A Framework for Strategy Development in Small Companies
The Case Study of a Telecommunication firm

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Abstract - This study intends to offer an appropriate strategy development framework for a telecommunication firm (as the case of study) which works on Information and Communication Technology (ICT) projects, development of telecommunication networks, and maintenance of local networks, according to its dominant condition. In this approach, first the objectives were set and the mission was defined. Then, the capability was assessed by SWOT matrix. Using SPACE matrix, the strategy of the company was determined. The strategic direction is set and an appropriate and superior strategy was developed and offered employing QSPM matrix. The theoretical framework or conceptual model of the present study first involves 4 stages of framework development and then from stage 3 (assessing capability) onward of strategic management model of Fred R. David. In this respect, the tools and methods offered in the framework are appropriate for all kinds of organizations, particularly small firms, and help strategists identify, evaluate, and select strategies.

Keywords- strategy, formulation, firm mission, strategic direction, QSPM matrix, setting objective

Biographies

Mahdie Sheikhi holds a Bachelor of Science degree in Industrial engineering from Hormozgan University-Iran and a Master of Science degree in Industrial engineering – system management and productivity from Tarbiat Modares University –Iran in 2011. Currently, she is expert of productivity management and operational planning in Hormozgan Regional Electrical Company with over 8 years of experience.

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