Presentation of a Model to Compile a Strategic Plan of Industrial Development in Iran Provinces

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Abstract: According to the importance of industry in regional development conception, specially the necessity in setting strategic planning of industry development for a province, it has been tied to present a comprehensive model to compile a strategy plan of industrial development in country province in this paper. We have done it as a plan that can be used in all country provinces easily, with a little changes in it’s parts (according to each province condition). validating conclusion of the presented model (that this measurement is done in various ways such as asking elites with questionnaire) shows efficiency of the model to compile an strategic plan for industry development in country provinces.

Key words: strategic plan, industrial development, strategy, province.

INTRODUCTION

Strategic plans are such plans that are able to help programmer and responsible individuals so much to develop a country and its subgroups. Unfortunately it hasn’t been paid attention neither in national nor regional level, especially in drivers’ parts of economy.

Although compiling of strategic plans are considered by managers and programmers particularly in today’s world, and there are lots of experiences in compiling of these kinds of plans, but, conditions, regulations group, official structure and etc are in such a condition that we can’t use their practical patterns to compile strategic plans in national and regional levels in different parts in country. on the other hand due to managers inattention in correct condition of compiling strategic plans in different parts in national level provinces, there are not any clarified patterns for compiling strategic plans especially in industry, in national and regional level in country. so, in this paper according to importance of industry and it’s development for province, it has been tried to present a comprehensive model to compile an strategic plan of industry development in all provinces of country.

Background of Researches Done to Compile Strategic Plan of Industrial Development for a Province:

A. the Background According to Internal Sources Study:

in relation with strategic plans of industry part development in a province, according to the study that the researcher has had in internal sources, just 2 A.M thesis and 1 research were found in eastern Azerbaijan that subjects are falling below:

- “assigning strategy of KORDESTAN province industrial development strategy from relative advantage view point “,that has been done by FARZAD MOAIENY on Behalf of HAMID NAZEMIAN in ALLAME university economic faculty in 1995.[1]

- “survey and evaluation of industrial development strategies in KISH island”, MAJID ZAMANIZADE NAJJARI, on behalf of SEYED KAMAL CHARSUGHI in 2001.[2]

-“industrial development strategy compilation of eastern AZERBAIJAN”, management organization of eastern AZERBAIJAN, 2006.[3]

-of course a research has been done by a group of 57 members consist of 11 PHD, 39 A.M members, 11 students of A.M ,6 B.A members, 3 official part time staff to compile of country industrial development strategic plan in 2003.

Let it not remain unsaid that there has done a lot of work relating to the subject “INDUSTRIAL DEVELOPMENT”or relative issues, such as a thesis as “role of small industrial in employment in the years 1984-1999”.

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One of the other fairly comprehensive study that has been done in this issue is assigning design industrial investing preferences to reinforce industrial export, relative advantages that has been done by MASUD HASHEMIAN in 1999.[4]

B. Research Background According to Study of Foreign Sources:
There has been found relative similar issues to this project that we will note some of them:
1-Sate Of UTAH, "Economic development, in UTAH STATE", august 2002.[5]
2- DEVELOPMENT OF COMMUNIONITY ,TRADE & ECONOMIC DEVELOPMENT, " Preliminary Strategic Plan 2007-2013.WASHINGTON STATE. "][6]
4-State Of North Dakota," North Dakota Economic Development Foundation Strategic Plan.", September 2002.[8]

Suggested Model to Compile a Strategic Plan of Industrial Development in a Province of Iran:

The present research is field research according to its identity and is practical as aim. Compiling such strategic plans like this is not only the subject we compile strategic plans for but also, there are four critical stages that are following below:

A: environmental factors analysis.
B: compiling of vision and long-term aims.
C: achieving the strategies.
D: grading the strategies.

Stages of Suggested Model for Compiling Strategic Plan of Industrial Development in a Province of Iran Are Following Below:
First Stage – Analysis of Province Industry and Effective Factors on it:
This stage is the most important and the most critical stage of this research, because literal condition we will receive are invalid scientifically if the position of province industry and effective factors on it are not surveyed that current recognition way of industry in a province and effective forces on industry and it’s development in a province is so complicated and also there are a lot of forces dealing with province industry and it’s development directly or indirectly, either from inside the province or out of it. Therefore to make analysis correctly and not to be mixed up we need an organized classification of effective forces on this part and also factors using to identify current position of province industry in this way. So in continue in the first part, in four steps we will evaluate province industry and effective factors on it and working out strength, weakness, opportunity and threat points of province industry. Finally we will classify and arrange all these strength, weakness, opportunity and threat points at the second part.

1st part: ANALYSIS:
1- Survey Superior Documents and Policies of Province According to Country Vision Document along the Industrial Development of Province:

The essential objective in compiling of partial programs in a province level is overall development of country at first grade and at second on it is with province development and reinforcing of it’s situation so we should consider compiling of the partial-regional programs we shouldn’t be out of great aims and policies written in program are have compiled in country level at all and at second grade we should move along and in frame of superior programs which are compiled in province level. In fact these partial-regional programs should accelerate move of superior programs wining written aims. of course in this way we shouldn’t be out of law limitation and superior decisions.

Superior documents are as high effective forces on different parts of a province specially industry. these documents cause a lot of opportunities for different part of a province although they make restriction many times. So, it is so essential to study these documents and regulations and etc and recognition of threat, and opportunities that they make for industry in province.

In this step we will study superior documents for province that are captured by the researcher from 5 year-program researches, country laws, national document of province development spatial plan, strategy program of country industrial development. Each effect that will be on industry from decision makers is as one part that is dictated to province in one of these superior documents.
Finally threats and opportunity of province superior documents are achieved after analyzing with interviewing province elites (mostly experts of provincial planning assistance) and giving them the study points.

A: Spatial Plan Evaluation of Country and National Document of Province Development:
In this part the researcher is going to study and survey the most important presented points in province and finally will achieve and declare opportunities and threats of these documents on industry and its development in province along the 20-year vision with getting help from interviewing elites.

B: Strategy Plan Evaluating of Country Development:
Strategy plan of country industrial development is a partial program dealing with industry and its development in country level. And as this research is in relation with the same part in level of a province, the researcher should, move along policies frame and written aims in this program. according to this, in this step, the researcher will identify opportunities and threats referred to this program after studying the strategies that this plan suggests in various subjects and according to the study that he has done about province industry in previous steps and with the interviewers help (with elites) along the 20 year-country-vision, for industry and it’s development.

C: Evaluating 5-Year-Program and Country Law:
Another group of superior programs and document, of a province that central government can supervise and involve with program and decisions in a province level directly or indirectly by means of those, consist of: 5-year-country development programs and laws collection in the country. As these documents, laws and programs have critical effect on partial-regional programs, (directly or indirectly), their study and evaluation are in high necessity.

These documents can affect province industry from diverse aspects. So, to analyze and evaluate the best effects, first we will classify different aspects that can affect industry and it’s development in a province, then, after surveying these documents in each aspect, threats and opportunity of these groups of superior document will be achieved and declared for industry part of each province by means of interviewing elites.

The Aspects That Make 5 Years Programs and Laws Collection of Country Be Evaluated:
- the system of country industrial policy:
  industrial policy making, is consistent process of compilation, reviewing industrial policies with the aim of development and improvement of industrial work environment.
  industrial policies mixture completely depend on special conditions and features of country industry and factors that affect them or are affected by them, because of this, either contents of different components of industrial policies or industrial policies tops mixture will change parallel with a change in industrial work atmosphere and it’s environment and related one. The necessity of country industrial policy making is in compilation and stable reviewing country industrial policies.

  One of the cases that affect industry part in province is the policy making system in country so it’s important to study this part.

- Economic environment of industrial development:
The study of economic environment of industrial development is done in cases scopes that are following:
  Financial sources providing of country industrial part.
  Government’s role in dealing with product markets, factors and technology.
  Market exclusive structure.
  Country industrial part dependency to oil income.
- Political environment of industrial development:
The survey of industrializing and economic development process in the most developing and advanced countries necessary to have political determination to win industrial development as a basic precondition to start industrial growth. In other words, in absence of a serious determination for industrial development in the highest political management levels, even the most perfect programs and comprehensive efforts of development won’t achieve suitable conclusions and perhaps after a while It will be forgotten. According to this importance we will allocate brief evaluation of country industrial development political environment.
- Legal environment of industrial development:
  One of the effective factors in industry part an it’s development in each country and it’s subgroups is legal and civil factors of industrial development. So to study these factors we will evaluate tax law, work law and social ensuring law in country.
-technology orientations:
Technology growth is counted as one of the critical points of each long term future specially industrial development efficiency in country or it’s subgroups. According to this future that study of technology orientations are important in country.

-specializing and organizing of state agencies:
Transferring public agencies to experienced private sector has been an anxiety of governments which have experienced un efficiency of state agencies handling for ever, and they have changed this experience as a serious determination to make government release sources want and corruption related to these agency handling. released energy of this way will be spent on efficient conducting of economic sources allocation and commodity producing management that market process hasn’t been able to make it’s producing optimum. According to this, first we will follow to search briefly for country agencies structure and then we’ll evaluate specializing process according to 5 years development program.

-reinforcing of formations role:
industry will improve in a community when cognitive necessary ways and cultural ones are existing in that community. on the other hand, activity of industrial formations cause a lot of advantageous for community as these formation spread out industrial-partnership culture in community. Also formation of industry part can play critical role in promotion and improvement of this sector. They can cause raise and development by presenting subjects and ideas in industry different ways, bye noting bottlenecks, problem and solution and by affecting made decisions according to this effective role of formations, we’ll evaluate role and position of industrial formations in this part.

2-survey Economic Social, Cultural Fundamental Equipments of Province:
There are such effective factors on industry part and it’s development in a province such as economic, social, cultural fundamental equipment of that province that consist of population and human characteristics, public education, superior education, transportation, light, water, drainage, agriculture, post, telephone, hygiene and cure, urban development, rural development, house, region and climate and political decisions.

   In this part after survey of the rate of each equipment was talked we will note strength and loss point of the issue.

3-evaluation of Province Industry Present Position:
   it is not hidden for anybody that current position of province industry has critical effect on compiling of strategy and future orientation of industry and it’s development in province, so in this step we will first survey province industry position in three parts of A,B and C.

   then we’ll try achieve and note strength and loss paints opportunity and threat of province industry present position that affect industry future orientations and it’s development in province, we will do so by interviewing experts of provincial planning assistance and other specialists in this issue.

A: Survey of Industrial Structure and Preference Making of Province Industries:
   In order to analyzing the industrial structure, economic analysts of industrial development organization of united nations we methods that contain increased value index which can be counted easily in different country. demonstration of these experts in implementation of increased value changes to show industry structural changes, is that industrial policies conclusion which cause change in industry structure will be reflected by change in increased value of industrial activities.[4]

   The indexes showing province industrial structure are such as: relative advantage indexes in each of industrial activities (user index, using index, investment index, energy revenue index, actual attraction to investment index, amortization compensation coefficient index, specialty index, income to cost index)location continent index and shift-share analysis index [3].

   To know the industrial structure and preference making of province industries, first we should do 6 following steps then by gathering these six steps conclusion, we can get the cognition of industrial structure and province industrial preference making. These six steps are following below:

   - counting and survey of shift share analysis model for each of province industrial activities along a period at least last recent five years.

   - counting and survey relative priority indexes for each of province industrial activities, country ones, and overall country and province industry (in group of active industries in province) through a period at least last recent five years.
- preference making of province industrial activities according to the stage 1 and 2 with numerical taxonomy method.
- counting and survey of changes process of active industries in province for province and country in group of relative priority indexes.
- counting and survey of change of province and country industry (in group of active industries in province) with group of relative priority indexes.

B: Survey of Geography Distribution of Province Industrial Activities:
In order to survey of relative distribution of industrial activities series in province level, we use geography distribution of industrial workshops in each township. This search will show what industry can work more in each township because when there is an industrial activity in a region, this workshop and other similar ones cause relative frugality and on the other hand, that region in that special activity will get relative skill and priority and so we can cause special development in that region by appropriate planning and suitable policies.

C: Survey of Production Factors Position in Province Industry Part:
Production factor is one of the moat critical factors in industrial activities that is know on a vital issue to identify industrial activity position and to get their positions, so due to this, we will study these two falling separated sectors:

1- survey of work force position in industrial big workshops.
2- survey of investment position in industrial big workshops.

4-evaluating of Other Effective Factors on Industry Part and It’s Development on Province:
Beside the three groups of effective factors on province industry part that we have noted and analyzed in lost stages, there are other effective factors can’t be in lost classification and depend on what province we compile program for, it may have a few differences with each other. then we will achieve and note opportunities and threats of them for province industry point with interviewing elites. As a sample, these groups of factors for northern KHORASAN province are falling below:

A: work force distribution alteration
B: exceptional conditions of northern KHORASAN that is due to new establishment of this province.
C: industry structure of country.

2nd Part: Classifying and Setting Strength, Weakness, Opportunities and Threat Points, of Province Industry Development:
At this step to classify and set strength and weakness points we will do falling stages:
- since national documents of each province and strategy plan of country industrial development form the essential frame of industrial development strategy plan in that province, each strength point and opportunity that refers to restrictions of province development national document or country industrial development strategy plan or both of them on industry point, is redundant and will be omitted from the final list of strength point and opportunity.
- each strength point and opportunity that refers the restrictions due to country laws on industry part will be omitted from the final list of strength point and opportunity.
- after doing 2 upper stages, we will classify rest of all strength points and opportunities with all weakness and threats points giving in the part a of this chapter (analysis of province industry and forces up on it’s in four groups of strength points, weakness ones, opportunity and threat and finally in each group we will mix cases are similar and we will not them respectively. suppose that the scientist will do this stage according to interviewing the parts a and b elites.

Second Stage: Setting Goals and Vision of Province Industry Development:
In high level, separating 20 years vision document and country regulations (that is assumed they are considered well in compiling of province development national document and strategy plan of country industrial development) facing national document of province development with strategy plan of country industrial development form the essential and original frame of it’s industrial development strategy plan, so at this stage of the research according to this principle that province development national document and strategy plan of country industrial development form the original frame of this strategic plan, we will compile vision and goal of province industry development.
**A: Assigning Vision of Province Industry Development:**

According to the upper principle, firstly the province industry development vision should be along the written vision in the province development national document and presented vision in strategy plan of country industrial development and secondly it should be rational and capable to be enforced. So to care this critical point, we will compile final vision of industry development in each province in 3 following steps.

First step: due to the province development national document and strategy plan of country industrial development that organize the original frame of province industry development strategic plan, so first we will get the basic vision of province industry development from facing vision of province development national document and strategy plan vision of country industrial development with interviewing elites and superior responsible people of province.

Second step: counting evaluation matrixes of internal and external factors of province industrial development according to basic vision of province industry development and with making brainstorming in elites.

Third step: after compilation of province industrial development basic vision we will get the final copy of province industrial development vision from the basic vision, with interviewing elites and superior responsible individuals of province and holding some meeting like mine and industry workshop of province and with consideration of internal and external evaluation matrixes of province industry development (affecting strength, weakness, opportunity and threat points getting from analysis of effective forces on province industry part).

![Fig.1: Compiling model of province industrial development final vision.](image)

**B: Assigning Long –Term Goals of Province Industry Development:**

According to the original frame of province industry development strategic plan, province industry development goals should be along the written goals in the province development national document and presented goals in strategy plan of country industrial development, and finally it should be reasonable and capable to be enforced, so to care this critical point, we will compile final goals of industry development in each province in 3 following steps:

First step: due to the province development national document and strategy plan of country national development that organize the original frame of province industry development strategy plan, so first we will get the basic goals province industry development from facing goal of province development national document and strategy plan goals of country industrial national development with interviewing elites and superior responsible people of province.

Second step: counting evaluation matrixes of internal and external factors of province industrial development according to basic goals of province industry development with making brainstorming in elites.

Third step: after compilation of province industrial development basic goals we will get the final copy of province industrial development goals from the basic goals, with interviewing elites and superior responsible individuals of province and holding some meeting like mine and industry workshop of province with consideration of compiled vision for province industry development and with consideration of internal and external matrixes of province industry development (affecting province industry development final vision and strength, weakness, opportunity, threats points getting from analysis of effective forces on province industry part).
Third Stage: Strategies Achievements:

As it was declared in the second stage facing province development national document and strategy plan of country industrial development for original frame of industrial development strategic plan of a province so one of the original issues should be considered in compilation of this strategic plan is that it should be parallel province development national document and strategy plan of country industrial development. Due this, according to achieving industry development strategies is one of the most critical parts of strategic plan compilation of industrial development for a province, special attention should be along the written strategies in province development national document and presented strategies in industrial development strategy plan, secondly be along the winning vision and set goals for province industry development, and finally it should has capability to be enforced. According to this in three following steps we will be compiling final strategies of province industry development.

First step: we will get province development basic strategies by facing province development national document and strategies of industrial development strategy plan with interviewing elites and superior province responsible.

Second step: accounting internal and external evaluation matrixes of province industrial development according to basic strategies of province industry development and with making brainstorming in elites.

Third step: after compilation of basic strategies of province industrial development we will get final copy province industrial strategies from these basic strategies with interviewing province superior responsible individuals and holding such meetings like mine and industry workshop in province and interviewing elites and by consideration of vision and compiled final goals for province industry development and external and internal factors evaluation matrixes of province industry development (affecting vision and province industry development and achieved strength weakness, opportunities, threats points from analysis of effective forces on province industry parts.

At this stage we will grade strategies have been achieved in the last stage to develop province industry, by means of one of current decision making methods.

It is suggested to use decision making make up methods like TOPSIS for this grading.
Validating Suggested Model:
We following validate suggested model in 2 section with reviewing by elites:

4-1-validating Each of 4-stage Suggested Model Separately:
A: Validating the First Stage of Suggested Model (Province Industry Part Analysis and Effective Factors on it):
At this stage effective factors on industry part and it’s development in country province have been identified by means of interviewing elites and experts and faculties first, and after classifying these factors in four general classes and reviewing by elites, necessary changes have done on them.
Attention: these four classes have been identified in a manner that firstly they consist of the most important effective factors on province industry part secondly there are clarified limitation and borders between classes.

B: Validating the Second and Third Stage of Suggested Model (Assigning Vision Goals and Strategies of Province Industry Development):
At this stage it has been spent to validate vision, Achieving methods and also validating goals and strategies of province industry development in a questionnaire form and we have got conclusions that show this method as good one for achieving vision, goals and province industry development strategies.
The critical point at these two stages is that due to the identity of the method to do these two stages (the method of facing province development national document and strategy program of country industrial development) vision, goals and final strategies of province industrial development have special necessary coordination with each other.

C: Validating the Fourth Stage of Suggested Model (Grading Strategies):
according to performance model of this stage that is routine and clarified it is just enough that the instrument we use at this stage have necessary validity for validating it.
Using tools of this research are of both kinds of:
1. Standard (like TOPSIS grading method, normalizing methods…) and 2. scientists made (like questionnaire)
Validating standard tools is clear and to validate scientist made tools we use methods such as counting KRONBAKH alphabet in its using place.

4-2-overal Validation of Suggested Model:
At this stage the scientist had elites review the suggested model in form of a questionnaire and after making suggested changes of elites in the first model and finalizing it has tried to validate the final model in form of a questionnaire that result conclusions show efficiency of this model for compiling of industrial development strategy program in country provinces.

Case Study (Northern KHORASAN Province):
Introduced suggested model in part 3 has been implemented in northern KHORASAN province by the first writer of this paper and conclusions showed that the model was successful for compiling strategy plan of northern KHORASAN province industrial development.

<table>
<thead>
<tr>
<th>RAW STAGE</th>
<th>INPUT</th>
<th>OUTPUT</th>
<th>METHOD AND TOOLS</th>
</tr>
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<tbody>
<tr>
<td>1 First: analysis of province industrial part and effective factors on it</td>
<td>General information from: 1-presented reports in province (for example social economic report in province, etc) 2- province development national document and province spatial plan program 3-country industrial development strategy plan 4- information of active industrial in province 5- country 20-years vision document 6- laws of 5-years development program and other country laws.</td>
<td>Strength, weakness, opportunity and threat points.</td>
<td>Interviewing elites and expert of province planning assistance</td>
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Table 1: Continue

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<th>Second: goals compilation and vision of its industrial development</th>
<th>Goals of vision of province industrial development</th>
<th>With interviewing elites and province superior responsible individuals and holding meeting such as mine and industry workshop in province. First we will get basic goals and vision by facing goals and vision of province development national and industry industrial development strategy plan. then, we will compile final goals and vision of province industry development by affecting strength, weakness, opportunity, threat points given from the first stage.</th>
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<tr>
<td>2</td>
<td>1- output of first stage</td>
<td>2- province development national document</td>
<td>3- strategy plan of country industrial development</td>
</tr>
<tr>
<td>3</td>
<td>Third: strategies</td>
<td>Strategies of province industrial development.</td>
<td>First we will get basic strategies by facing goals and vision of province development national document strategies and country industry development strategy plan. then we will compile final compilation of province industry development achievement development by affecting threat, weakness, opportunity and strength points are given from the first stage.</td>
</tr>
<tr>
<td>4</td>
<td>Fourth: strategies grading</td>
<td>Graded strategies by province industrial development.</td>
<td>1- identification of strategies grading indicators by interviewing elites. 2- getting weight of indicator and information of decision making input table by questionnaire method. 3- grading with TOPSIS method.</td>
</tr>
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<td></td>
<td>strategy plan country industrial development (output of last stage).</td>
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Fig. 4: Presented model to compile a strategic plan of industrial development in Iran provinces.

Conclusion:

as we have declared lately according to studies have been done that were searching for compiling of strategy plans in diverse sectors especially in industry sector in national or regional level, few studies have been done in our country. due to this, the present paper has worked for this defect and it has had a lot of conclusions and treasures that main ones are following below:

providing a comprehensive model for compiling strategy plan of industrial development in country provinces that its competency has been confirmed by elites and experts of strategy plan compilation field.

1. simplicity and easy understanding mode of suggested model as each person with a basic knowledge about strategy plan can perceive present model and its all stages and can distinguish result conclusions of implementation of such a model for a special province what helps so much to implement strategy plan of
industrial development of a province that is one of the most important issues.

2. as you know the vision, goals, and industry development strategies in a province are of the most critical outputs of this strategy program and it is so important for a province industry development to have upper factors appreciate and with each other for this strategy plan and also they should be coordinative with each other beside noted factors. One of the present model conclusions is presenting vision, goals and appropriate strategies and coordinative ones with each other because:

Firstly: since in compiling vision, goals and industry development strategies in present suggested model first we get vision, goals and written strategies in national document of province development and strategy plan of country industrial program and finally according to strength, weakness opportunities and threats points refer to province industry analysis and effective factors on it, we will get vision, goals and final strategies of province industry development. Naturally we use the coordination that compilers of province development national document and strategy plan of country industrial development has tried to have between vision, goals and their suggested strategies in strategy plan of country industrial development or province development national document.

Secondly: the mechanism that has been brought in the model to achieve vision, goals and strategies causes coordination, so, we can claim that vision, goals and strategies are gained according to present suggested model to develop a province industry, have a least coordination with each other.

3. one of the other critical advantageous of present model is possibility of accuracy evaluation and evaluating superior programs quality for strategy plan of province industrial development. (that the most important of these superior programs are province development national document and country industrial development strategies in consideration of province industry part by this present model.

4-this suggested model is such a kind that beside the common up-down approach in achieving strategies, also uses the approach down-up and in fact the kind is “middle-out” because:

A: in up-down model or the common SWOT approach we get strategies from analysis of weakness, strength, opportunity and threat points.

B: in down-up strategy we have series of strategies and strength, weakness, opportunity and threat points and we will analyze if present strategies are optimum with current strength weakness, opportunity and threat points.

So according to parts a and b, the manner of strategies achievement, vision and goals giving, it is obviously observed use of both a and b approaches in suggested model.

5. the vision classification for effective forces on province industry part in suggested model is not only a comprehensive and obstacle classification, but also clarifies a clear border between each of 4-class kinds and other classes that helps analysts analyze province industry part and effective forces on I correctly.

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