MODEL OF RESISTIVE ECONOMY IN THE COUNTRY'S SUBURBAN TRANSPORT INDUSTRY

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ABSTRACT

With regard to the naming of the resistive economy by the Supreme Leader, this paper has investigated the necessities of development in the subdivision of the country's suburban transport in line with the collective political-economic endeavor and showed that development in the subdivision of the suburban transport can be followed by considerable economic and social consequences in the country. As transport infrastructures play an extremely important role in ensuring the sustainable development of every country, this study is aimed at presenting a strategic planning model in the country's suburban road transport industry with the SWOT approach and in line with the resistive economy. For this purpose, after investigating the theoretical foundations, research background, factors and performance of several rounds of SWOT, the ultimate matrix was designed and by its analysis the final model was presented. Based on the final model, the current situation of the country is in an offensive strategy and in this regard it must use the five strategies obtained in the model.

KEYWORDS: Resistive economy- transport industry- SWOT strategic management

The Supreme Leader of the Islamic Revolution pronounced the necessity of developing a resistive economy in the country primarily in 2010. Since then he has continuously emphasized the effectiveness of the resistive economy, the importance of economic planning and stability of planning, consumption management, reduction of reliance on oil revenues and also popularization of economy, importance of knowledge-based companies, implementation of policies of principle 44 and production support. All these show that based on his discretion, this issue is highly important for the future of the country. Hence, this must be taken into consideration by different segments of the society including the professors and the students. To form a resistive economy in the country's transport industry access to what strategic goals will lead us to the conditions of the resistive economy? In other words, how are noble goals formed in a strategy called "the resistive economy"? This paper intends to investigate the important dimensions of this issue and explicate the outlines of topics that must be heeded in the country. Strategic planning is the integrated decisions and activities for development of effective strategies and also implementation and control of their results; therefore, strategic management covers activities related to investigation, evaluation and selection of strategies, adoption of any intra- and extra-organizational measures for implementation of these strategies and eventually control of the performed activities [1].

Today, most organizations need to develop strategic planning for increase of capabilities, long-term growth and survival and reduction of their operational risk [2]. When accurately developed and implemented, strategic planning is a useful device for success of companies in the world market competition and can keep them running successfully [3].

Strategic planning is directly related to the policies, goals, missions and structure of the organization. The complex situation faced by managers and planners forces the organization to use the system thought and approach for recognition, analysis of opportunities, situations, threats and limitations of the external environment and the strengths and weaknesses inside the organization and subsequently repair and strengthen the capabilities and capacities of the organization using the data obtained from analysis so that conditions are provided for implementation of the plans in the organization [4].

Strategic planning is an effort made for adoption of basic decisions and performance of activities that form and facilitate the nature of the organization, the type of activities and the reason why those activities are performed by the organization. Strategic planning follows the ways of conducting organizational missions [5]. Strategic planning process is basically a coordinating process between the internal resources of the organization and its external opportunities [6]. SWOT analysis is one of the important tools of strategic management for agreement of internal weaknesses and strengths with external opportunities and threats. SWOT analysis presents a systematic analytical method for identification of these factors and selection of the strategy that provides the best agreement between them [7]. This study is aimed at designing a model of resistive economy in the suburban road transport industry and has been conducted so as to investigate the strategic planning

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of passenger bus companies by considering the external and internal factor matrix of the strategies and subsequently the most important strategy for long-term goals of passenger bus companies. Of the strategies and subsequently the most important strategy the best of passenger bus companies.

MATERIALS AND METHODS

The present study is descriptive-analytical. The study area was the country's (bus) suburban road transport organization and the population included the experts and officials of the country's passenger bus companies. To access these people, the passenger terminals in the city of Tehran including the Beyhaqi terminal, south terminal, west terminal and the east terminal have been referred to and using the simple random sampling method 78 individuals of this population were selected as sample by means of the Morgan table. Before entry of the individuals into the study, they were given the required data regarding the confidentiality of the results of the study and a research sample participated in this study on its own accord. In this study the combined data collection method was used for access to the required data regarding the strategic management of the country's (bus) suburban road transport. The data analysis was used by means of the SWOT model which is the best tool for access to long-term goals for management of the organization comprised of the 4 items of strengths, weaknesses, opportunities and threats [8, 9]. For this purpose, in the internal environment (strengths, weaknesses) and the external environment (opportunities and threats) the road transport system was investigated and the researcher-made questionnaire was designed in the two dimensions of the internal factors and external factors and each one of them with their own two exclusive sub-components and were provided for the individuals in the sample and they were asked to engage in completion of SWOT matrix and eventually the model of resistive economy in the country's suburban road transport industry by weighting the questions in the questionnaire.

In this study the four parameters under study by the SWOT method for access to the optimal strategy were conducted based on the following stages:

1-The starting stage: in this stage, the mission statement of organization is provided.

2-The input stage: in this stage, the required main data and factors inside and outside the organization are identified and determined for investigation of the strategy. This stage includes the EFE Matrix (External Factor Evaluation) and IFE Matrix (Internal Factor Evaluation).

3-The agreement and comparison stage: in this stage, the main internal factors (strengths and weaknesses) and the main external factors (opportunities and threats) are agreed by means of tools such as SWOT matrix and internal and external matrix so that strategies are identified which are in line with the mission of organization and in accordance with internal and external factors (table 1).

4-Designing the strategy of the organization: according to the strategies placed in the four areas of SWOT matrix and according to the area for placement of company in the internal and external matrix the comprehensive framework of strategy is designed based on analysis of the questions (table 1).

Results and Discussion

The starting and input stages: the input of the internal and external factors of the resistive economy of the strategic management in the suburban road transport industry was designed by means of the theoretical foundations and research background, the current conditions of the society and the interview with experts in the form of 81 questions in the two dimensions of internal and external factors such that in the dimension of external factors the weaknesses were proposed with

<table>
<thead>
<tr>
<th>SWOT matrix</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities</td>
<td>SO strategies (offensive strategy); as the situation has strengths and opportunities there is the possibility of work development.</td>
<td>WO strategies (conservative strategy); despite weakness in internal factors, internal factors can be enhanced using external opportunities.</td>
</tr>
<tr>
<td>Threats</td>
<td>ST strategies (conservative strategy); despite weakness in internal factors, external opportunities are provided for us through which internal factors must be enhanced.</td>
<td>WT strategies (defensive strategy); both internal factors and also external factors have such a weakness that for preservation of this situation this strategy is used.</td>
</tr>
</tbody>
</table>

Figure 1: SWOT matrix schematic (Taghvaei, 2011)
11 items and strengths with 35 items (and in internal factors) opportunities with 22 items and threats with 13 items.

Designing the matrix and analysis of results: EFE and IFE Matrix with 63 questions in items proposed in the form of the three-point spectrum of importance (1-10), was considered as the key factor and the ordinary factor and provided for the experts. The answers were analyzed by descriptive statistics in the form of numerical scores between 1 and 10. According to the internal and external factors identified in the input stage and by forming a team comprised of managers and experts in the organization, the strategies selected for each of the areas were constituted.

The internal and external matrix: after determining the strengths, weaknesses, opportunities and threats of the transport industry, the EFE and IFE Matrix values in management of the transport industry were obtained (table 2 & 3).

### Table 2: Score values for internal factor matrix

<table>
<thead>
<tr>
<th></th>
<th>Final score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths (S)</td>
<td>72/1</td>
</tr>
<tr>
<td>Weaknesses (W)</td>
<td>51/1</td>
</tr>
<tr>
<td>Total</td>
<td>23/3</td>
</tr>
</tbody>
</table>

### Table 3: Score values for external factor matrix

<table>
<thead>
<tr>
<th></th>
<th>Final score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities (O)</td>
<td>71/1</td>
</tr>
<tr>
<td>Threats (T)</td>
<td>56/1</td>
</tr>
<tr>
<td>Total</td>
<td>27/3</td>
</tr>
</tbody>
</table>

The following table shows the final score of evaluation of SWOT questionnaire for normal data in the range (1, 5/2, 4). Based on the results of this table, it is determined that the final score equals 23/3 and 27/3. Based on this value it is determined that according to the following table the offensive strategy (OS) must be adopted (table).

### Table 3: Internal and External Factor Matrix

<table>
<thead>
<tr>
<th>Total score of EFE Matrix</th>
<th>Total score of IFE Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Offensive</td>
</tr>
<tr>
<td>2</td>
<td>Offensive</td>
</tr>
<tr>
<td>1</td>
<td>Offensive</td>
</tr>
<tr>
<td>2</td>
<td>Competitive</td>
</tr>
<tr>
<td>4</td>
<td>Conservative</td>
</tr>
</tbody>
</table>

As obtained from the internal and external matrix, the company must select offensive strategies (OS); therefore, the ultimate strategies for planning in the suburban transport industry in the model of resistive economy are as below.
CONCLUSION

Existence of the transport sector is one of the main elements and major activities of every community and has great effects on other economic, military, cultural and social sectors. The planning and direction of the transport sector in every country is conducted according to geographical, economic, industrial, political and social circumstances of that country and in order to meet the long-term needs of the country [10].

Strategic planning is directly related to the policies, goals, missions and structure of the organization. The complex situation faced by managers and planners forces the organization to use the system thought and approach for recognition, analysis of opportunities, situations, threats and limitations of the external environment and the strengths and weaknesses inside the organization and subsequently repair and strengthen the capabilities and capacities of the organization using the data obtained from analysis so that conditions are provided for implementation of the plans in the organization.

The study by Bizhani (2003) also concerning the strategic planning for engineering company and provision of Iran Khodro Diesel parts showed that strategies of market development and product development have been among the strategies confirmed by and intriguing to the experts in this field. This, it can be said that when the organization is in such a situation that it must deploy offensive strategies, strategies of product development and increase in the quality of services can be effective. This is why creation of a competitive atmosphere in the transport industry sector can lead to an increase in the quality.

Concerning the strategy of codified plan for more utilization of new technologies, it seems that introduction of new technologies and devices into the country has had some difficulties and it has consequently decreased the change of experts for deployment of new technologies which must be taken note of.

The strategy of "attention to identification of the available potentials and using them and creation of a codified plan for utilization of new technologies" must be focused.

The results of the present study have also clearly shown the necessity of increase and allocation of budget in this area according to the offensive state of the industry. For increase and creation of a competitive atmosphere in this industry the available potentials need
to be identified as the strategy of this sector. We hope to be able to contribute greatly to the prosperity of the country's transport, citizenship welfare and advance of the country in the sanction years by conducting such studies.

The limitations of the study that include the shortage of research studies and plans conducted in the area of threats and opportunities and also weaknesses and strengths, access to experts and specialists in the country's suburban road transport industry with an emphasis on the resistive economy during the statements of the Supreme Leader, didn't have adverse effects on the results of the study.

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