



## Identify and Prioritize of Organizational Strategies by the Combination of SWOT Analysis and MCDM Approach- Case Study: kalleh Company in Gilan

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### Abstract

The process of globalization and rapid technological developments are causing rapid changes in markets. Successfully in challenging markets of the future requires an informed and ready to respond quickly. The aim of this study is to evaluate and prioritize the organizational strategies of sales and distribution of Kalleh Company in Gilan. In order to analyze the strengths, weaknesses, opportunities and threats of the organization, SOWT matrix was used. The matrix was developed four strategies based on internal and external factors. Since then devise strategies using multi-criteria decision-making Method (topsis) were prioritized. Data collection was done through the study of documents, records, interviews and distributed two questionnaires. Accordingly, the two strategies that prioritize the strategies than they value large quantity include: Firstly organization must maintain high quality products with full implementation of the cold chain process and products to provide the market with better quality compared to the products of competitors. The second priority of the organization the miniature capillary marketing and focus on the performance of distribution channels and distinction at the time of delivery time with the implementation of this strategy increases the number of new customers and the volume of previous customers.

### Keywords:

kalleh compani

SOWT

Multi-criteria decision making  
organizational strategy

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## INTRODUCTION

The purpose of strategic planning is clarifying the future direction of the company, which if properly developed will lead to the selection of strategies. If implemented correctly and on time, organizational developments can occur. Strategic planning process is essentially a process of coordination between internal resources and external opportunities. The aim of this process looking out of the strategic window and determine opportunities that organizations benefit from them or respond to them. Three basic elements of strategy development are implementation and monitoring and evaluation strategies, in strategic management process which are discussed here. Essential for organizational success in the strategic planning, the success of each step is mentioned. The foundations of strategic planning strategy can be noted in the development stage to determine the mission, vision, analysis of internal and external environment, formulation and strategy, identify strategic options and selection of superior strategy. This paper examines the current methods of selection of superior strategy using multi-criteria decision-making deals. In this study by examining the concepts and methods of strategic management, strengths and weaknesses of Kalleh Company in Gilan. Set and SWOT matrix was formed to determine the company's strategies; then, using the concept of multi-criteria decision-making methods, existing strategies will be the most appropriate strategy.

## RESEARCH METHODOLOGY

In general, the study is a planning process, conscious, systematic and reliable facts or deep understanding of the issues. In this study, a description of the data collection, population statistics, research methods and data analysis will be presented and also explained that the company has been selected as a case study is presented. This research is a descriptive and analytical research with the practical aspect, and the method of data collection was available data and field study.

### IFE<sup>1</sup> and EFE<sup>2</sup> matrix

In this study, to Kalleh for the formation of

these techniques evolutionary stages:

Compilation techniques resulting from the strengths and weaknesses within the organization. Developments of techniques result of external opportunities and threats.

To review the external environment and domestic situation analysis as there are different styles. Study examine the external environment begins with a list of external threats and opportunities such as economic, social, political, demographic, services, technology, and market competition. To prepare external factors evaluation matrix after examining the external factors using Porter's five competitive forces model, known factors listed in the table then given weight to these factors (Porter,1980). These coefficients are zero (unimportant) to one (very important). After discussions and surveys from groups of managers, directors and supervisors sales and distribution weights were determined. Also, since the total weight should be number one needs to be normalized output results of the questionnaire. The next step is ranked one to four in each of the factors that determine the success of the organization. This rating is determined by the effectiveness of the strategies of the organization. To obtain the final score must rank each factor in the coefficient multiplied. It is worth mentioning is determined according to rank within the organization and feed industry (Zavadskas et al., 2011). For the preparation of internal factors evaluation matrix, first, based on Porter's value chain model, the company's internal environment Kalleh, to identify strengths and weaknesses within the organization and placement in the matrix swot a special place in the table. Usually outlines the strengths and weaknesses in the management of organizations, including the factors the organization, operations, finance and marketing. These factors, as well as external factors checked. The method of calculating calculation method opportunities and threats as well as external factors the only difference is, how to check internal factors which are determined using Porter's value chain model and the factors identified in the tables are listed(Khorshyd et al., 1392). These factors as well as external factors

<sup>1</sup> Internal Factor Evaluation

<sup>2</sup> External Factor Evaluation

given weight or factor and then each of the strengths and weaknesses that will lead to organizational success rate is one to four. Total scores achieved in each of the variables, so that the total scores determined the organization. Each of these matrix regardless of the number of factors that lead to opportunities or threats as well as strengths or weaknesses of the company, never the sum of the final grade for the organization to not more than four or less than one. The total average is 2.5. If the number to four this means that organizations desire the factors that are strengths and weaknesses opportunities and threats and reacts very high. Number three suggests that Company has failed to exploit their strategies, the factors that create opportunities or strengths that success.

### Formation of SWOT matrix

In this research, it will be determined strengths, weaknesses, opportunities and threads of Kalleh diary Company in Gilan province using SWOT analysis matrix. We will use SWOT matrix in different steps of strategic planning from analyzing the position to codification of the strategy. SWOT matrix provides possibility of codification of framework selection or different strategy (Nasrabadi.m et al., 2015 ). Of course in process practically some strategies have overlap with each other or they run simultaneously and harmonic. Using this matrix 4 kinds of strategy, SO (strengths and opportunities), WO (weaknesses and opportunities), ST (strength and threads) and WT (weaknesses and threads) were demonstrated. Each of the strategies that was mentioned above observe the special position of Kalleh Company, its surrounding and the effect of that environment on the company.

### The Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS)

According to previous explanation after the formation of SWOT matrix based on weaknesses, strength, opportunities and threads of Sale and Distribution Company of Kalleh products in Gilan province, appropriate strategies of this organization is determined. Although analyzing of SWOT won't demonstrate the conditions for analyzing and determination of relative importance of criteria and also ability to evalu-

ate decisions options based on this criteria, properly. Instead of precise expression of analyzing criteria and individual factors, it explains them briefly and generally. To solve this issue, the strategies which is determined from SWOT, are prioritized by multi-criteria decision making method and the value criteria selection of strategy. Multi-criteria decision making technique which is used in this research is The Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS). TOPSIS was presented by Yoon and Hwang in 1981 that was welcomed by different researchers and users. In this technique the selected solution should have the shortest distance to ideal solution and the furthest distance to none ideal solution (Alptekin, 2013). In TOPSIS the more similar solution to ideal solution the more order it has. In this technique input data have to be quantitative, so to use qualitative criteria they have to change to quantitative data and then they could be used as the input data in this technique. The output of this technique is quantitative and in addition to ideal solution, other solutions would be prioritized numerical too (10).

### A: Conversion of qualitative criteria to quantitative criteria

In this method the input data should be quantitative so at first qualitative data have to converse to quantitative data. The steps of Similarity to Ideal Solution as for criteria (n) and solution (m) is like follow (Soltanalizadeh et al., 1393).

### B: Making decision matrix

In this matrix the number of the rows is equal to the number of the solutions and the number of the columns is equal to the number of criteria (Soltanalizadeh et al., 1391)

$$D = \begin{bmatrix} x_{11} & x_{1n} \\ x_{m1} & x_{mn} \end{bmatrix} \quad (1)$$

### C: Scale up the decision matrix

In this step criteria with different dimensions change to no dimension criteria and R matrix is defined as follow (Soltanalizadeh et al., 1391).

$$R = \begin{bmatrix} r_{11} & r_{1n} \\ r_{m1} & r_{mn} \end{bmatrix} \quad (2)$$

There are different ways to no dimension but in Similarity to Ideal Solution method usually it is done by Norm method as follow:

$$r_{ij} = \frac{x_{ij}}{\sqrt{\sum_{i=1}^n x_{ij}^2}} \quad (3)$$

#### D: Determination of the criteria priority vector

In this step according to the importance of the different criteria in decision, the criteria priority vector is determined.

$$R = \begin{bmatrix} w_1 & 0 & 0 & 0 \\ 0 & w_2 & 0 & 0 \\ 0 & 0 & 0 & 0 \\ 0 & 0 & 0 & w_n \end{bmatrix} \quad (4)$$

#### E: Determination weighted normalized decision matrix

To determination weighted normalized decision matrix, decision matrix with no dimension is multiplied by criteria's weights vector.

$$V = R \times W = \begin{bmatrix} v_{11} & v_{1n} \\ v_{m1} & v_{mn} \end{bmatrix} \quad (5)$$

#### F: Determination ideal solution and none ideal solution

Ideal solution and none ideal solutions are computed through this:

$$A^* = \{v_1^*, v_2^*, \dots, v_j^*, \dots, v_7^*\} \quad (6)$$

$$A^- = \{v_1^-, v_2^-, \dots, v_j^-, \dots, v_7^-\} \quad (7)$$

Where  $A^*$  is ideal solution,  $A^-$  none ideal solution,  $V_j^*$  the best value and  $V_j^-$  is the worst value of  $j$  criteria among all options.

#### G: Determination of the distance to ideal solution and none ideal solution

In this step the distance to ideal solution and none ideal solution calculated by following equations:

$$s_i^* = \sqrt{\sum_{j=1}^n (v_{ij} - v_j^*)^2} \quad (8)$$

$$s_i^- = \sqrt{\sum_{j=1}^n (v_{ij} - v_j^-)^2} \quad (9)$$

#### H: Calculation of index of similarity and prioritizing based on similarity index

In the last step, similarity index is determined by the following equation. This numerical index is between 0 to 1 so that the nearer option to ideal solution the similarity index of that option is nearer to 1 (Soltanalizadeh et al., 1391).

$$C_j^* = \frac{S_j^-}{S_j^* + S_j^-} \quad (10)$$

According to what was explained using SWOT analysis method and TOPSIS technique and also Analytical Hierarchy process, organizational strategies of sale and Distribution Company of the Kalleh products in Gilan province was prioritized as follow.

#### Kalleh Company and its mission statement

Kalleh Company started its manufacturing activities as one of the largest and the most authentic producers of diary and meat products in Iran and one of the most reputable companies in the world in Amol in 1362. From the first this company has gone ahead with the policy of manufacturing top products and it has tried to keep its products quality. The company could achieve special reliability and credits of consumers and world hygienic and quality overseer organization. The extent of Kalleh is 15 hectares which is one of the largest companies in Iran industry. Kalleh Company's mission is divided to 9 parts: 1. Customers 2. Products or services 3. Markets 4. Consideration of growth and profitability 5. Technology 6. Philosophy 7. Distinctive features 8. Consideration of society's vision and staff. (www.kalleh.com)

## Statistics society and specifications of decision-makers

In this research which is addressing to codification and prioritizing of Kalleh sale and distribution company in Gilan province, the number of staff is limited compilation of the data has done by distributing questionnaire among all of the society members. The number of personnel is 341 that 43 of them are in west sale center and Talesh and 289 of them settle in central office in Rasht. Among the persons who are in Rasht office the questionnaire were distributed to determine and validation of the internal and external key factors of organization. 283 numbers of these questionnaires were filled and they were used for determining of the values of internal and external factors. Because codification and prioritizing of organization's strategies is usually done by that organization managers, second group of questionnaires were filled by the sale managers of diary, meat, freeze, fast food and restaurant, distribution manager, the boss of sale in Rasht, the sale boss in south and east, distribution boss and some of sale and distribution supervisors that they were totally 23 persons.

## Data collection method

To study and find a proper strategy for the company, from internet, studies, papers and documents and tables, to series of questionnaires (first questionnaire was for determining internal and external key factors of the organization and the second one was for Weight to criteria which were determined for selection of strategies. It was done by the chief, middle managers and experts in Kalleh Company) and direct observation were used. Data were put in a matrix and appropriate strategies were defined for company.

## RESULT AND DISCUSSION

Internal factors are those which are related to inside of organization. Strength of the organization consists of the skills and abilities that enable the organization to design and do its strategies correctly. Consideration of internal factors of organization needs collection of data, categorize and evaluation of the activities. To do this by using functional approach, internal factors which they have vital role in company success were recognized in a matrix by participation of managers

and supervisors in Kalleh. And their value or importance coefficients were determined. For consideration of internal factors in Kalleh value chain framework of Porter was applied. It is one of the models that is used for evaluation and determination of business areas in different organization. According to this model business areas of a corporation are divided to two groups of business areas of the main mission and business areas of support mission. Each of these groups has their categorization too. This work area alone and in conjunction with each other to provide enterprises to produce economic value Collectively these work areas make up the value chain. The main missions of research and work areas kalleh input factors such as logistics, manufacturing operations, logistics, output, marketing, sales and after-sales service were analyzed. Support missions as well as those in business activities such as raw material supply, technology development, human resource management and organizational infrastructure such as planning, accounting, finance, quality management and monitoring were analyzed. Finally, according to the managers twenty factors as internal factors affecting the company's sales and distribution of products were selected kalleh and using surveys of employees to determine the weight each of these factors has and IFE matrix corresponding to Table 1 were determined. Internal Factors Evaluation (IFE) Matrix, a tool is to assess internal factors or to the environment. It assesses the strengths and weaknesses of the organization. IFE matrix Kalleh Company in the following table has been developed.

As already stated, IFE matrix score of 4 indicates that the organization has the appropriate position among similar institutions in terms of interior. In other words, represents the full use of the opportunities and minimize the threat is. Rating one also shows that the organization's ongoing strategy using the strengths to overcome weaknesses of the organization is not capable. According to the Tables 1 and the matrix IFE 2.62 points higher than the average of 2.5, indicating appropriate use of the organization's strengths to overcome weaknesses in kalleh Company. To check external factors, opportunities and threats facing the sales and distribution kalleh Company strategies identified so man-

Table 1: matrix IFE reflects the strengths and weaknesses of the organization

Rating Weighted	Rank	Weight normalized	Average	Statements	Condition	Row
0.276	4	0.069	4.1121	Technical capabilities and innovation	Strengths of	1
0.134	2	0.067	3.9813	Differences in distribution channels as well as performance differentiation at the time of delivery	the	2
0.188	3	0.063	3.7341	The availability of products on a large scale and diversity	organization	3
0.278	4	0.070	4.1393	High quality product and Refrigeration systems to maintain		4
0.228	3	0.076	4.5187	Capillary marketing and differentiation at ease ordering		5
0.163	3	0.054	3.2371	The distinction in the pursuit of dissatisfaction and customer complaints		6
0.131	2	0.066	3.9093	Differentiation and consistency in performance online system for order entry and invoicing		7
0.185	3	0.062	3.6739	Specialized differentiation of employees and the young and educated forces		8
0.111	2	0.055	3.2892	finance and accounting Regular systems		9
0.228	3	0.076	4.5271	Infrastructure capital area compared to competitors		10
0.082	2	0.041	2.4312	cost of primary raw materials and transportation from production to distribution		11
0.061	3	0.020	1.2125	Prices of Goods		12
0.036	1	0.036	2.1231	weak outdoor advertising, such as billboards or advertising in high traffic areas		13
0.145	3	0.048	2.8662	No significant difference in sales incentives (discount plans)		14
0.020	1	0.020	1.2174	Using traditional and modern half in getting feedback from the market and customers	Weakness of	15
0.094	3	0.031	1.8692	failure to provide services or new products to new geographical zones for specific groups of customers	the	16
0.067	2	0.033	1.9846	Medium network infrastructure to transfer data between units	organization	17
0.058	2	0.029	1.7264	Long-organized hierarchy		18
0.102	2	0.051	3.0383	Low employee motivation		19
0.033	1	0.033	1.9392	The lack of clear procedures and focus on cost		20
2.619	-	1.000				

agers are able to utilize the right opportunity and the effects of threats to reduce or avoid them. The external environment is divided into two parts: the general public and professional environment. General environment including a substantial forces or factors such as the economic, technological, political-legal and socio-cultural that indirectly affect the company's activities. Specialized environment is the same context in which the company operates and Contains elements that directly impact on the company and the organization itself is also affected. The model Porter's five forces competitive impact on each other five factors shall determine the nature or intensity of competition in the industry (Porter, 1980). The five factors include the threat of entry by new competitors, the bargaining power of buyers, bargaining power of suppliers, threat of substitute products and the competitiveness of existing competitors are. Finally, according to the managers twenty-six of the following as external factors affecting the sales and distribution kalleh Company of products were selected And using the weight each of these factors has been the company's personnel and relevant EFE matrix was determined as follows. Using external factors evaluation (EFE) matrix can be used to analyze the factors and forces affecting the external action and means to respond to the opportunities and threats facing managers of an organization outside the organization.

According to Tables 1 and 2 and 2.79 points from the matrix EFE which is higher than the average of 2.5, indicating overcome the threat of environmental opportunities of the environment in Calais is a dairy company Based on the results of the matrix of IFE and EFE, SWOT matrix is composed of four possible strategies was derived from them. It should be noted, the strength of outstanding merit by the organization in areas such as financial resources, intellectual positive image among buyers, positive relations with suppliers and the like are superior to competitors. Weaknesses, limitations or deficiencies in resources, skills and capabilities that are significantly impede effective performance of the motor. Performance management is also effective in increasing weaknesses. Opportunities include

a major success in favorable external environment, such as understanding the market segment that previously had been forgotten. In other words, changes in competition or other laws, and improvement in relations with buyers and sellers. Threats as well as an unfavorable external environment, such as the bargaining power of buyers or suppliers of key, fast technology changes and so on, which can be a major threat to the success of the organization. SWOT analysis matrix summary of the most important internal and external factors that may affect the future of the organization, presented as strategic factors affect.

As mentioned above the analysis of SWOT cannot provide a comprehensive assessment strategic decision-making process. To solve this problem, SWOT analysis to prioritize strategies will be explained, using multi-criteria decision-making methods and the use of selection criteria weight strategy. Multi-criteria decision techniques used in this research is similar to the ideal option (TOPSIS) is. The multi-criteria decision making problems every option is evaluated by several criteria and select by setting Surface to standards and performed by comparing the criteria and alternatives. In these methods quality indicators are slightly transformed to numbers and compared the indexes are based on the importance of prioritizing the options. Multi-criteria decision analysis is a method by which specify the relative attractiveness of strategies based on set criteria. After using the external opportunities and threats, strengths and weaknesses of internal derived from IFE and EFE matrix and SWOT matrix to determine strategies were four different categories. Should be based on the results of scores of IFE and EFE matrix and the implementation of the objective with Kalleh Company in Gilan determined talented strategy of the development strategies of the matrix SWOT. By considering the conditions listed six options strategy applicable to organizations were selected as shown in Table 4.

These strategies are influenced by several factors. Restrict or approximation of factors influencing the strategies above table, the same strengths and weaknesses and the opportunities and threats in the SWOT matrix. In fact the factors affecting the options above table called the prioritization criteria strategies; criteria for the

Table 2: Matrix EFE reflects the opportunities and external threats

Rating Weighted	Rank	Weight normalized	Average	Statements	Condition	Row
0.324	4	0.081	4.8235	Rapid technological change and changes with new approaches	External opportunities	1
0.071	2	0.036	2.1225	Population growth and extensive internal markets		2
0.161	3	0.054	3.1752	Changes in lifestyles		3
0.032	1	0.032	1.9281	The globalization of markets	External threats	4
0.209	3	0.070	4.1393	Increase the number of buyers		5
0.224	3	0.075	4.4315	Increase the volume of customer purchase		6
0.144	3	0.048	2.8701	High levels of customer familiarity of products		7
0.039	2	0.020	1.1651	High raw material suppliers, and the ease supply		8
0.085	2	0.043	2.5271	The high number of suppliers of raw materials and buy a lot of them		9
0.333	4	0.083	4.9493	Organization of special privileges such as having a good track record and reputable brand and differentiation competence, competence		10
0.047	2	0.023	1.3879	Rising inflation and interest rates and reduce banking facilities		11
0.138	3	0.046	2.7215	Increased cost and energy		12
0.182	3	0.061	3.6252	Monetary and fiscal policies and Slippage		13
0.138	3	0.046	2.7371	Economic sanctions and problems for exports and imports	14	
0.026	1	0.026	1.5184	Tax laws and foreign trade regulations	15	
0.109	2	0.055	3.2452	Easy access newcomers to Distribution Channels	16	
0.129	2	0.064	3.8317	Lower price alternative and acceptable performance	17	
0.041	2	0.021	1.2362	Recruiting efficiently by competitors and technological progress	18	
0.143	3	0.048	2.8259	The high number of competitors and as a result of the intensity of competition in the industry	19	
0.210	3	0.070	4.1691	Ease visiting and buying customers from competitors	20	
2.787		1.000		Total		

Table 3: SWOT matrix of Kalleh Company in Gilan

Weaknesses (W)	Strengths (S)	
<ol style="list-style-type: none"> <li>1. Cost of primary raw materials and transportation from production to distribution</li> <li>2. Prices of Goods</li> <li>3. Weak outdoor advertising, such as billboards or advertising in high traffic areas</li> <li>4. No significant difference in sales incentives (discount plans)</li> <li>5. Using traditional and modern half in getting feedback from the market and customers</li> <li>6. Failure to provide services or new products to new geographical zones for specific groups of customers</li> <li>7. Medium network infrastructure to transfer data between units</li> <li>8. Long-organized hierarchy</li> <li>9. Low employee motivation</li> <li>10. The lack of clear procedures and focus on cost</li> </ol>	<ol style="list-style-type: none"> <li>1. Technical capabilities and innovation</li> <li>2. Differences in distribution channels as well as performance differentiation at the time of delivery</li> <li>3. The availability of products on a large scale and diversity</li> <li>4. High quality product and Refrigeration systems to maintain</li> <li>5. Capillary marketing and differentiation at ease ordering</li> <li>6. The distinction in the pursuit of dissatisfaction and customer complaints</li> <li>7. Differentiation and consistency in performance online system for order entry and invoicing</li> <li>8. Specialized differentiation of employees and the young and educated forces</li> <li>9. finance and accounting Regular systems</li> <li>10. Infrastructure capital area compared to competitors</li> </ol>	<p><b>SWOT MATRIX</b></p>
Adaptive (WO)	Offensive (SO)	
<ol style="list-style-type: none"> <li>1. Based on reputable brand, focusing on high-income strata of society, and to provide them luxury products, luxury products market leader. (W2, W6, O1, O7, O10)</li> <li>2. Because of the vast resources of raw material suppliers Must increase production and control of ancillary costs a percentage of sales spent for the welfare and staff training. (W1, W8, W9, W10, O8, O9)</li> <li>3. Due to the organization having special privileges such as authentic brand must by increasing advertising and also plans discounts has maintained its market share and increased long-term. (W3, W4, W10, O10)</li> <li>4. Along with the advancement of technology with the increasing technical capabilities and also focus on cost, product innovation</li> </ol>	<ol style="list-style-type: none"> <li>1. organization must maintain high quality products with full implementation of the cold chain process and products to provide the market with better quality compared to the products of competitors (S1, S4, S6, O5, O6)</li> <li>2. Due to the rapid development of technology must with focus and consistency in performance online system for customers to increase market share to order entry and invoicing. (S7, O1, O5, O6)</li> <li>3. organization the miniature capillary marketing and focus on the performance of distribution channels and distinction at the time of delivery time with the implementation of this strategy increases the number of new customers and the volume of previous customers (S2, S3, S5, O5, O6)</li> </ol>	<ol style="list-style-type: none"> <li>1. Rapid change in technology and changes with new approaches</li> <li>2. Population growth and extensive internal markets</li> <li>3. Changes in lifestyles</li> <li>4. The globalization of markets</li> <li>5. Increase the number of buyers</li> <li>6. Increase the volume of purchases of customers</li> <li>7. The high level of customer familiarity of products</li> <li>8. High raw material suppliers and the ease supply</li> <li>9. The high number of suppliers of raw materials and buy a lot of them</li> <li>10. Having Organization of special privileges, including prestigious brand differentiation and a good track record and competence, competence</li> </ol>
Defense (WT)	Contingency (ST)	
<ol style="list-style-type: none"> <li>1. By reducing the organizational hierarchy and invested for the welfare of staff efficient forces should be encouraged to participate in the organization (W8, W9, T8)</li> <li>2. In the face of rising energy costs and price volatility reducing the cost side and increasing the lower price compared with the price of competing products or provide products to a specific part of the market must be prevented from declining market share, (W2, W5, W6, T2, T3, T7)</li> <li>3. In the face of rising inflation, interest rates or other economic troubles at home and abroad, to participate in the competition should the external costs and the costs of transportation from factory to distribution center managed. (W1, W10, T1, T4, T5)</li> </ol>	<ol style="list-style-type: none"> <li>1. With regard to infrastructure investment compared to competitors as well as appropriate financial and accounting systems Must maintain focus on cost market share against rising inflation, interest rates, rising energy costs and price volatility. (S9, S10, T1, T2, T3, T4, T5)</li> <li>2. In such a competitive market with broader distribution channels than competitors, delivery time and deliver products on a large scale can be business competitors. (S2, S3, T6, T9, T10)</li> <li>3. According to the marketing policy capillary, having a young and educated forces, as well as technical capabilities, to increase the market share from competitors with advanced technology and efficient forces were craftsmen. (S1, S5, S8, T8)</li> <li>4. Based on the administrative legal system such as financial and accounting systems, financial resources are relatively high, in the face of rising inflation, interest rates and reduce credit and the price fluctuations can be more flexible. (S9, S10, T3, T1)</li> </ol>	<ol style="list-style-type: none"> <li>1. Rising inflation and interest rates and reduce banking facilities</li> <li>2. Increased cost and energy</li> <li>3. Monetary and fiscal policies and Slippage</li> <li>4. Economic sanctions and problems for exports and imports</li> <li>5. Tax laws and foreign trade regulations</li> <li>6. Easy access newcomers to Distribution Channels</li> <li>7. Lower price alternative and acceptable performance</li> <li>8. Recruiting efficiently by competitors and technological progress</li> <li>9. The high number of competitors and as a result of the intensity of competition in the industry</li> <li>10. Ease visiting and buying customers from competitors</li> </ol>

Table 4: Alternatives lists, symbol and category strategy

Index	Group Strategy Potential strategies Index	Group Strategy
A <sub>1</sub>	organization the miniature capillary marketing and focus on the performance of distribution channels and distinction at the time of delivery time with the implementation of this strategy increases the number of new customers and the volume of previous customers	SO
A <sub>2</sub>	Due to the rapid development of technology must with focus and consistency in performance online system for customers to increase market share to order entry and invoicing	SO
A <sub>3</sub>	Organization must maintain high quality products with full implementation of the cold chain process and products to provide the market with better quality compared to the products of competitors	SO
A <sub>4</sub>	With regard to infrastructure investment compared to competitors as well as appropriate financial and accounting systems Must maintain focus on cost market share against rising inflation, interest rates, rising energy costs and price volatility.	ST
A <sub>5</sub>	By reducing the organizational hierarchy and invested for the welfare of staff efficient forces should be encouraged to participate in the organization	WT
A <sub>6</sub>	Due to the organization having special privileges such as authentic brand must by increasing advertising and also plans discounts has maintained its market share and increased long-term.	WO

Table 5: List criteria to prioritize the right strategy

Criteria	Index	Types of criteria
Increase the number of buyers and their purchasing volume	C <sub>1</sub>	Positive
Top quality products and good refrigeration systems to keep them	C <sub>2</sub>	Positive
Differentiation in marketing and channel performance capillary distribution and delivery time	C <sub>3</sub>	Positive
Infrastructure extent of the capital technical ability and innovation accounting systems compared to competitors	C <sub>4</sub>	Positive
The high number of competitors and as a result of the intensity of competition in the industry	C <sub>5</sub>	Negative
Outdoor advertising and sales incentives	C <sub>6</sub>	Positive
Consistency in performance online system for registering orders and invoices	C <sub>7</sub>	Positive
Lower price alternative and acceptable performance	C <sub>8</sub>	Negative

formulation of strategies in the table below. It should be noted has been determined, the weight of each criterion based on surveys of managers, supervisors and heads of sales and distribution of Kalleh Company in Gilan.

The study also hierarchical graph is shown in the Fig.1.

The problem is as follows according to eight criteria and six Alternatives.

**A) Convert qualitative criteria to quantitative criteria**

Based on Table 7 have been converted qualitative criteria to quantitative criteria.

**B) Determin decision matrix (X)**

The decision matrix, the number of rows equal to number of alternatives, and number of columns is equal to the number of criteria.

**C) Non-scale decision matrix (R)**

To do this criteria with different dimensions must be converted to non-dimensional criteria and the matrix R is defined in Table 9.

Dimensionless is performed by Norms Method

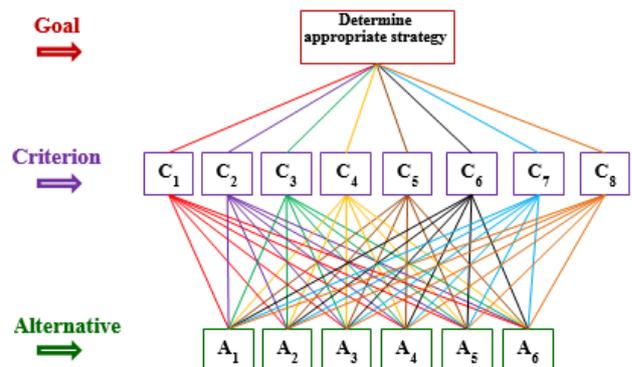


Fig.1.Hierarchy Chart (Soltanalizadeh, et al, 1393).

Table 6: Matrix decisions

	C1	C2	C3	C4	C5	C6	C7	C8
A1	Very effective	Mean	Very effective	Effective	Very effective	Ineffective	Effective	Ineffective
A2	Effective	Ineffective	Effective	Effective	Effective	Very ineffective	Very effective	Very ineffective
A3	Effective	Very effective	Effective	Mean	Mean	Very ineffective	Very ineffective	Ineffective
A4	Ineffective	Very ineffective	Ineffective	Very effective	Effective	Ineffective	Very ineffective	Mean
A5	Very ineffective	Very ineffective	Very ineffective	Ineffective	Ineffective	Mean	Mean	Very ineffective
A6	Effective	Ineffective	Ineffective	Ineffective	Effective	Very effective	Very ineffective	Mean

Table 7: Convert qualitative criteria to quantitative criteria

Quality characteristics	Very ineffective	Ineffective	Middle	Effective	Very effective
Equivalent quantity	1	2	3	4	5

Table 8: Matrix decisions quantity (X)

	C1	C2	C3	C4	C5	C6	C7	C8
A1	5	3	5	4	5	2	4	2
A2	4	2	4	4	4	1	5	1
A3	4	5	4	3	3	1	1	2
A4	2	1	2	5	4	2	1	3
A5	1	1	1	2	2	3	3	1
A6	4	2	2	2	4	5	1	3

Table 9: Quantity non-scale matrix decisions (R)

	C1	C2	C3	C4	C5	C6	C7	C8
A1	0.566	0.452	0.615	0.465	0.539	0.302	0.549	0.378
A2	0.453	0.302	0.492	0.465	0.431	0.151	0.687	0.189
A3	0.453	0.754	0.492	0.349	0.323	0.151	0.137	0.378
A4	0.226	0.151	0.246	0.581	0.431	0.302	0.137	0.567
A5	0.113	0.151	0.123	0.232	0.216	0.452	0.412	0.189
A6	0.453	0.302	0.246	0.232	0.431	0.754	0.137	0.567

Table 10: Weight strategy prioritization criteria (W)

Criteria	Index	weight
Increase the number of buyers and the volume of purchases	C1	0.16
Top quality products and good refrigeration systems to keep them	C2	0.18
Differentiation in marketing and channel performance capillary distribution and delivery time	C3	0.19
High in the capital of Infrastructure, technical ability and innovation, accounting systems compared to competitors	C4	0.14
The high number of competitors and, therefore, the intensity of competition in the relevant industry	C5	0.09
Outdoor advertising and sales incentives	C6	0.08
Consistency in performance online system for order entry and invoicing	C7	0.05
Lower price alternative and acceptable performance	C8	0.11

#### D) Determining criteria weight vector (W)

Rate the importance of each criterion using set criteria weight according to surveys carried out by managers, directors and supervisors sale and distribution of Kalleh Company in Gilan, was performed in Table 10.

#### E) Determining dimensionless weighted decision matrix (V)

Determining dimensionless weighted decision obtained by multiplying dimensionless weighted decision and criteria weight vector in Table 11.

Table 11: dimensionless weighted decision matrix (V)

	C1	C2	C3	C4	C5	C6	C7	C8
A1	0.089	0.081	0.118	0.064	0.050	0.024	0.029	0.041
A2	0.071	0.054	0.094	0.064	0.040	0.012	0.037	0.020
A3	0.071	0.136	0.094	0.048	0.030	0.012	0.007	0.041
A4	0.036	0.027	0.047	0.080	0.040	0.024	0.007	0.061
A5	0.018	0.027	0.024	0.032	0.020	0.036	0.022	0.020
A6	0.071	0.054	0.047	0.032	0.040	0.061	0.007	0.061

Table 12: ideal solution and non-ideal solution

	C1	C2	C3	C4	C5	C6	C7	C8
A*	0.089	0.136	0.118	0.080	0.020	0.061	0.037	0.020
A-	0.018	0.027	0.024	0.032	0.050	0.012	0.007	0.061

Table 13 : distance from the ideal solution and non-ideal solution

Alternatives	Si-	Si*
A1	0.1378	0.0767
A2	0.1106	0.1025
A3	0.1439	0.0751
A4	0.0586	0.1545
A5	0.0577	0.1699
A6	0.0812	0.1310

Table 14: Index of similarity and prioritized based on similarity index

Alternatives	Cj*
A1	0.642
A2	0.519
A3	0.657
A4	0.275
A5	0.254
A6	0.383

Table 15: respectively prioritize corporate strategies of Kalleh Company in Gilan

Priority	Potential strategies	Index
First	Organization must maintain high quality products with full implementation of the cold chain process and products to provide the market with better quality compared to the products of competitors	A3
Second	Organization the miniature capillary marketing and focus on the performance of distribution channels and distinction at the time of delivery time with the implementation of this strategy increases the number of new customers and the volume of previous customers	A1
Third	Due to the rapid development of technology must with focus and consistency in performance on-line system for customers to increase market share to order entry and invoicing	A2
Fourth	Due to the organization having special privileges such as authentic brand must by increasing advertising and also plans discounts has maintained its market share and increased long-term.	A6
Fifth	With regard to infrastructure investment compared to competitors as well as appropriate financial and accounting systems Must maintain focus on cost market share against rising inflation, interest rates, rising energy costs and price volatility.	A4
Sixth	By reducing the organizational hierarchy and invested for the welfare of staff efficient forces should be encouraged to participate in the organization	A5

#### F) Determines the ideal solution and non-ideal solution

Ideal solution A\* and non-ideal solution A- is calculated in Table 12.

It should be noted, because of the negative type relevant criteria, five and eight of the best and worst of columns, as opposed to other criteria.

#### G) Find the distance from the ideal solution and non-ideal solution

For each alternative are the ideal solution and non-ideal solution obtained in Table 13.

#### H) Index of similarity and prioritized based on similarity index

Similarity index number between zero and one, so that the alternative is closer to the ideal course of the relevant similarity index.

Accordingly prioritize alternatives as following:  
A3> A1> A2> A6> A4> A5

## CONCLUSION

In study score 2.945 was obtained from IFE matrix. This number represents an appropriate use of the organization's strengths to overcome weaknesses in Kalleh Company. Also score 2.79 was obtained from EFE matrix. This is due to the higher average score of 2.5 indicating overcome environmental opportunities on environmental threats in Kalleh Company. Among the criteria 'the high number of competitors and as a result of the intensity of competition in the relevant industry' and 'lower price substitute products and their acceptable performance' were the negative criteria and rest were considered as positive criteria. Based on the results, the first priority is to the organization must maintain high quality products with full implementation of the cold chain process and products to provide the market with better quality compared to the products of competitors. To do this requires measures such as focusing on the refrigeration system distribution machines, focus on refrigeration systems of storage products in the region, create air curtains or any other insulating curtains on the loading bay for reduce the loss of equipment in loading products, create insulated curtains for distribution machines doors to reduce waste equipment in the distribution and embedding the second insulating curtains in the middle of the distribution machine to store products sensitive to temperature fluctuations. The second priority of the organization the miniature capillary marketing and focus on the performance of distribution channels and distinction at the time of delivery time with the implementation of this strategy increases the number of new customers and the volume of previous customers.

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