

THE STRATEGIC PLANNING FOR WATER AND WASTEWATERS INDUSTRIAL IN IRAN BASED ON COMPREHENSIVE FRAMEWORK FOR STRATEGY FORMULATION

***Abdolhadi MOTAHARI** (Orcid ID: 0000-0002-9700-3798)

*Secretary of the Research Committee of Qom Water and wastewater Company, Iran

ABSTRACT

Water is a strategic commodity that needs to appropriate planning for equitable distribution. Water and Wastewaters Industrial (WWI) in Iran needs strategic planning. A 4-stage Comprehensive framework for strategy formulation is used for strategic planning in this applied research. In initiating stage, WWI's mission statement is determined based on nine main features and then at input stage, External Factors Evaluation (EFE) matrix and Internal Factors Evaluation (IFE) matrix are inserted. In the matching stage, the three matrices including SWOT, internal and external matrices, and strategic position and action evaluation (SPACE) are formed. The output of this stage is extraction conservative strategies. At decision making stage the most attractive strategy with a score of 5.96 is selected using Quantitative Strategic Planning matrix. This strategy is named "Outsourcing to the private sector and support from consultants, contractors and manufacturers in order to enhance their participation in the field of water and wastewater activities".

Keywords: Strategic planning, SWOT matrix, SPACE matrix, Comprehensive framework, Iran

INTRODUCTION

Water is not only a source of life, but also improves the quality of life, environment and economy of human society in new approach of universal, water is social and economic good and account as a first need (Abrishamchi and Tajrishi, 2005). Water and Wastewater Companies (WWC) are responsible of water basic needs and its justice distribution is basic deep structure. Although these companies are natural monopolies but are under the control of regulatory tools, monitoring tools are: rates and tariffs, financial and accounting procedures, quality and commercial development (strategic document in the field of water and wastewater operation, 2010). These companies must management action to strategic regard pay attention to the upstream regulatory tool's environments, current and future capabilities. In Figure 1 is presented, a comprehensive strategic management model (David, 1379). This process takes place three main steps : formulating, implementing and evaluating strategies In determining the organization's mission , strategic planning and evaluation of environmental conditions (opportunities and threats) and the organization's internal capabilities (strengths and weaknesses) and with taking into account the organizational values , are developed suitable strategies (Arabi, 2017 ; David, 2020; Motahari,2018). WWI is a service and operative that is competitive conditions with limited water resources.

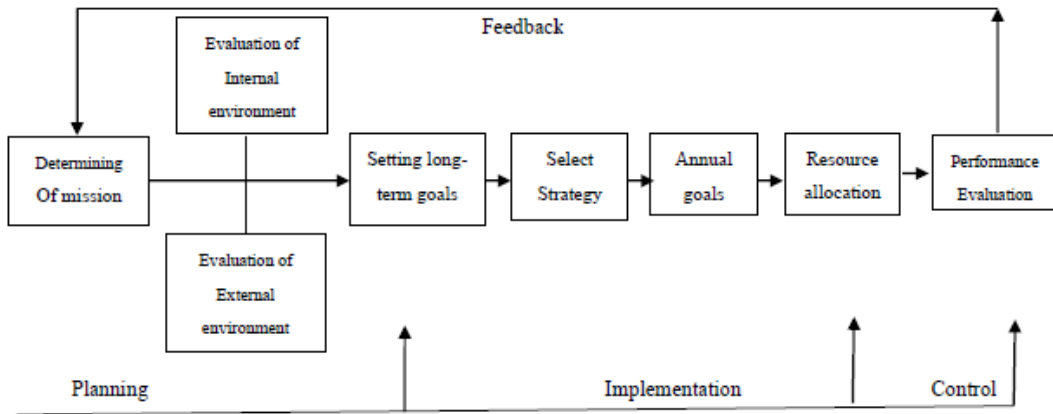


Figure 1: Model of comprehensive Strategic Management (David, 2020)

In the planning of WWI strategies, has been used the framework as "a comprehensive framework strategy". This framework provides techniques and tools. These methods are suitable for variety of organizations including water and sewage companies with a good deal of competition and limited such as water. (Tabibi and Maleki, 2006; Arabi, 2017).

THE IMPORTANCE AND PURPOSE OF THE RESEARCH

Today's corporate environment is constantly changing. Changes so that is lost the credit increased predictive functions, has been detected new and unexpected challenges, and therefore the focus is concerned of awareness, knowledge and information (Tabibi and Maleki, 2006; Ali Ahmadi et al., 2004). At present, the main goal of most organizations to develop and implement a strategy that success guarantees and survival in a complex and changing environmental conditions. Strategic planning tool will be provided to enable organizations to planning and implement strategies in various aspects. And they can manage their strategic performance (Kaplan and Norton,2008).

RESEARCH METHODOLOGY

In planning of WWI in Iran strategies, data is obtained based on environmental data through library research in the field of water and wastewater industry conditions and general features, review and guidance documents, the parent company specialized in water and wastewater and the convening of meetings and interviews with managers, technicians and staff of the company and ultimately complete analysis of standardized worksheets with acceptable reliability and validity(Tabibi and Maleki,2006; Arabi,2017) .

This study is based on a four-stage in comprehensive framework for strategy formulation, this 4-stage are included. (Arabi, 2005; David, 2020; Amini and Khabaz bavel 2010) 1 - start stage: In this stage determine, the organization's mission statement is based on the special characteristics and formulation. 2 - Input stage: in this stage identifies and characterize the main factors necessary information inside and outside the organization to the strategy, these steps include internal factor evaluation matrix (IFE) and external factor evaluation matrix (EFE). 3 – matching stage: In this phase, the main factors internal (strengths and weaknesses) and the main factors external (opportunities and threats) formation and comparison matrix (SWOT) with matrices Internal External (IE) matrix evaluation and strategic location (SPACE) strategies are identified in line with the organization 's mission and are consistent with internal and external factors. 4 - Decision stage: This stage quantitative Strategic Planning matrix (QSPM) options and strategies are identified in matching stage, evaluated and judged their relative and determine attractiveness. framework is illustrated in Figure 2:

1- Start stage	
Determine the organization's mission statement	
2- Input Stage	
Internal Factor Evaluation Matrix IFE	External Factor Evaluation Matrix EFE
3- Matching Stage	
Matrix IE SPACE	Matrix SWOT
4-Decision stage	
Quantitative Strategic Planning Matrix (QSPM)	

Figure 2: Comprehensive framework for Strategy formulation

(Arabi, 2017; David, 2020; Amini and Khabaz bavel 2010; Motahari,2018)

The Population and Sample Size

The population of this research 81 experts who are working in WWI. Method of sampling is, simple random sampling. According to Cochran's sample size formula: (Motahari,2012)

$$n = \frac{Nt^2s^2}{Nd^2+t^2s^2}$$

In this formula N is 81 and d is 0.05, the number of sample size n; 35 patients were extracted

Data Collection Methods and Instruments and Their Reliability and Validity

Data collection for this study was conducted in two phases. First, extract the required data is performed from the environment library technique. These steps were taken in order to develop a theoretical investigation of its records and provide access to information WWI conceptual basis of research and the review of reports WWC industry books, dissertations, journal articles and websites. Secondly, in the field using standard worksheets that have been previously approved reliability and validity (Tabibi and Maleki, 2006; Arabi, 2017), is desired to collect and analyze data It collected data was used to Excel software.

DATA ANALYSIS AND RESEARCH FINDINGS IN DIFFERENT STAGES OF LABOR

The First (Start) - Determining Company's Mission Statement

Mission statement, identify corporate identity and philosophy in the form of words, and that are a recipe for strategies (Arabi,2017). And describes the most general goals (Lorenzh et al., 2006). The mission statement should be clear and should be accepted at all levels of the organization (haghighi et al., 2011). Organizations to survive because they have a unique purpose. This monopoly is reflected in the mission statement of the organization (Fred, 1989). Statement of mission, a brief answer, but that is appropriate to the question: What is our business? (Wickham, 1997). The mission statement reflects the beliefs of managers, owners and shareholders (Desmidt and Prinzie, 2008). The mission statement can be as set of values , beliefs and behavioral norms shared among members know that their behavior affects performance (Hirota et al., 2010). A mission statement is a package that includes components such as: financial objective, scope and geographic competitive advantage (Forbes and Seena, 2006). Mission Statement is a process that "Compel" described sense of mission in the hearts and minds of employees (Greengarten et al., 1994). And thus promote a sense of shared expectations between employees and the transfer of all stakeholders is a common perception of the company. (Analoui and Karami, 2002). Also, by creating a set of values consistent with corporate goals and understand macro and micro-objectives of the company employees to increase their commitment (Toftoy and Chatterjee, 2004). And thus, contribute to achieving higher levels of organizational performance (Campbell et al., 2001). Yet another advantage of the organization's mission statement, reduce communication costs and expenses relating to the coordination of organ (Pech and Slade, 2004). In the management literature, the need to have a mission statement for the organizations is long history (Palmer and Short, 2008). At the beginning of the 70s the first time Drucker used this term (Orwig and Finney, 2007). A mission statement is a written document that defines the organization's goals and unique stable (Bart and Tabone, 1999). Mission statement includes goals, values, beliefs, and competitive

advantage of the organization (Biloslavo and Lynn, 2007). The mission statement of requirements management tools (Orwig and Finney, 2007). This is the action (Bart, 2007). This has two purposes: 1 - guidelines for decision making 2- to motivate and stimulate employees to achieve organizational goals (Forbes and Seena, 2006). The mission statement is an integral part of strategic communication tool (Sufi and Lyons, 2003). Tool for guiding the process of developing and implementing strategic planning (Palmer and Short 2008). a guide to leadership style (Analoui and Karami, 2002). And also attract customers (Campbell et al., 2001). But the most important reason to have a mission statement can be created subscribe to the views expressed (Sufi and Lyons, 2003). In this way the organization defines the personality and character occurs (Campbell et al., 2001). It is unnecessary to have a mission statement in the following situations: where there is no clear strategy or possibly change, where the change management group, where the there is deep difference between members of the management team (Campbell et al., 2001). In determining a mission statement should be given to the following points: 1 - is based on the facts (Rigsby and Greco, 2002). 2 - Have the ability to implement (Johnson and Scholes, 1993). 3 - The reader with reading the mission statement of the organization's desire to be part of an organization (Hirota et al., 2010). 4 - Reflects a new strategic of organization (Greengarten et al., 1994). However, the mission statement should not include the following: 1 - include are lacking; dollar amount, percentage values, goals and strategies (Stallworth, 2008). 2 - Not too long (Forest and Fred, 2003) because it cannot be recalled (Wickham, 1997). 3 - Not explain the details (Forbes and Seena, 2006). 5 - Should not cause a loss to the environment (Toftoy and Chatterjee, 2004). 6 - Not in terms of a profit. (haghighi et al., 2011 ; Thompson, and Strick land, 2001).

Components Of The Organization's Mission Statement

Each of the experts and authorities in strategic management consider, according to its mission statement specific components (haghighi et al., 2011) but the main feature of most of the organization mission statement are 9 characteristics shared: (Arabi,2017): 1 - product (good or service) 2 - Jupiter 3 - market 4 - technology 5- philosophy 6 - given the survival / growth / profitability 7 - distinctive merit 8 - According to people 9 - notice to employees. In this study, based on the characteristics of the original mission statement WWI has been set.

WWI Mission Statement

The mission statement on the organization and the characteristics of the 9 recognized and is determined as follows: " Water and Wastewater industry Sustainable responsible for providing basic needs for drinking water and sanitation as well as the collection, transmission and wastewater treatment, reuse or disposal of wastewater. (1) The company offers services and products to individual consumers in the province. (2) Although the market is a natural monopoly company but in this case the action of regulatory agencies is to inspect and control processes and products (3). Companies using innovative technologies in water and wastewater industry and will be provided to the customer with implements technology development, technical services - engineering and financial services.(4) The company philosophy is to help promote health and improve the quality of life for citizens by providing the opportunity to enjoy a fair , consistent and sustainable services and products , and maintaining standards of economic and environmental health (5) To survive and perform their services properly should be communicated act to the laws and the rules and regulations of the National Water and Wastewater Engineering Company. And profitability of the Company will be subject to the general policies of the Department of Energy (6) The company is relying on its distinctive features is that HR professionals (7) will attempt to create a positive image (8) The industry intends to engage your staff in the management and decision-making is going to succeed. (9)"

The Second Stage (Input)

External Evaluation Matrix (Efe):

Support matrix (EFE), Strategists can assessment environmental factors, economic, social, political, cultural, legal, technological, and market conditions. This matrix is used for government organizations, private and public (Arabi,2017; David, 2020 ; Tabibi and Maleki, 2006). The matrix in Table 1 was extracted for WWI. Sum of the matrix score is 2.78 and more than 2.5 so the threats outweigh the opportunities facing the organization. (Arabi,2017)

Table 1: External Factors Evaluation Matrix (EFE) WWI

(Arabi, 2017; David, 2020; Tabibi and Maleki, 2006; vision water 2014).

internal factors (S-W)	ranking	index	score
Strengths (s)			
S1 - non-personal services in the context of preparing the industry	0.07	3	0.21
S2 - there manpower with experience and expertise in specialized fields	0.05	3	0.15
S3 - there is good infrastructure and office buildings with	0.04	4	0.16
S4 - take advantage of the new system, GIS, telemetry and communication center for 122 people	0.04	3	0.12
S5 - benefit from a strong and experienced management and transformational approach	0.06	4	0.24
S6 - provincial and national honors for the company's long history among people	0.02	3	0.06
S7 - the possibility of outsourcing services to the private sector on the basis of Article 144	0.04	4	0.16
S8 - system offers the possibility of employee participation in decision-making	0.07	3	0.21
Weaknesses (W)			
W1 - lack of motivation and poor human resource management issues, Inc	0.08	2	0.16
W2 - not welcome people buying new sewer connections	0.1	1	0.1
W3 - not using some of the experts in their specialist status	0.05	2	0.1
W4 - are illegal and do not follow the attached debt	0.08	1	0.08
W5 - Lack of unity and solidarity among the deputies of the departments of the industry	0.09	1	0.09
W6 - Failure to properly use private and failure to adequately monitor the	0.06	1	0.06
W7 - too many changes and relocation management of industry	0.05	2	0.1
W8 - Lack of personnel evaluation in industry	0.1	1	0.1
Sum	1		2.1

Internal Factor Evaluation Matrix: (Ife)

Matrix (IFE) to evaluate the strengths and weaknesses of the organizational unit and the factors are determines the opinions and judgments of managers and employees (Arabi,2017; David, 2020; Tabibi and Maleki, 2006). Of this is use for matrix strategic planning process and to gather information for internal (Ali Ahmadi et al., 2004; Amini and Khabaz bavel 2010). Table 2 Matrix (IFE) has been prepared for WWI. Matrix is the digit sum score of 2.1 is less than 2.5, so the strengths outweigh the weaknesses facing the organization (Arabi,2017).

Table 2: Internal factor evaluation matrix (IFE) WWI (Arabi, 2017; David, 2020; Tabibi and Maleki, 2006; vision water 2010).

External factors (O-T)	ranking	index	score
Opportunities (O)			
O1 provincial credit	0.04	3	0.12
O2 Pay special attention to the provincial government and national authorities	0.09	4	0.36
O3 Islamic Development Bank to support water and sanitation projects	0.1	4	0.4
O4 Positive attitude and think in terms of religious people in the water	0.03	3	0.09
O5 exclusive market services	0.08	4	0.32
O6 to increase water and sewer customers	0.01	3	0.03
O7 water supply and water quality	0.07	4	0.28
O7Competitive with peer companies and services in the country	0.04	3	0.12
Threats (T)			

T1 - problems of drought and lack of rainfall	0.03	1	0.03
T2 - pulling 24-hour service problems to higher authorities	0.1	2	0.2
T3 - lack of coordination between civic agencies like Municipal drilling permit	0.04	2	0.08
T4 - a lack of a strong and motivated contractors	0.04	1	0.04
T5 - wages and salaries and employee benefits and personnel	0.03	2	0.06
T6 - the poor quality of water	0.04	1	0.04
T7 - increase water consumption among subscribers	0.08	2	0.16
T8 - The use of water for irrigation, municipal green spaces	0.09	2	0.18
Sum	1		2.78

The Third Stage (Matching Or Comparison)

Matrix (SWOT):

In 1980 Anderson state Harvard policy model that known the SWOT (Forozandeh Dehkordi, 2011). The Matrix (SWOT) can be presented in a variety of strategies (Pahlvanyan, 2006; Tabibi and Maleki, 2006), the matrix consists of a table is a two dimensional coordinates which represent each of the four areas has a set strategy (Ali Ahmadi et al., 2004) these strategies include : 1 - aggressive strategy 2- conservative strategy 3 - competitive strategies 4 - defensive strategies (Arabi,2017; David, 2020 ; Tabibi and Maleki, 2006; vision water 20104 ; Bart and Tabone, 1999). According to the collected opinions in four areas of WWI SWOT matrix is defined as follows in Table 3:

Table 3: WWI SWOT matrix (Arabi, 2017; David, 2020; Tabibi and Maleki, 2006; vision water 20104; Bart and Tabone, 1999).

		Strengths (s)								Weaknesses (W)							
		S1	S2	S3	S4	S5	S6	S7	S8	W1	W2	W3	W4	W5	W6	W7	W8
External	Internal																
	Opportunities (O)	(SO) invasive strategy								(WO) conservative strategies							
	O1	1 - strategy creating, implementing and economic growth in enterprise features. 2 - strategy of expansion of research activities and development of advanced technologies. 3 - Strategies in order to accelerate the implementation of water and sanitation projects based on national and provincial credits and the Islamic Development Bank.								1 - strategy of Outsourcing to the private sector and support from consultants, contractors and manufacturers in order to enhance their participation in the field of water and wastewater activities. 2 - Prioritization strategy to manage of demand (consumption) rather supply management (procurement) with act of water consumption pattern 3 – strategy of labor productivity increase by promoting of technical knowledge and apply of motivational system.							
	O2																
	O3																
	O4																
	O5																
	O6																
	O7																
	O8																
External	Internal																
	Threats (T)	(ST) competitive strategies								(WT), defensive strategies							
	T1	1 - strategy of diversification to financing needed. 2 - Design and develop a strategy to rationalize tariffs based on cost. 3 - Strategies revolutionizing the design and implementation of water and sanitation facilities.								1- strategy of continuous quality improvement of water and wastewater services to subscribers. 2 - Identify and implement appropriate strategies for mobilizing financial resources. 3 - The strategy for the development of towns and villages in line with the capacities and limitations of water and sewage services.							
	T2																
	T3																
	T4																
	T5																
	T6																
	T7																

Matrix, Internal And External (Ie):

With regard to the four categories of strategies used in SWOT matrix and considering taking part in the IE matrix in Figure 3 with coordinates: (EFE =2.1 and IFE =2.78); those strategies to evaluate and select the

matrix strategic planning on selecting some of the conservative region (Arabi,2017; David, 2020 ; Tabibi and Maleki, 2006).

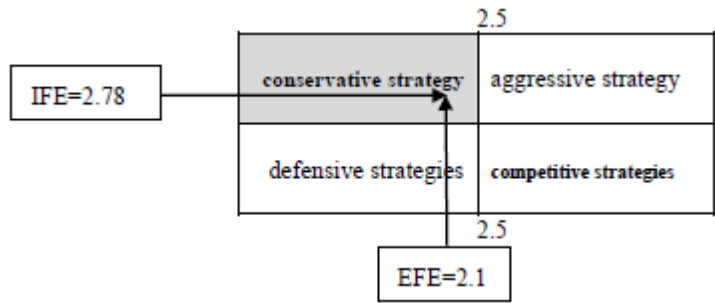


Figure 3: Internal and External Matrix (IE) WWI

Strategic Position And Action Evaluation Matrix (SPACE):

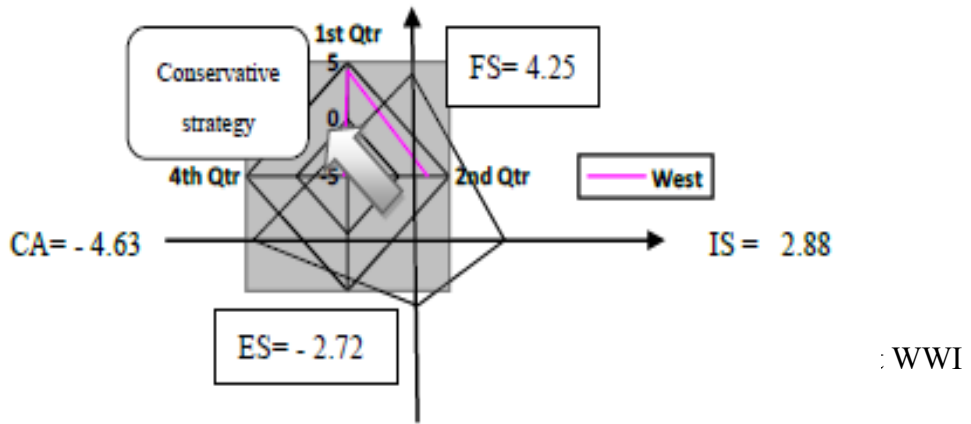
This matrix is used to evaluate the positions and strategic action supplements the IE Matrix. This matrix represents both inner and outer pillar industry (Arabi,2017; Palanan, 2006; Tabibi and Maleki, 2006). In WWI according in Table 4 to assess the situation and determine the strategy needed, based on four dimension of SPACE matrix:

Table 4: SPACE matrix in WWI (Arabi, 2017; Tabibi and Maleki, 2006).

Determinants of environmental sustainability (ES)	Changes in technology	0	1	2	*	4	5	6
	Inflation	0	*	2	3	4	5	6
	Changes in demand	0	1	*	3	4	5	6
	Degree of competition in the services / products	0	1	2	3	4	5	*
	Barriers to market entry	*	1	2	3	4	5	6
	Competitive pressures	0	1	2	3	4	5	*
	Water tariff price changes	0	1	2	3	4	*	6
	Other	0	1	2	*	4	5	6
Determinants of industry strength (IS)	Potential growth	0	1	2	*	4	5	6
	Earning Potential	0	1	*	3	4	5	6
	Financial Stability	0	1	2	3	*	5	6
	Knowledge about the technology	0	1	*	3	4	5	6
	Use of resources Flexibility	0	1	2	3	*	5	6
	Acclimation	0	1	2	*	4	5	6
	Other (Productivity)	0	1	*	3	4	5	6
Determinants of competitive advantage (CA)	Competitive market	*	1	2	3	4	5	6
	Water Quality	0	*	2	3	4	5	6
	Potential competition	0	1	*	3	4	5	6
	Degree of competition in the services / products	*	1	2	3	4	5	6
	Knowledge about the technology	*	1	2	3	4	5	6
	Access to state funds	0	1	2	*	4	5	6
	According to company officials	0	1	2	*	4	5	6
Other (privatization and integration)	0	1	*	3	4	5	6	
Determinants of financial strength (FS)	Return on Investment	0	1	2	*	4	5	6
	Pressure Liquidity	0	1	2	3	4	*	6
	Liquidity	0	1	2	3	4	5	*
	Providing capital	0	1	2	3	4	5	*
	Liquidity Potential	0	1	2	3	4	*	6
	Ease of exit	0	*	2	3	4	5	6
	The risk of work	0	1	*	3	4	5	6
	Other (inventory turnover)	0	1	2	3	4	5	*

After calculating four dimensions the matrix, SPACE and four digits of each episode extracted these digits are walking on Figure 4. As be seen WWI strategic position in line of conservative that is same direction with internal and external matrix (IE).

And strategic measures should be chosen proportionate with this area and placed on the agenda WWI.



(Arab

The Fourth Stage (Decision) - Quantitative Strategic Planning Matrix

Quantitative Strategic Planning Matrix (QSPM) is One of the most common techniques and tools in evaluating strategic options and to determine the relative attractiveness of strategies (Arabi,2017; David, 2020 ; Amini and Khabaz bavel 2010). This matrix identifies which of strategic options is better and more interesting, and in fact will prioritize the chosen strategy (Tabibi and Maleki, 2006). To provide (QSPM) matrix each strategy is compared with the determinants of organizational success (S, W, O, and T). In Table 5, this matrix is for analysis WWI. and has been studied three defensive strategies.

Table 5: Quantitative Strategic Planning Matrix (QSPM) in WWI (Arabi, 2017; David, 2020; Amini and Khabaz bavel 2010)

Determinants of success	Index	Type of strategy					
		first		second		third	
O1 - provincial credit	0.04	2	0.08	1	0.04	2	0.08
O2 - Pay special attention and national authorities	0.09	3	0.27	2	0.18	3	0.27
O3 - Islamic Development Bank to support projects water and wastewater.	0.1	3	0.3	3	0.3	4	0.4
O4 - positive impression of the religious landscape	0.03	4	0.12	3	0.09	3	0.09
O5 - exclusive market services	0.08	2	0.16	2	0.16	3	0.24
O6 - to increase water and sewer customers	0.1	4	0.4	2	0.2	2	0.2
O7 - water supply and water quality	0.07	3	0.21	1	0.07	4	0.28
O8 - competitive with peer companies in the country	0.04	2	0.08	2	0.08	1	0.04
T1 - problems of drought and lack of rainfall	0.03	4	0.12	1	0.03	3	0.09
T2 - and 24-hour service to the problems being	0.1	4	0.4	2	0.2	4	0.4
T3 - lack of coordination between city agencies, such as drilling permit	0.04	2	0.08	3	0.12	2	0.08
T4 - a lack of a strong and motivated contractors	0.04	1	0.04	4	0.16	1	0.04
T5 - wages and salaries and employee benefits and personnel	0.03	2	0.16	3	0.09	3	0.09
T6 - the poor quality of water	0.04	3	0.12	3	0.12	4	0.16
T7 - increase water consumption among subscribers	0.08	4	0.32	2	0.16	2	0.16
T8 - The use of water for irrigation, municipal green spaces	0.09	3	0.27	4	0.36	1	0.09
Sum score of external factors	1		3.03		2.36		2.71
S1 - ready substrates for non-personal services	0.07	2	0.14	3	0.21	2	0.14
S2 - have experienced and skilled manpower	0.05	1	0.05	3	0.15	4	0.2
S3 - there is good infrastructure and office buildings with	0.04	2	0.08	3	0.12	1	0.04
S4 - take advantage of GIS, telemetry and 122 Center in Iran	0.04	4	0.16	2	0.08	3	0.12
S5 - benefit from a strong and experienced management and transformational	0.06	3	0.18	4	0.24	4	0.24
S6 - provincial and national honors and a long history of citizen	0.02	2	0.04	1	0.02	2	0.04
S7 - the possibility of outsourcing services to the private sector of 144	0.04	4	0.16	3	0.12	1	0.04
S8 - offers system and employee participation in decision-making	0.07	4	0.28	4	0.28	3	0.21
W1 - lack of motivation and poor human resource management issues	0.08	2	0.16	2	0.16	4	0.32
W2 - not welcome people buying new sewer connections	0.1	4	0.4	1	0.1	2	0.2
W3 - lack of expertise in their specialist status	0.05	2	0.1	3	0.15	3	0.15
W4 - is illegal not to pursue Contact Debt	0.08	3	0.24	4	0.32	4	0.32
W5 - lack of coordination between the Company and at the offices of deputies	0.09	4	0.36	2	0.18	2	0.18
W6 - Failure to properly use private sector	0.06	3	0.18	1	0.06	4	0.24
W7 - too many changes and relocation management company	0.05	2	0.1	4	0.2	3	0.15
W8 - Lack of personnel evaluation in companies	0.01	3	0.3	2	0.2	3	0.3
The sum of the internal	1	2	2.93	1	2.59	2	2.89
The total attractiveness score strategy	2		5.96		4.95		5.6

CONCLUSIONS

So far, various methods have been proposed to prioritize strategies. The main drawbacks of the existing methods are the loss of a significant part of the information collected during the process, lack of attention to uncertainty conditions, inaccurate formulation of problems whose nature is complex and ambiguous, and the involvement of the decision-making mind with a large number of factors. Is in the decision. Fuzzy methods, multivariate techniques and TOPSIS are among the non-traditional methods that have been performed in contrast to the method used in this research. The results of this study were confirmed by studies (Mehrmanesh et al. 2012) and (Movahedi et al., 2012). In the present study final strategy is

developed by using a comprehensive framework for strategy and expectations and views of key stakeholders WWI. The results are summarized in the matrix QSPM that the result is shown in Table 6:

Table 6: The relative attractiveness of industry strategy Water and Wastewater

	Strategies	Attractiveness of the external factors	Attractiveness of the internal factors	Summing the scores
1	strategy of Outsourcing to the private sector and support from consultants, contractors and manufacturers in order to enhance their participation in the field of water and wastewater activities.	3.03	2.93	5.96
2	strategy of labor productivity increase by promoting of technical knowledge and apply of motivational system.	2.71	2.89	5.6
3	Prioritization strategies to manage of demand (consumption) rather supply management (procurement) with act of water consumption pattern.	2.36	2.59	4.95

With Quantitative analysis of the conservative strategy in matrix QSPM, a strategy, " Outsourcing to the private sector and support from consultants, contractors and manufacturers in order to enhance their participation in the field of water and wastewater activities " is chosen as the most attractive strategy with score of 5.96 attractiveness. However, it also should be considered other obtained strategies to be used in appropriate situations

The approach used for this study provide strong and fit within the field of management science will be interested in fact, this model with enough insight to be gained about the situation of the organization's departments and will benefit the accuracy of quantitative decision making and strategy formulation.

The limitations of the present study, the effects of intuitive judgments and decision makers on the results of subjective assumptions. It should be possible in the assessment of individual adverse judgments will be reduced. The findings to harm.

To facilitate the achievement of results, some suggestions are offered for the following functional requirements:

1. Necessary to extend the power and capabilities of the private sector in establishing the operation of water and wastewater utilities.
2. Need diversification of funding required providing emphasis on the participation of the private sector and foreign investment
3. Reasonably designed tariff based on the cost per area or considering consumption patterns, investment and ...
4. Education, empowerment and workforce productivity through electronic courses, virtual non-presence and increase staff motivation levers required.
5. Compliance with national standards in the provision of water and sanitation services and the use of advanced technologies to improve and enhance the quality of water resources.
6. Regarding the establishment of population centers and land development industries, with emphasis on the country's water potential (with emphasis on the prevention of uncontrolled population growth and development in large cities).

ACKNOWLEDGEMENT

I would like to thank all the people who have helped me in preparing this work and who have paid special attention to me, especially Dr. Hassan Farmani Entezam. Since this article is taken from a part of the master's thesis entitled Designing and explaining a model for strategic control in executive companies with a case study of Qom Water Supply Company, especially from Dr. Ali Nejatbakhsh Esfahani and Dr. Mohammad Ahmadi and Dr. Farahani Kangarani to the congressmen.

REFERENCES

- Abrishamchi, A.; Tajrishi, M. (2005) Integrated management of water in Kashan, a collection of research papers, projects, among academia, Tehran, Sharif University (persian).
- Ali Ahmadi, A.R. Fath Allah, M.; Taj al-Din, I. (2004) A comprehensive approach to strategic management: approaches, paradigms, schools, processes, models, Tehran knowledge (persian).
- Amini, M.T.; Khbaz bavel, S. (2010) strategy framework strategy case study method: Sahand Khodro Company of Tabriz, Tehran: Journal of Business Management Vol 1 (No. 2) (persian).
- Analoui, F. & Karami, A, (2002). CEOs and development of the meaningful mission statement, corporate governance. (Persian).
- Arabi, SM (2017) Handbook of Strategic Planning, Tehran: Office of Cultural Research (persian).
- Aragon-Correa, J.A., Garcia-Moreales, V.J. and Cordon-Pozo, E. (2007), Leadership and organizational learning's role on innovation and performance: Lessons from Spain, *Industrial Marketing Management*, 36, pp.349-359.
- Argyris, C. and Schon, D. (1978), *Organizational Learning*, Addison-Wesley, London.
- Baker, W. E. and Sinkula, J. M. (1999), The synergistic effect of market orientation and learning orientation on organizational performance, *Journal of the Academy of Marketing Science*, Vol. 27, No.4, pp.411-427.
- Bart, C, (2007). A comparative analysis of mission statement content in secular and faith-based hospitals, *Intellectual capital*, 8 (4), 682-694.
- Bart, C. & Tabone, J, (1999). Mission statement content and hospital performance in the Canadian not-for-profit health care sector, *Health care managere*, 24 (3).
- Bass, B. M. (1990), *Handbook of Leadership: A Survey of Theory and Research*, New York: Free Press.
- Biloslavo, R. & Lynn, M, (2007). Mission statements in Slovene Enterprises Institutional pressures and contextual adaptation *Faculty of Management, Management decision*, 45 (4), 773-788.
- Campbell, A., & Tawadey, K, (1992). *Mission and business philosophy*, Butterworth-Heinnman, Oxford.
- Campbell, D. Shrives P., & Bohmbach, H, (2001). Voluntary disclosure of mission statements in corporate annual reports: signaling what and to whom? *Business and society review*, 106 (1), 89-115.
- David, R.'s (2020) *strategic management*, Parsaeian, A.; Arabs, SM, Tehran: Office of Cultural Research (Persian).
- Desmidt, S. & Prinzie, A, (2008). The impact of mission statements: an empirical analysis from a sense making perspective, *Academy of Management Proceedings*, 1-6.
- Forbes, D. & Seena, S, (2006). The Value of a Mission Statement in an Association of not for profit Hospitals, *International journal of health care quality assurance*, 19 (5).
- Forest, D., & Fred, D, (2003). It's Time to redraft your Mission Statement, *Business strategy*. 735-750.
- Forozandeh Dehkordi, Lotfolah (2011) *Strategic Management*, Tehran Payam Noor University (Persian).
- Fred, D, (1989). How companies define their mission, *Great Britain*, 22 (1).
- Greengarten, J. Yau, S. Gitlow, H., & Scandura, T.A, (1994). Mission statements in service and industrial corporations, *International journal of quality*, 1 (1), 26-55.
- Haghighi, Mohammad; Qarlqhy, E.; Myrasdy, S.; Nikbakht, F. (2011) investigated the relationship between the characteristics of the organization's Management, sophomore (No. 4) (Persian).
- Mehrmanesh, H., and Saedi, N., and Lisani, P., and Bayrami Latran, A. (1391). Strategy formulations and prioritization of Behnoosh Iran's strategies by comparing fuzzy views and QSPM. *New Market Research*, 2 (3 (6 in a row)), 135-153. <https://www.sid.ir/fa/journal/ViewPaper.aspx?id=200484>

Hirota, S. Katsuyuki, K. Hideaki, M. Hong, P., & Park, Y, (2010). Corporate mission, corporate policies and business outcomes: evidence from Japan, *Management decision*, 48 (7), 1134-1153.

mission statement and organizational performance (Case Study: Tehran companies operating in the food industry), Tehran: *Journal of Change*

Mehrmanesh, H., and Saeedi, N., and Lisani, P., and Bayrami Latran, A. (1391). Develop a strategy and prioritize the strategies of Behnoosh Iran Company by comparing fuzzy and QSPM approaches. *New Marketing Research*, 2 (3 (6 in a row)), 135-153.

<https://www.sid.ir/fa/journal/ViewPaper.aspx?id=200484>

Motahari Abdolhadi (2018) A successful experience in the application of strategic control in Qom, Selseleh Publications

Motahari Abdolhadi (2012) Designing and Explaining a Model for Strategic Control in Executive Companies with a Case Study of Abfa Qom Company Master Thesis in Executive Management, Payame Noor University, Saveh Center.

Movahedi, M., and Abui Mehrizi, M., and Hosseini, A. (1391). Use of QSPM in SWOT analysis as a tool for strategic planning (Case study: Saipa Automotive Group). *Researcher (Management) (Journal of Industrial Strategic Management)*, 9 (28), 1-10. <https://www.sid.ir/fa/journal/ViewPaper.aspx?id=190333>

Johnson, G. & Scholes, K, (1993). *Exploring corporate, strategy, text and cases*, 3 Ed., Prentice-Hall.p.350.

Kaplan, Robert; Norton, David (2008), *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, translated by H. Akbari, M. Soltani, and A. Maleki, Tehran: Ariana industry research group (persian).

Lorenzh, Peter Scott Morton, Michael. F.; Gvshl, Svmantira (2006) *Strategic control*, translated by Seyed Mohammad Arabi and Mohammed

engraving, Tehran: Office of Cultural Research (Persian).

Orwig, B. & Finney, Z, (2007). Analysis of the mission statements of AACSB- accredited schools, *Competitiveness reviews: An International Business Journal* 17 (4) 261-273.

Pahlvanyan, H. (2006) Successful experience of the application of strategic management, Yazd: generous approach (Persian).

Palmer, T., & Short, B, (2008). Mission Statement in U.S. An Empirical Examination of Their Content with Linkages to Configurations and Performance, *Management development*, 27 (4).

Pech, R.J. & Slade, W, (2004). Manoeuvre theory: business mission analysis process for high intensity conflict, *Management decision*, 42 (8), 987-1000.

vision water (2014), *Improved Planning and Management*, office of planning and Economic Survey,

Rigsby, J. & Greco, G, (2002). *Mastering strategy*, McGraw-hill.P.250.

Stallworth, W. L, (2008). The Mission Statement: A Corporate Reporting Tool with a Past, Present and Future, *Competitiveness review: an international business journal*, 19(8), 1-21.

Strategic document in the field of water and wastewater operation (2012) of water and wastewater engineering company, Tehran Ngrandysh Consulting Engineers (Persian).

Sufi, T. & Lyons, H, (2003). Mission statement exposed, *International journal of contemporary hospitality management*, 15 (5), 255-262.

Tabibi, Sydjmal al, Maleki, M. (2006) *Strategic Planning*, Tehran: cashmere(Persian).

Thompson, A., & Strickland, J, (2001). *Strategic management and case*, 12 Ed, McGraw-Hill, Irwin, 180.

Toftoy, C. & Chatterjee, J, (2004). Mission statements and the small business, *Business strategy review*, 311-337.

Wickham, P, A. (1997). Developing a mission for an entrepreneurial venture, *Management decision*, 35 (5), 169-180.