

## Strategies Of Increasing Non-Oil Exports of Iran-Qom State Case Study : Sohan

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### ABSTRACT

**Introduction:** Productions and outputs known as souvenirs of a city Can be good opportunities for growing businesses and economic in that area. Sohan as a cookie is one of the main souvenirs of Qom. If producers want to use the opportunity of exporting Sohan, they should apply proper strategies for their targets and have strategic plans. This study is to know the present position of exporting Sohan by means of internal and external analysis.

**Methodology:** Interviews, books and documents are used in this survey; for studying information, SWOT analysis model is used and for strategy compiling, Quantitative Strategic Planning Matrix (QSPM) is used.

**Findings:** Data shows that exporting Sohan has more weaknesses and opportunities in external and internal factors and it is in a situation that can use opportunities to decrease weaknesses by help of the strategies.

**Conclusion:** Based on evaluation of scores conservative strategies in quantitative strategic planning matrix, focusing strategy on products and market penetration in the region and the solvent was selected as the best strategy.

**KEYWORDS:** *Non-Oil Exports, Swot, QSPM.*

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### INTRODUCTION

Development is one of the important challenges of every society. Export development and increase directly affects the foreign exchange income of the country and there will be potentialities for indispensable investments for growing businesses and economic through supplying these foreign exchange sources. On the other hand, export development creates opportunities to take the advantage of global markets for growing local products. Therefore production merchants will be able to escape from local market limits and in addition to foreign exchange incomes they will benefit from financial benefits resulted from production scale through increasing production scale for the purpose of increasing exports. (Salehiyan Omran, 1382, p17).

Considering different weather conditions and agricultural products, one of the advantages of the country in production and export of non-oil products is food and beverages industry. Programming for development and enrichment of these industries, with the purpose of increasing exchanging agricultural products export, will increase the benefits of agricultural products and prevent wastage of them. It would not be surprising if we say that these days, as a group of exchanging agricultural products, different kinds of candies and sweets are one of the most favored products throughout the world and the demand is increasing from day to day. Our country is not an exception and lots of candies and sweets are being used in ceremonies and special occasions.

This study considers examination and proposal of Sohan expert strategies which is one of the most important local sweets in Iran and most of the producers of this sweet are in Qom state. This study includes analysis opportunities, threats, strength and weakness and proper strategies for increasing Sohan expert.

The process of internal and external environment evaluation is called internal and external analysis which is a realistic and reliable scale for evaluating organization, because contains detecting strength, weakness, opportunity and threat. Mostly, information found in this process result in detecting strategic issues (Rowly, DJ. ,Lugan, HD. ,Dolence, MG. ,1997 :44).

The main idea of organization internal and external analysis (SWOT Analysis) is progress based on strengths, minimizing weaknesses, providing opportunities, taking advantage of opportunities and removing threats( Garner, R., 2005:74 ).

Strategic management process can be considered as a systematic goal for main organic decisions (Breene, R.S, 2007:84).

Not only defining a good strategy can guarantee organization success, but also those strategies should be fulfilled successfully (Weilun , Z.William, 2007:10).

#### 1. An overview of research precedence

Comprehensive experimental studies has been done on non-oil expert and proposing strategies. Some of them include: Haghighi (1374); p22, in his thesis entitled "Research into Possibility of exchanging agricultural products export in Khorasan state and its foreign marketing challenges" found that one of the obstacles in industry export is foreign exchange

problems. Khorasan state exporters believe that foreign exchange problems prevent having a safe condition for exporting products.

Lotfabadi (1374); p45, in his thesis entitled: “Research into Non-oil Export and Estimation of Date Export Supply Function” found that increase in internal prices has negative effects on export supplies. Lack of attention to date export at the time of foreign exchange income increase from oil sales, which results from the absence of a centralized organization for date export in the country, is another important finding of this study.

Dodangi and Amoozade (1376); p25, in their research entitled “examining effective factors in developing Mazandaran state export and detecting main difficulties” pointed that in 1374 the amount of non-oil export comparing 1370-1373 has been reduced, they considered the main problems of Mazandaran state in developing export activities and has proposed some political points regarding potentials of this state.

Akbar Zarezade Mehrizi (1379) has analyzed the functionality of Iran non-oil export programs. Not considering country advantages in export, not observing quality standards and losing market, not having firm foreign exchange policies, not having precise information about the market of exported goods, optimistic goal defining and lack of coordination among different parts are the main causes of failure in achieving pre-defined goals in non-oil export in his idea.

Mohammadreza Zargazade (1380); p42, has used Analytical Hierarchy Process (AHP) method for designing marketing strategies for agricultural products exporters. Long term interests of export merchants is affected by proper selection of exportable goods and target markets regarding variety of factors. Choosing goods and target markets should take place considering these factors.

Jafari Samimi and Peikani (1381); p61, in their study entitled “ The Role of Exportation Reliability in Iran Non-oil Export Development” mentioned internal and external effective factors and non-oil export development obstacles, optimize production weakness, export organization weakness and ... as non-oil export problems through a forecasting study pattern.

Mostafa Ghazizade (1382); p98, in his P.H.D thesis considers examination and detection of effective factors in Iranan export companies success in middle east markets and proposes strategies for increasing non-oil export. In his research, Ghazizade, has studied the effect of four variables including target market environment, national and internal environment of the company and mixed marketing elements.

Darvishkhani (1383); p35, in his thesis considers the effects of marketing management on local and global Sohan selling. He introduces marketing management as a local and global Sohan selling facilitator. He has studied the role of packing, mixed marketing elements and hygienic and nutritious standards and proved their positive effects on increasing local and global selling from producer’s perspective.

Madhooshi and Tari (1386); p195, in their study entitled “non-oil export development strategies in Mazandaran state” consider proportional advantages of mazandaran state using revealed comparative advantage. After studying target markets for the exportable productions of the state, they introduced strategies for developing plants, citrus fruits and kiwi export of the city analyzing environmental and internal factors with SWOT method.

Narseri and his colleagues (1386); p46, in their study entitled : “ detailed observation of Iran tea supply chain” has evaluated global and local condition of tea trading and studied strengths, weaknesses, opportunities and threats of tea industry using Gornport Dimond Model as framework of competitiveness study. Also, Tea supply chain of Kenya as an advanced country in tea production and trading is evaluated.

## 2. Research style

This study is descriptive regarding the aim, efficiency, data process and resulting and includes studying Sohan export of Qom state.

The main purpose of organization SWOT analysis is progress based on strengths, minimizing weaknesses, providing opportunities and taking advantage of them and removing threats (Garner ,R. ,2005:74).

In this study, information is taken from Qom state commerce organization documents. It also includes interviews on Sohan export with experts which are presented through SWOT table.

### 1.2. Comprehensive strategy defining matrix

SWOT matrix is an effective device through which managers compare data and represent 4kinds of strategies:

#### 1.1.2 SWOT analysis stages

- 1- Holding the SWOT analysis meeting
- 2- Brief explanation of meeting goals and performance stages
- 3-Detecting internal (strengths and weaknesses) and external (opportunities and threats) factors through brainstorming.
- 4-Prioritizing internal and external factors
- 5-SWOT matrix formation and inserting selected factors regarding priorities
- 6-Comparing internal and external factors and defining aggressive strategy(SO), conservative strategy (WO) , competitive strategy ( ST), defense strategy ( WT).
- 7-Defining necessary measurements for fulfilling defined strategies
- 8-Measurments fulfillment and studying their results
- 9-Updating SWOT matrix in proper intervals (David, 1385; p54)

#### 1.2.2fulfilling Quantitative Strategic Programming Matrix stages

Generally strategic management process includes three separate stages:

- 1) Strategy defining

## 2) Strategy fulfillment

### 3) Strategy evaluation

Quantitative Strategic Programming Matrix technique is an efficient device for strategy defining stage. This device assists us in selecting best strategy and provides a plain framework for giving priority to available strategies.

After recognizing external factors (opportunities & threats) through asking expert ideas we have allocated weight factor between zero (unimportant) to one (very important) factor. Then, according to the amount of conformity with opportunities and threats, a score between 1 to 4 is allocated to every factor. At next stage, weighted score (each factors importance score multiple accumulated score) and total score is computed. Then the environmental condition evaluation matrix is computed through this total score. Internal condition evaluation matrix is computed in the same way. Then by setting external and internal strategic factors, which are the basements for defining strategies, SWOT matrix is extracted and based on final matrix of defined priorities proper strategies are introduced. also, for the purpose of examining results of the matrix, Quantitative Strategic Programming Matrix is used. In this method:

1-first, the data related to factors (S, W, O, T) and weight score are moved from internal and external factors analysis table on the right column of QSPM matrix.

2-all of the strategies from SWOT strategic programming matrix is written on the upper horizontal column.

3-attractiveness score: based on the importance of each factor in defining each strategy is between 1 to 4. 1=unattractive, 2=relatively attractive, 3=acceptably attractive, 4= very attractive.

4- Importance factor TAS equals weight score multiple AS

5-the TAS for every strategy is summed up and the best programs are selected according to the priorities.

Its worthy to mention that, the results has been confirmed by this matrix. (David,1379; p54)

### **4- Statistics of Qom state customs function on export in the first 6 months of 1389**

In the first 6 months of the year 1389, 14400ton of goods such as shoes, sandals, books, hand-woven carpet, Sohan, sweets, glass products and... 47. 448 million dollars is exported to countries like Iraq, Afghanistan, Imarat and china which, regarding the value, had 31 percent growth (documents represented in Islamic Republic of Iran customs website).

### **1-4- Qom state Sohan production and export condition**

Right now more than 500 units that produce and sell Sohan are a member of Qom state Sohan merchant union. These units are some small ones with less than 10 workers. Most of these units produce Sohna traditionally.

Based on statistics represented by Qom state commerce organization Sohan export in the first nine months of 1389 is 477ton and 477 thousand dollars.

Considering small amount of export it can be deduced that Soahn has been exported under sweet category or has not been exported in an organized way. Probably Sohan is mostly exported to other countries through tourists and pilgrims.

Experts has announced in the interviews that sohan has been exported to Middle East countries, Iraq and...), Lebanon, Syria, Afghanistan, Germany, Poland, Australia, America and Canada (documents of commerce organization of Qom state 1389) .

## **5-Soahn industry rivals**

### **1-5 local rivals**

Main local rivals for Qom state Sohan industry are Isfahan sweets (Gaz), Yazd sweets (Baghlava and Ghotab and...) and Tabriz and Oroumiye sweets. Because of the quality and beautiful packing, these product are the most favored in the country.

### **2-5- foreign rivals**

In the last few years, Turkey had been one of the main sweet producer and exporters. Also Some other countries, like Syria, had been sweet producers.

### **6-possibility of exporting Sohan to global halal food market**

Halal food market is developing throughout the world and can be a safe and stable market for these products. Considering this issue that up to the year 2025, 30 percent of the world population will be Muslims, many producers plan investing in this market. Because halal food shows high quality of healthy food, these products are not only for Muslim consumers and all people around the world use them. (FArmiran news, 1389).

## **7- Findings analysis and representation**

### **1-7- External factors evaluation Matrix**

This Matrix helps strategists to evaluate environmental, economical, social, political, cultural, legal, technological and marketing condition in a defined interval. This Matrix is useful for governmental and private organizations (Arabi, 1385; David,1379)( Forbes, P. , 1996:45).

### **2-7-Internal factors evaluation Matrix:**

This Matrix helps evaluating inter-organization factors and considers organizational units strength and weakness. Mostly this Matrix is formed based on managers and staffs ideas (Arabi, 1385; David,1379).

## **8-comparision and contrasting stage**

### **1-8- SWOT Matrix**

SWOT Matrix includes a two dimensional table of coordinates and every one of the four areas represents a set of strategies (David, 1385 and Ali Ahmadi and colleagues, 1382). These strategies are (Richard, 2005:69):

1. Aggressive strategies (SO):

Strategies for taking advantage of environmental opportunities using organization strengths

2. Conservative strategies (WO):

Strategies for using potential advantages in environment 2993 rtunities for compensating organization weaknesses.

3.competitive strategies (ST)

Strategies for using organization strengths in order to prevent threats

4.defense strategies (WT)

Strategies for minimizing damages resulting from threats and weaknesses.

**Table 1. Sohan Export external factors evaluation Matrix (EFE)**

External strategic factors	Code	Weight	Score	Weighted score	Explanation
<b>Opportunity</b>					
1.presenting products in international sweet and chocolate festival	01	0.02	3	0.06	Opportunity for presenting products and acquaintance with rivals products
2.exploiting geographical condition of neighbor countries	02	0.06	4	0.24	Placing Iran in geographical area of middle east
3. studying possibilities of Sohan export to “halal” global market	03	0.06	4	0.24	Supporting Sohan producers for granting “halal” label and appropriate function in halal food market
4. governmental facilities	04	0.06	4	0.24	Governmental consideration to non-oil export and providing enough credits for market researches, proprgandas and sale expansion in target markets
5.eliminating legal obstacles for Sohan export and production	05	0.09	4	0.36	Legal obstacles prevent exportations
6.expiration date, calories and vitamin insertion on the Sohan canister	06	0.045	4	0.18	Lack of attention to observing quality standards (ISO 22000) in production and supply
7.scientific promotion of production units	07	0.015	3	0.045	Purposeful teaching is the first and most important development tool
8. on-line selling possibility	08	0.025	4	0.1	On-line selling and marketing improvement are the main reasons of GAZ export
9. supporting establishment of export institutes	09	0.08	4	0.32	Small units mostly are not able to participate in global markets
10.ranking products based on their quality	010	0.015	3	0.045	Results in competitive condition for Sohan production
11. utilizing artificial saccharin in Sohan production	011	0.025	3	0.075	Leads to calories reduction
12. modern packing and design based on export	012	0.045	4	0.18	Proper packing leads to demand increase and attracts customers attention
<b>Threats</b>					
1.progressing function of neighbor countries like Turkey and Syria	T1	0.06	1	0.06	Rivals marketing and extensive propagandas and market share growth
2. lack of management and technical knowledge of some managers and producers	T2	0.03	2	0.06	Not knowing new technical issues about production and new management tips
3.not necessary middlemen existence which leads to price increase	T3	0.02	2	0.004	Sohan price increase and Sohan demand reduction against favored foreign production in global market
4.lack of Sohan export union	T4	0.06	1	0.06	A fundamental factor in supporting exporters
5.political prohibitions	T6	0.09	1	0.09	Obstacles on Iranian goods export
6.governmental effects	T7	0.045	1	0.045	Governmental credits elimination and energy cost increase and governments emphasis on not increasing the price of goods
7. inflation	T8	0.04	2	0.08	Increasing the price of raw materials because of inflation
8.inefficient banking system for providing credits	T9	0.055	1	0.055	Lack of financial plan for protecting producers and exporters
9.lack of investment insurance for export	T10	0.06	1	0.06	Not having a proper plan for reducing performance risk and financial investment
Total		1		2.635	

Source: (Arabi, 1385; David, 1379 & 1385; Ali Ahmadi and colleagues, 1382)

**Table2. . Sohan Export internal factors evaluation Matrix**

Internal strategic factors	code	weight	Score	weighted score	Explanation
<b>Strength</b>					
1.utilizing natural ingredients	S1	0.05	2994	0.22	Ingredients include: flour, sugar, wheat sprout, oil, cardamom, pistachio, almond, saffron, rose-water, egg, cocoa powder
2. full of vitamins E &B	S2	0.033		0.099	Because of having wheat sprout, pistachio and almond
3. easy access to ingredients	S3	0.053		0.212	All of the ingredients are made in the country
4.non competitive Sohan price in export market	S4	0.08		0.32	Sohan is the monopoly of Iran
5.various production styles	S5	0.025		0.075	Butter Sohan(with butter oil), mixed Sohan( butter and plants oil) and Sohan with plants oil in different shapes like circle, rectangle, diamond and....
6.Qom state fame and precedence in producing Sohan	S6	0.06	4	0.24	Most Sohan producers are in Qom
7.long lasting of Sohan	S7	0.031	3	0.093	If it is kept in cold place, Sohan will last for a whole year
8.educated and young work force in Qom	S8	0.03	3	0.09	Young and educated population of the state
9. foreign pilgrims	S9	0.031	3	0.093	Neighbor countries Muslims take Sohan to their country as a souvenir( indirect marketing)
10. low production prices	S10	0.051	4	0.204	Because of existing facilities in the state and easy access to ingredients
11. ability for production in large scale	S11	0.03	3	0.09	Having lots of factories in Qom state
<b>weakness</b>					
1.large amount of sugar and fat in it	W1	0.054	1	0.054	Although this product is very restorative, it has a large amount of calories
2.not proper packing	W2	0.054	1	0.054	Not enough developments in packing industry comparing to the amount of production
3.lack of stability in providing ingredients regarding price and quality	W3	0.035	2	0.07	Changing prices of ingredients
4.Lack of a comprehensive strategy for having better performance local and foreign markets	W4	0.08	1	0.08	Unfortunately there is no long term program for having better performance in local and foreign markets
5.lack of whole mechanized Sohan cooking process	W5	0.035	2	0.07	Some of the producer still use traditional Sohan production style
6.not having a good program for introducing brands	W6	0.031	1	0.031	There is no suitable branding process in this industry because of lack of programs in this field
7.lack of comprehensive distribution network	W7	0.071	1	0.071	Customs problems
8.not inserting expiration date, amount of calories and vitamins on the Soahn canister	W8	0.051	1	0.051	Leads to customer uncertainty about Sohan health
9.weak marketing and propaganda	W9	0.08	1	0.08	Lack of scientific programs on marketing and totally commerce
10. lack of observation on Sohan quality and production	W10	0.03	2	0.06	Observation increase on SOhan production regarding quality and hygienic issues leads to customer satisfaction and sales increase
		1		2.357	

Source: (Arabi, 1385; David, 1379 & 1385; Ali Ahmadi and colleagues, 1382)

**Table3. Qom Soahn SWOT matrix**

<b>External factors</b>	<b>opportunities</b> 1.presenting products in international sweet and chocolate festival 2.exploiting geographical condition of neighbor countries 3. studying possibilities of Sohan export to “halal” global market 4. governmental facilities 5.eliminating legal obstacles for Sohan export and production 6.expiration date, calories and vitamin insertion on the Sohan canister 7.scientific promotion of production units 8. on-line selling possibility 9. supporting establishment of export institutes 10.ranking products based on their quality 11. utilizing GHANDE MASNOOI in Sihan production 12. modern packing and design based on export	<b>Threats</b> 1.progressing function of neighbor countries like Turkey and Syria 2. lack of management and technical knowledge of some managers and producers 3.not necessary middlemen existence which leads to price increase 4.lack of Sohan export union 5.political prohibitions 6.governmental effects 7. inflation 8.inefficient banking system for providing credits 9.lack of investment insurance for export
<b>Internal factors</b>		
<b>Strengths:</b> 1.utilizing natural ingredients 2. full of vitamins E &B 3. easy access to ingredients 4.non competitive Sohan price in export market 5.various production styles 6.Qom state fame and precedence in producing Sohan 7.long lasting of Sohan 8.educated and young work force in Qom 9. foreign pilgrims 10. low production prices 11. ability for production in large scale	<b>aggressive strategies (SO):</b> 1.recognizing potevtial target markets 2.export development and insertion into area and global markets 3.introducing Sohan to international markets 4. gaining governments satisfaction through utilizing job making power of Soah production and export 5.producing high quality Sohan in accordance with customers taste	<b>Conservative strategies (WO):</b> 1.focus on products and insertion into halal markets 2.control increase on distribution system 3.control increase on product quality and packing 4.sale increase through research and marketing activities 5.modeling after advanced countries in sweet and chocolate industry

Weaknesses: 1.large amount of sugar and fat in it 2.not proper packing 3.lack of stability in providing ingredients regarding price and quality 4.Lack of a comprehensive strategy for having better performance local and foreign markets 5.lack of whole mechanized Sohan cooking process 6.not having a good program for introducing brands 7.lack of comprehensive distribution network 8.not inserting expiration date, amount of calories and vitamins on the Soahn canister 9.weak marketing and propeganda 10. lack of observation on Sohan quality and production	Competitive strategies (ST) 1.financial and performance risk management 2.propeganda increase for introducing Sohan and attracting customers 3.establishment of Sohan unions and export organizations	defense strategies (WT) 1.constant products improvement 2.long term programming based on export policies 3.expanding contrasts with credible ingredient suppliers 4.improving production instruments and mechanizing the whole production process
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Source: (Arabi, 1385; David, 1379 & 1385; Ali Ahmadi and colleagues, 1382)

**2-8-internal and external factors matrix**

Considering internal and external factors matrix, conservative strategies are used for Sohan export:

1. focus on products and insertion into halal markets
2. control increase on distribution system
3. control increase on product quality and packing
4. sale increase through research and marketing activities
- 5.modeling after advanced countries in sweet and chocolate industry

Table3. Sohan export internal and external matrix

“aggressive” strategy Strength	Opportunity “conservative strategy” IFE=2.357 Weakness EFE=2.635
“competitive strategy”	“defense strategy” Threat

Source: (Arabi, 1385; Ali Ahmadi and colleagues, 1382)

**9-decision making stage**

Regarding the results derived from Sohan export internal and external factors matrix, we have inserted defined strategies for SO into quality strategy matrix to select the best strategy for the organization.

Table 4. quality strategic programming matrix for Sohan export external factors

EXternal factors strategy	Factor importance (weight)	1. focus on products and insertion into halal markets		2. control increase on distribution system		3. control increase on product quality and packing		4. sale increase through research and marketing activities		5.modeling after advanced countries in sweet and chocolate industry	
		Attractiveness Factor	Score	Attractiveness factor	Score	Attractiveness factor	Score	Attractiveness factor	Score	Attractiveness factor	Score
Strength (S)											
S1	0/055	4	0/22	1	0/055	2	0/11	2	0/11	1	0/055
S2	0/033	4	0/132	1	0/033	1	0/033	2	0/066	1	0/033
S3	0/053	4	0/212	1	0/053	1	0/053	4	0/212	1	0/053
S4	0/08	4	0/32	1	0/08	3	0/24	4	0/32	2	0/16
S5	0/025	4	0/1	1	0/025	2	0/05	3	0/075	2	0/05
S6	0/06	3	0/18	1	0/06	1	0/06	3	0/18	1	0/06
S7	0/031	4	0/124	3	0/093	2	0/062	4	0/124	1	0/031
S8	0/03	2	0/06	2	0/06	4	0/12	4	0/12	3	0/09
S9	0/031	4	0/124	2	0/062	3	0/093	4	0/124	2	0/062
S10	0/051	4	0/204	1	0/051	2	0/102	1	0/051	2	0/102
S11	0/03	4	0/12	1	0/03	1	0/03	3	0/09	3	0/09
Weakness (W)											
W1	0/054	3	0/162	1	0/054	4	0/216	2	0/108	2	0/108
W2	0/054	4	0/216	1	0/054	4	0/216	3	0/162	4	0/216
W3	0/035	4	0/14	1	0/035	4	0/14	2	0/07	1	0/035
W4	0/08	4	0/32	3	0/24	3	0/24	4	0/32	3	0/24
W5	0/035	3	0/105	1	0/035	2	0/07	2	0/07	4	0/14
W6	0/031	2	0/062	1	0/031	4	0/124	4	0/124	3	0/093
W7	0/071	4	0/284	4	0/284	1	0/071	3	0/213	4	0/284
W8	0/051	4	0/204	1	0/051	4	0/204	4	0/204	4	0/204
W9	0/08	4	0/32	2	0/16	3	0/24	4	0/24	4	0/32
W10	0/03	2	0/06	1	0/03	4	0/12	3	0/09	4	0/12
	1		3/669		1/576		2/594		3/073		2/546

**Table 5. quality strategic programming matrix for Sohan export internal factors**

internal factors strategy	Factor importance (weight)	1. focus on products and insertion into halal markets		2. control increase on distribution system		3. control increase on product quality and packing		4. sale increase through research and marketing activities		5. modeling after advanced countries in sweet and chocolate industry	
		Attractiveness Factor	Score	Attractiveness factor	Score	Attractiveness factor	Score	Attractiveness factor	Score	Attractiveness factor	Score
						2996					Strength (S)
O1	0/02	3	0/06	1	0/02	3	0/06	4	0/08	4	0/08
O2	0/06	4	0/24	4	0/24	4	0/24	4	0/24	1	0/06
O3	0/06	4	0/24	4	0/24	4	0/24	4	0/24	1	0/06
O4	0/06	4	0/24	4	0/24	3	0/18	2	0/12	2	0/12
O5	0/09	4	0/36	4	0/36	2	0/18	2	0/18	1	0/09
O6	0/045	4	0/18	2	0/09	4	0/18	2	0/09	2	0/09
O7	0/015	3	0/045	2	0/03	4	0/06	4	0/06	4	0/06
O8	0/025	4	0/1	1	0/025	3	0/075	4	0/1	4	0/1
O9	0/08	4	0/32	4	0/32	3	0/24	2	0/16	2	0/16
O10	0/015	2	0/03	1	0/015	4	0/06	2	0/03	3	0/045
O11	0/025	3	0/075	1	0/025	4	0/1	2	0/05	3	0/075
O12	0/045	4	0/18	1	0/045	4	0/18	3	0/135	4	0/18
											Weakness(W)
T1	0/06	3	0/18	2	0/12	3	0/18	3	0/18	3	0/18
T2	0/03	3	0/09	3	0/09	4	0/12	4	0/12	3	0/09
T3	0/02	2	0/04	4	0/08	2	0/04	3	0/06	3	0/06
T4	0/06	3	0/18	3	0/18	3	0/18	3	0/18	3	0/18
T5	0/09	4	0/36	3	0/27	1	0/09	3	0/27	3	0/27
T6	0/045	4	0/18	4	0/18	3	0/135	3	0/135	2	0/09
T7	0/04	3	0/12	3	0/12	2	0/08	2	0/08	3	0/12
T8	0/055	4	0/22	4	0/22	2	0/11	3	0/165	3	0/165
T9	0/06	4	0/24	4	0/24	1	0/06	1	0/06	1	0/06
	1		3/68		3/15		2/79		2/735		2/335

**10- Conclusion**

Considering tables 4 &5, this table can be represented as the conclusion.

**Table6: strategies attractiveness regarding Sohan export internal and external factors**

strategy	Strategy 1: focus on products and insertion into halal markets	Strategy 2: control increase on distribution system	Strategy 3: control increase on product quality and packing	Strategy 4: sale increase through research and marketing activities	Strategy 5: modeling after advanced countries in sweet and chocolate industry
Internal factors attractiveness score	3.68	3.15	2.79	2.735	2.335
External factors attractiveness score	3.669	1.576	2.594	3.073	2.546
Average score	3.6745	2.363	2.692	2.904	2.4405

According to the average score of conservative strategies in quality strategic programming matrix, focus on products and insertion into halal markets has been selected as the best strategy.

Sohan is one of the traditional sweets and is favored by a lot of people. Soahn production, which one can say is only produced in Qom, faces many challenges that may be extinct. These challenges include not suitable packing, lack of programming and scientific strategies in marketing, not defining necessary standards and.... In this research we tried to study proper strategies for increase Sohan export and find solutions through researching about production and export condition and asking experts ideas.

**11-suggested solutions**

- 1)purposeful teaching is the main device for development. Teaching issues like country laws, export, packing and modern management tips to producer units managers can help development of this industry.
- 2)mostly small units are not able to take part in global markets and export. Taking part in these markets will be possible through establishing export organizations and cooperation of these units.
- 3)regarding production unit weaknesses in recognizing markets, collecting global information for Sohan producers to get familiar with these markets is effective. Iran commerce agents and ministry in other countries can present useful information about other countries marketing condition. Also, tourist and pilgrims attendance in Qom is another opportunity for recognizing these markets.

- 4) attractive packing for consumers is the main opportunity for profitability and competitive progress. But this opportunity has practically changed into a threat for our Sohan producers.
- 5) the first priority in Sohan export is protecting producers to grant “halal” sign and effective performance in halal markets. As mentioned before, progressing halal food market which belongs to Muslims should be the main target market for producers regarding common cultural backgrounds.
- 6) one of the strategies for gaining customer satisfaction and sales increase is quality promotion and producing different kinds of Sohan. Of course, differentiating should take place according to scientific knowledge of market and production process.
- 7) governmental credits for paying the costs of researches, propagandas and sales increase in target markets can assist these producers marketing in local and global markets.

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