.05	4	0.20
Sanctions and its impact on raw materials and equipment	0.10	3	0.30	3	0.30	3	0.30	3	0.30	3	0.30	2	0.20	3	0.30	3	0.30
Environmental pressures due to environmental monitoring	0.10	1	0.10	2	0.20	2	0.20	1	0.10	3	0.30	4	0.40	2	0.20	3	0.30
Inaccessibility and deficiency of minerals for producing the anode	0.08	2	0.16	1	0.08	3	0.24	2	0.16	2	0.16	2	0.16	3	0.24	2	0.16
Total	1.00																
Strengths																	
Good reputation among domestic and foreign manufacturers and consumers	0.08	1	0.08	2	0.16	1	0.08	1	0.08	2	0.16	3	0.24	3	0.24	2	0.16
Having expert and experienced forces	0.12	3	0.36	2	0.24	3	0.36	4	0.48	4	0.48	3	0.36	3	0.36	3	0.36
Producing with international high quality standards and customer satisfaction	0.11	3	0.33	3	0.33	2	0.22	3	0.33	4	0.44	3	0.33	3	0.33	3	0.33
Determination of the senior managers of the company for development	0.09	4	0.36	3	0.27	4	0.36	4	0.36	3	0.27	3	0.27	3	0.27	3	0.27
Having a private wharf at the Imam Khomeyni seaport	0.12	2	0.24	1	0.12	1	0.12	2	0.24	1	0.12	1	0.12	2	0.24	2	0.24

Table 1: Continue

Factors	I r	Strategy															
		1st		2nd		3rd		4th		5th		6th		7th		8th	
		Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr	Ar	Sr
Access to proper financial resources for development and progress	0.10	3	0.30	4	0.40	3	0.30	4	0.4	3	0.30	3	0.30	3	0.30	3	0.30
Weaknesses																	
Outdated technology and exhaustion and pollution of production lines at 70 kA lines	0.09	1	0.09	3	0.27	1	0.09	1	0.09	2	0.18	3	0.27	1	0.09	1	0.09
Low efficiency of production factors and over standard energy consumption	0.09	1	0.09	2	0.18	2	0.18	1	0.09	2	0.18	2	0.18	1	0.09	1	0.09
The costs of production are more than international standards	0.10	1	0.10	2	0.20	2	0.20	1	0.10	1	0.10	1	0.10	1	0.10	1	0.10
Failure in developing the customer's demands in term of product's scale and quality	0.10	1	0.10	3	0.30	1	0.10	1	0.10	3	0.30	1	0.10	1	0.10	1	0.10
Total	2.00		4.46		4.37		4.52		4.67		4.81		4.12		4.90		4.68

Ir: Importance rate; Ar: Attractiveness rate; Sr: Sum rate

Table 9: Strategy prioritization

Ranks	Strategy description	Rate	Priority
1	Marketing and market development	4.90	1st
2	Developing a powerful human resource	4.81	2nd
3	Energy optimization	4.68	3rd
4	Localization and development of technology and research	4.67	4th
5	Development in exploration activities and extracting the Bauxite, Nepheline and Alunite	4.52	5th
6	Enhancing the production capacity and establishing new capacities for development	4.46	6th
7	Strengthening the resource supplying potential for investment absorption	4.37	7th
8	Eliminating the environmental problems and resolving the existing failures	4.12	8th

5th strategy: Developing a powerful human resource.

6th strategy: Eliminating the environmental problems and resolving the existing failures.

7th strategy: Marketing and market development.

8th strategy: Energy optimization (Table 8).

The most attractive strategy: According to the QSPM matrix results, chosen strategies of different levels for the organization are listed in Table 9.

CONCLUSION

In this study, we identified the strengths, weaknesses, opportunities and threats of Iranian Aluminum Company and then we did environmental analyzing and recognized the current internal and external situation and we matched statistics for strengths and Weaknesses Opportunities and Threats (SWOT). By using the SPACE matrix it's been realized that the required strategy for organization is "conservative strategy" and also 8 strategies were considered for the organization which prioritized by using the QSPM matrix:

- Marketing and market development
- Developing a powerful human resource

- Energy optimization
- Localization and development of technology and research
- Development in exploration activities and extracting the Bauxite, Nepheline and Alunite
- Enhancing the production capacity and establishing new capacities for development
- Strengthening the resource supplying potential for investment absorption
- Eliminating the environmental problems and resolving the existing failures

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