

چکیده

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CMS³

HCMS²

HCMS

SWOT⁴

CMS

۵

CMS

ADL⁸

HCMS

کلمات کلیدی

برنامه‌ریزی استراتژیک، نقشه‌راه‌نما، SWOT، مزیت رقابتی

¹ Road Map

² Hybrid CMS Model

³ Combinational Model of Strategic formulation

⁴ Strength, Weakness, Opportunity & Threat

⁵ Life Cycle

⁶ Core Competency

⁷ Stakeholders

⁸ Arthur De Little

ABSTRACT

Design of a model according to road map, that formulates competitive strategy plan for Iranian companies in their changing environment, is main goal of this thesis. HCMS model developed based on CMS evaluated model. Clarification of all factors influencing strategic planning and assessment to obtain competitive advantage in one hand, and to develop an improved strategic planning model for Iranian companies, which are running based on day to day planning in other hand, was the main objective of this study. Result was a model and its systematic description. The model's roadmap illustrates at the end of this article.

Researches showed that Strategic Planning with SWOT technique need to more internal factors than factors introduce in CMS model. We need to factors such as Critical Success Factors (CSFs), Key Performance Indicators (KPIs), organizational excellence models (like EFQM¹), Corporate Life Cycles' Diagnosis, Balanced Score Cards (BSCs) Indicators, World Class Manufacturing (WCM) and Core Competency. On the other side, Porter Analysis and Stakeholder analysis for companies' Opportunities and Threats should be considered in strategic management. Formulation of Organizational Master Strategy, combinational and main strategies with complex combination of Strengths, Weaknesses, Opportunities and Threats (SWOT) are output of ADL Matrix. Assessment of environmental trends (ETOP²) and Assessment of internal trends (SAP³) would help selecting proper strategies. Quantitative Strategic Planning Matrix (QSPM⁴) is required to prioritize strategies.

This Thesis presents the process of developing improved HCMS model according to a road map.

KEYWORDS

Strategic Management, Road Map, SWOT Analysis, Competitive Advantage

¹ European Foundation for Quality Management

² Environmental Threat & Opportunity Profile

³ Strategic Advantage Profile

⁴ Quantitative Strategic Planning Matrix
