۳۰ درصد تخفیف نوروزی ویژه کارگاه‌ها و فیلم‌های آموزشی

اصول تنظیم قراردادها

پروپوزال نویسی

آموزش مهارت های کاربردی در تدوین و چاپ مقاله
Comparison of strategic models and their application in holding organizations

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Abstract
The purpose of this study was Comparison of strategic models and their application in holding organizations. This research is a comparative research and has an applied nature. In this study, by examining holdings inside Iran and comparing strategic management models in them, the necessary studies were performed and the type of management in these organizations was compared. In this study, two groups of banking holdings and petrochemical holdings were conducted as the most important and influential industries in Iran, which are known as the economic giants of Iran, and the management method in these two industries and the holdings active in this industry were compared. The comparison was performed qualitatively based on the method of strategic management and quantitatively based on research indicators. In the qualitative part, based on the research indicators and the checklist prepared, the holdings were compared, and in the quantitative part, a comparison was made by presenting a researcher-made questionnaire to senior managers and middle managers of these organizations. Analysis of research data was performed by qualitative comparison and t-test of two independent samples. Organisations should be aware that strategy formulation is futile without appropriate strategy implementation and should seek a coherent interface between those responsible for the strategic planning process and those responsible for implementation to ensure that each group is working to the same set of objectives. With the development of the market economy in petrochemical organizations, and the increased competition from foreign firms as globalisation proceeds, it may be necessary for the petrochemical firms to increasingly adopt the techniques and tools of strategic planning.

Keywords: Holding Organizations, Strategic Models, Petrochemical Organizations, Banking

Introduction
Despite the fluctuating popularity of strategic planning in its various guises since the 1960s, strategic planning has been perceived to be of benefit to companies (Glaister and Falshaw, 1999). One reason for this was the view that “there is a growing feeling that practical strategic advice can be based on sound deduction and systematic observation” (Foss, 1997, p. 3). A
major factor in this resurgence of practical strategy making is the development of the resource based view of strategy (Barney, 1991; Grant, 1991). Strategic planning has been associated with the field of strategic management from its earliest foundations. These early developments significantly include those of Andrews (Learned et al., 1965) and of Ansoff (1965). Strategic planning has also been known under various labels encompassing “long range planning”, “corporate planning”, “strategic management” in addition to “strategic planning” (see for example, Steiner, 1963, 1979; Steiner and Cannon, 1966; Ackoff, 1970; Ansoff et al., 1976), although is not the purpose of this paper to review and dissect the nuances these different labels bring to the subject. From the perspective of classical strategic management theory, “strategy is considered a deliberate planning process (formal), initiated by top management (top-down), based on an elaborate industry analysis (rational) and aimed at designing a cohesive grand strategy for the corporation (consistency)” (Volberda, 2004, p. 36). These authors and others (see for example Mintzberg and Lampel, 1999) point out that when the term strategic planning is used the intent is to convey that a firm’s strategic planning process involves explicit systematic procedures used to gain the involvement and commitment of those principal stakeholders affected by the plan.

It is no longer enough for enterprises to pursue only short-term profits; rather they need to intensify their long-term competitive advantages with a view to ensuring sustained financial performance (Butler et al., 1997). It is therefore increasingly accepted that traditional business methods that focus only on financial criteria are inadequate for the contemporary business environment (Butler et al., 1997; Clarke, 1997; Kaplan & Norton, 1992, 2001a). Financial measures are ‘lag indicators’ that report on the outcomes from past actions (Kaplan & Norton, 2001a), and exclusive reliance on financial indicators can thus promote behaviour that sacrifices long-term value creation for short-term performance (Porter, 1992). It is thus apparent that traditional accounting measures focus too much on short-term performance (Clarke, 1997). Moreover, they are not directly related to the company’s strategy (Clarke, 1997) – in that they ignore both the customer perspective and the competitor perspective, and thus fail to generate early-warning signals of changes in the marketplace and impending shortcomings in financial performance (Butler et al., 1997; Clarke, 1997). The lack of a wider range of measures related to such important parameters as quality, productivity, market share, customer satisfaction and employee satisfaction cannot yield sufficient insight into the factors that drive financial performance. Timely remedial action to moderate adverse financial results is thus inhibited (Butler et al., 1997).

For our purposes we use strategic planning as a label to describe an organizational managerial process, which can be broadly “defined as the process of determining the mission, major objectives, strategies, and policies that govern the acquisition and allocation of resources to achieve organizational aims” (Pearce et al., 1987, p. 658). To assist in this process a number of analytical tools and techniques were developed, such as strengths, weaknesses, opposition, threats (SWOT) analysis, Porter’s five forces industry analysis, the BCG growth-share matrix and McKinsey’s 7S model. Consistent with this approach is the assumption that the chief executive officer (CEO) can design a “grand strategy” for the entire enterprise. An additional strategic planning system characteristic is the extent to which strategies within organisations result from a deliberate or an emergent process. Whether strategy formulation is, or can be, a deliberate process and the extent to which strategy emerges without any formal planning has been subject to debate. If strategies emerge within an organisation, it might be
expected that some of the standard tools and techniques of the strategic planning process would not be explicitly utilised or reported by such an organisation.

Empirical evidence on strategic planning that compares practices between companies from different countries is very limited, particularly studies that examine the strategic planning processes of firms in a developed market economy and those located in a transitional economy. The findings of this study provide some important insights to the applicability of Western strategic management thinking to the business environment in emerging countries (Cheah and Chew, 2005; Haines, 1988).

**Methodology**

This research is a comparative research and has an applied nature. In this study, by examining holdings inside Iran and comparing strategic management models in them, the necessary studies were performed and the type of management in these organizations was compared. In this study, two groups of banking holdings and petrochemical holdings were conducted as the most important and influential industries in Iran, which are known as the economic giants of Iran, and the management method in these two industries and the holdings active in this industry were compared. The comparison was performed qualitatively based on the method of strategic management and quantitatively based on research indicators. In the qualitative part, based on the research indicators and the checklist prepared, the holdings were compared, and in the quantitative part, a comparison was made by presenting a researcher-made questionnaire to senior managers and middle managers of these organizations. Analysis of research data was performed by qualitative comparison and t-test of two independent samples.

**Finding**

Strategic planning characteristics

A number of planning characteristics of the sample of banking and petrochemical organizations firms have a written mission statement. Although a greater percentage of banking firms have a written mission statement compared with petrochemical firms, there is no statistically significant difference between banking firms and petrochemical firms according to whether they have a written mission statement. This is somewhat contrary to expectations, as it was anticipated that more petrochemical firms than banking firms would have a written mission statement. Of the full sample of firms, 84 per cent have a set of medium/long-term objectives. As a proportion, more of the petrochemical firms have a set of medium/long-term objectives than the banking firms which was expected. Only about half the firms have a person or a group with specific responsibility for identifying opportunities and threats, with, as anticipated, petrochemical firms having a statistically higher proportion of such firms that banking firms.

Around of the sample firms have a person or group with specific responsibility for identifying strengths and weaknesses. Similarly, about three-quarters of all firms have a group with specific responsibility for business/corporate and/or strategic planning. There is no statistically significant difference between banking and petrochemical firms with regard to these characteristics. In general, it is surprising that a high proportion of sample firms seemingly have no one with specific responsibility for conducting basic SWOT analysis or overall planning. In part this could be because such responsibilities are diffused through the organisations with different people taking responsibility at different times. It may also be
likely that, although such activities are carried out by the sample firms, they are not performed regularly enough (see below) to warrant the identification of a dedicated group with specific responsibility.

Table 1. Comparison of petrochemical and banking holdings in strategy implementation

<table>
<thead>
<tr>
<th>Activities</th>
<th>Mean petrochemical</th>
<th>Mean banking</th>
<th>T Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specification of corporate objectives/aims</td>
<td>4.2</td>
<td>3.5</td>
<td>3.07**</td>
</tr>
<tr>
<td>Specification of business objectives/aims</td>
<td>3.2</td>
<td>3.9</td>
<td>2.37**</td>
</tr>
<tr>
<td>Monitoring of results against strategic plans</td>
<td>2.5</td>
<td>3.7</td>
<td>3.24**</td>
</tr>
<tr>
<td>Generation of strategies</td>
<td>3.6</td>
<td>3.5</td>
<td>2.24**</td>
</tr>
<tr>
<td>Evaluation of strategies</td>
<td>3.4</td>
<td>3.2</td>
<td>2.63**</td>
</tr>
<tr>
<td>Seeking commitment to plans from</td>
<td>3.2</td>
<td>2.9</td>
<td>3.14**</td>
</tr>
<tr>
<td>Organisational members</td>
<td>3.8</td>
<td>2.8</td>
<td>2.18</td>
</tr>
<tr>
<td>Fostering of supportive climate/atmosphere</td>
<td>4.1</td>
<td>3.1</td>
<td>2.19</td>
</tr>
</tbody>
</table>

Objectives/aims and specification of business objectives/aims. While still at a relatively high commitment, the lowest ranked activities involve fostering of supportive climate/atmosphere and evaluation of alternatives. That firms appear to have greater commitment to formulation aspects of strategy and relatively less commitment to the implementation and evaluation of strategy. In part, this may stem from the fact that firms find it relatively less difficult to commit themselves to aspects of formulation, such as specification of objectives, but more difficult to engage in implementation, fostering of supportive climate/atmosphere and evaluation activities. Caution must, however, be exercised with regard to this conclusion, because even with the lowest ranked activities, firms in the sample indicate an extent of commitment which is seemingly far below the mid-rank measure. Therefore, the findings should not be interpreted as indicating that firms in the sample are not committed to the lowest ranked activities, it is simply that they are somewhat less committed to these activities compared to the highest ranked activities.

Results show emphasis on particular areas of strategic planning for firms in the sample ranked by mean response. For the sample as a whole, the greatest emphasis is on quantitative objectives. This finding is consistent with the strong commitment the sample firms have to the specification of corporate and business objectives, reported when discussing. The other areas of greatest emphasis are on internal capabilities of the company, on closely related markets and on definition of the nature of the company. The least emphasis is on totally new markets and contingency plans. The relatively greater emphasis on internal capabilities of the company contrasts with the relatively weaker emphasis on external aspects of analysis associated with the effect of social, political and technological trends on the company, indicated in comparatively low rank for this variable.

Table 2. Comparison of holdings
Table shows that while there is relatively little difference in the rank order of the areas of strategic planning between the petrochemical and banking firms, a test of difference in means shows that banking firms place a significantly higher level of emphasis on the following areas of strategic planning than the petrochemical firms: on definition of the nature of the company on long-term variances from prior plans on the effect of social, political and technological trends on the company and on contingency plans. The petrochemical firms, in contrast, place a significantly higher degree of emphasis on closely related markets than banking firms. Again these findings are largely contrary to expectations. In general banking firms place greater emphasis than do petrochemical firms on a number of areas of strategic planning.

Views on strategic planning processes

For the full sample greatest agreement was found for the statements “formal strategic planning is/would be an effective way to achieve improved financial performance”, “strategic planning process achieves a good fit between the external environment and the internal capabilities of the organisation”, and “our strategic planning has been effective in achieving our objectives over the past five years”. Agreement with these statements indicates a very positive attitude towards the strategic planning process by the sample firms. In contrast the sample firms tend to disagree most with the statements that “the strategy adopted has “emerged” over time without being the result of a deliberate plan” and in particular that “strategic planning has encouraged excessive bureaucracy”. It may also be noted that the statement “the strategy adopted is the result of a very deliberate process” has a greater level of agreement and is ranked somewhat higher than the statement that “the strategy adopted has “emerged” over time without being the result of a deliberate plan”. The perception among the
sample firms clearly appears to be that strategy formulation is more of a deliberate process than an emergent process.

**Conclusion**

This paper is one of the few studies to examine the strategic planning process from a comparative perspective in a sample of firms from a transitional economy and an advanced market economy. The research questions of the paper, posed in two hypotheses – that there will be systematic significant differences between the strategic planning practices of banking and petrochemical firms, and that in general petrochemical firms will be more disposed to strategic planning, reflected in the greater adoption of and commitment to the identified dimensions of strategic planning, than will banking firms – were examined by comparing proportions and mean responses between the two groups of firms. The first hypothesis is largely confirmed in that we report a number of significant differences between the strategic planning practices of banking firms and petrochemical firms. This finding tends to support the previous research on managerial and strategic planning practices in both countries. Contrary to expectations, however, it appears that it is the banking firms rather than the petrochemical firms that are more favourably disposed to strategic planning, as reflected in the greater adoption of and commitment to the identified dimensions of strategic planning. This finding largely supports the arguments of Negandhi (1983a, b) in that the institutional imperfections and market inefficiencies inherent in most emerging markets might explain the firms’ positive attitude towards strategic planning practices. The exception to this is the adoption and use of a range of tools/techniques of strategic analysis, which are more regularly employed by petrochemical firms than banking firms. It has been conjectured that the expected difference between banking and petrochemical firms would again be a function of the difference in the institutional environments in which the two groups of firms operate. Future research could subject this conjecture to rigorous examination and in particular it would be useful to examine why banking firms appear to be more favourably disposed to strategic planning than petrochemical firms. While the findings of this study provide a contribution to our understanding of the nature and practice of strategic planning in two different country contexts, there are a number of other potential areas for future research that might provide significant value. First, it would be a useful contribution to investigate the relationship between firms’ views on the strategic planning process and their use of strategic planning techniques. Another area of future research would be to examine the relationship between strategic planning and organisational performance. In doing this, the impact of various contexts on the planning-performance relationship should be taken into account, for instance, different national and societal contexts (such as developed versus emerging country), as well as ownership contexts (for example, family businesses or public sector organisations). There is an obvious need to advance understanding of strategy as a changing, plural and contingent practice, rather than the standard one assumed in much conventional teaching and research. Therefore, interdisciplinary insights from historians, sociologists, management scholars and senior practitioners would prove useful in understanding strategic planning and strategy-making in different contexts.
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