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RESEARCH ARTICLE

ENHANCING THE STRATEGIC MANAGEMENT PROCESS WITH THE STP DYNAMIC - A MARRIAGE MADE IN HEAVEN

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ABSTRACT

The purpose of this article is to examine the interconnections of significant, and remarkable intellectual resources, like the Strategic Process, and the STP (Segmentation, Targeting, and Positioning) tool to attain business success. This paper proposes the joint application of these two managerial, and marketing tools to a company. The impact of these two components embedded in managing a firm, creates a synergetic effect applying an enriched managerial formula. This document presents a renovated dynamic linking the strategic process, and the STP marketing strategy. The Traditional Strategic Management Process is first reviewed, and then the STP tool is added as a new step in the strategic model. Every phase of the traditional, the renovated processes, and the STP synergy are explained in this article.

INTRODUCTION

The Traditional Strategic Management Process (TSMP) was proposed many years ago, and has been applied in innumerable companies throughout the world. The broad purpose of this intellectual participation is to refine, and polish the quality in the conceptualization, and application of the strategic management process. Strategic management emanates from the notion of strategic planning, as a method to manage all significant, and essential facets, and perspectives of a firm, or any organization. The technique intends to enhance operativeness, and overall efficiency of the company. Another reason to use the strategic management model is to improve a firm's competitiveness. This article propositions a merge between the traditional strategic management process model, and the STP (Segmentation, Targeting, and Positioning) marketing technique in order to increase efectiveness in the managerial decisión making process, and enhance the profitability of the company. We perceive a missing link in the traditional process; the enriched dynamic proposed here, adding the STP technique, provides only a modest participation in the development of the method – the strategic concept is an open, continuous, and expanding process (Cesnovar, 2006). This academic contribution has several limitations. When executives applies the TSMP, usually, and

wrongly, the used short-term perspective may be an impediment to the usefulness, and effectiveness of the tool. Another limitations of the improved model offered here (and of any model recently formulated) is the partial, and possible inappropriate perception in the involvement of executives in the dynamical aspects of ethics, and Corporate Social Responsibility when directing the process (West, 1995). This paper establishes some delimitations. The scope of the work covers certain specifications of the amalgamation of the traditional strategic model with the concept of STP. The strategic dynamic presented in this document is refreshed with the significant input of the marketing STP process. The study of this important consolidating process took into consideration many articles in academic literature regarding several traditional strategic models proposed, and discussed by many scholars. In this article a review of the traditional strategic paradigm will be presented; then the STP process will be conceptually embedded, offering a modified, enhanced model. Two propositions, Marketing Myopia, and Disruption, are used as a base for the model explained here. Other possible components of the intended formula are not considered.

The Traditional Strategic Management Process (TSMP): The conceptual proposal in this article initiates with an examination of the traditional steps of the Strategic Management model.

A condensed structure of the Traditional Strategic Management Process is introduced in the following pages. This model is the average product of many attempts to provide a strategic interpretation of how a successful company works. It has been proposed, applied, modified, and assimilated by scholars, and companies for many years; in an academic tour through business literature we will find different strategic models produced by different intellectuals, and practitioners, and applied by hundreds of managers in the world. In this participation, once the logic of the strategic paradigm has been characterized, and delineated, a productive improvement is offered, and a new method for the Strategic Management Model is presented. The rationale for this improved fresh theory would be a consolidation of a traditional strategic conceptual model and an intelligent marketing tool – the STP strategy.

The original concept of Strategic Management- a brief history: The conception of strategy has been in existence of many years. The background comes from Greece, Europe in general, and China. Some manifestations of the concept appear in *The Prince*, written by Niccolò Machiavelli in 1515; the word strategy is primarily a military concept, and its emergence in business becomes noticeable as late as the twentieth century. Scholars attribute *Game Theory* to John Von Neumann who, publishing his first article on game theory in 1928, introduced competitive, strategic, and rational thinking to business management.

By the sixties, there were indications of strategic management as a process, as it is stated in The Economist:

“Igor Ansoff (1918-2002) was the father of modern strategic thinking. When Gary Hamel referred to the origins of corporate strategy he paid Ansoff an indirect compliment: “Strategy didn't start with Igor Ansoff, neither did it start with Machiavelli,” he wrote. “It probably did not even start with Sun Tzu. Strategy is as old as human conflict.” In other words, Ansoff came of a great line passing through Machiavelli and Sun Tzu.” (<http://www.economist.com/node/11701586>).

In 1962 Alfred Chandler proposed the concept of strategy importance in a firm's environment establishing the relationship between Strategy and Structure (Chandler, 1962). Thereafter, a strategic culture developed to conceptualize management; from this moment on, a strategy is considered in regard to these components: long-term planning, control, goals, misión, visión, and efficiency. Researcher Michael E. Porter of Harvard University in 1980 proposed the importance of the industry five forces and their influence in strategy and performance (Porter, 2008). Methodologies with economics quantitative analyses were then introduced to strategic thinking, and conceptualizations like Strategic Groups (Barney, and Hoskisson, 1990). The implementation of the strategic groups thesis in strategic management studies come from a proposal by Hunt in 1972 (Hunt, 1972). Another significant development in the eighties, and nineties was the resource-based view (RBV) to accomplish competitive advantage; this was a proposition by Birger Wernerfelt, a Danish economist, (Rothaermel, 2012, Abreu, 2016).

The conceptualization, process, and functions of Strategic Management: We interpret Strategic Management as the constant long term process of generating, applying and

assessing decisions that allow a business to accomplish its objectives. The continuing difficulty to delineate the exact meaning of strategic management is perceptible as various interpretations are used to define the concept (Cox, 2012). Strategic Management is a reasonably new area, and there are different meanings of strategic management. Strategic management is a continuous series of actions intended to align its customers' needs with the firm's long-term decisions. This process encompasses the functions of strategic planning, execution, and performance assessment (Kotnour, 2010). There is a perception, by scholars in the world, of a need for a unified, and cohesive strategic management process configuration in order to present a mature, and complete conceptualization structure of strategic management thought. This new proposed arrangement will be offered in this article with the incorporation of the STP dynamic. Underlining an intelligent, and focused decision-making purpose, and the pertinence of several significant components in a strategic management exercise, the main elements are: establishing the strategic development process, the action plan implementation, and the use of performance evaluation measures (Krummscheid, 2013, Endlich, 2001).

The strategic management process may comprise the following functions:

- Establish, and position the Strategic intention or purpose. This is a component of strategic planning.
- Implement, and develops particular actions, and strategies to crystallize the intent, defining clear performance measures to delineate progress.
- Apply resources to specific initiatives established in creating, and performing Strategy.
- Analyze, and propose organization measures to appraise performance in achieving objectives.
- Evaluate success. This is the assessing process to examine results, and provide recommendations to enhance, and calibrate the strategic dynamic establishing a learning organization (Kotnour, 2010).

In order to arrive to modern, upgraded construct of the Strategic Management Process, we followed a logical, and organized method, reviewing academic literature in a systematic manner; the effort comprised the study of literature for a period of 1990 - 2016. The core of each proposed strategic process was analyzed, and selected components of information were integrated to consolidate the new proposed model presented in this article (Shujahat, 2017). Trying to integrate an average process of strategic steps proposed in different articles in academic literature, we concluded the following systematic arrangement with a plan of action:

This actual (traditional) Strategic Management Process delineates a systematic presentation for accomplishing the objectives of the firm; it is presented here:

- Step 1: Study of the organization's current situation
- Step 2: Examine, and decide “the business we are in” from the point of view of marketing
- Step 3: SWOT Analysis
- Step 4: Study the current strategic profile, and proposal of a new one
- Step 5: Decide an Organizational structure
- Step 6: Analyze results, and follow a feedback dynamic

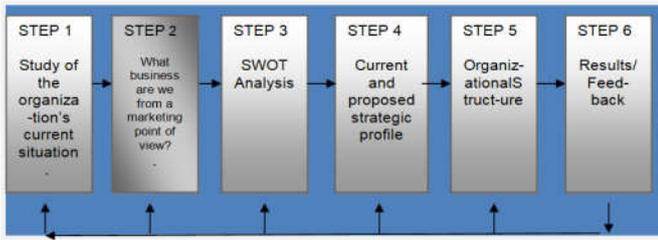


Fig. 1. The Traditional Strategic Management Process (TSMP)

Marketing Myopia, Disruption, Innovation, and Change:

Maybe the most important basic component of the strategic management conception is Theodore Levitt's approach to business when he proposed the Marketing Myopia perception to marketing.

"In his celebrated Harvard Business Review article of 1960 entitled "Marketing Myopia", Theodore Levitt inveighed against policy makers who adopted a narrow conceptualisation of their organisation's raison d'être. All too often, according to Levitt (1960), the myopic mind-set of managers resulted in acute institutional malaise and the cause was the failure of CEOs to adequately answer the seemingly simple but, in reality, supremely difficult question: "What business are we in?". Moreover, in addressing this question, he averred that policy makers often failed to place customers at the forefront of their concerns. In short, corporate marketing myopia characterises a systemic failure of an organisation to embrace an institutional, stakeholder and societal/CSR orientation".

Managers frequently are unsuccessful to place customers at the center of the strategic efforts of the firm. Thinking philosophically, the conceptualization of modern marketing may be the origin or foundation of the Strategic Process. Marketing Myopia the article by Theodore Levitt, established that a company is a not just a producing process of goods, but a consumer satisfying entity (Levitt, 1960). A firm should focus on meeting the needs of the customer instead of positioning in just selling products. A business experiences a failure in management, not because of saturation of the market but because of marketing myopia (https://hbr). Disruption is an act of interrupting the continuity, or finding a new way to do a process; it is the interruption of the regular flow or sequence in a procedure (http://www.definitions). If Marketing Myopia explains the philosophical origin of Strategic Management, also Disruption, a fairly new concept in business, comes into play. Implementing Disruption is a manner to avoid inertia, proposing new marketing ideas; it is not a method with a set of instructions for preparing a new product or service. The notion of disruption is used to expand, and intensify the opportunities of becoming more innovative, and visionary (Dru, 1997).

With strong global competition in which expansion is more difficult every day, reengineering the company is a need felt all over the world. The actual manner to handle the traditional marketing strategy of products and services may be obsolete. Here is where modified energy, and vitality respond to old strategic inertia. The resistance of the strategic personality may need to change its state of motion, and direction. Implementing disruption in the strategic management process of the company will protect the firm of harmful inaction, and a propensity to stay unchanged (Clark, 2003).

Several specific tactics become visible for organizations applying disruptive processes:

- Reinvent the business model being followed in the firm, and change the core operations in order to target a different market.
- Develop a flexible process into the marketing dynamic.
- Create innovations that will modernize, and transform future expansion.
- Address unsatisfied value propositions (Norris et al. 2013).

Marketing Myopia, Disruption, Innovation, and Change are the main columns to conceptualize, and proposition the new Strategic Management-STP formula. The Proposed New Strategic Management Process (NSMP) - a marriage between Marketing and Strategic Management. This modified process is explained in the following steps:

Step 1 Situation Analysis (NSMP): The proposed new approach to the strategic model, presented in this article, initiates with the general description of how the company is today (the current situation). This is step one where we examine, and analyze the current state of the firm. Several scholars include this first phase in proposed strategic models. Harrington, and Ottenbacher (2011) separate the strategic management process into four important stages: situation analysis, strategic direction, strategy formulation, and strategy implementation.

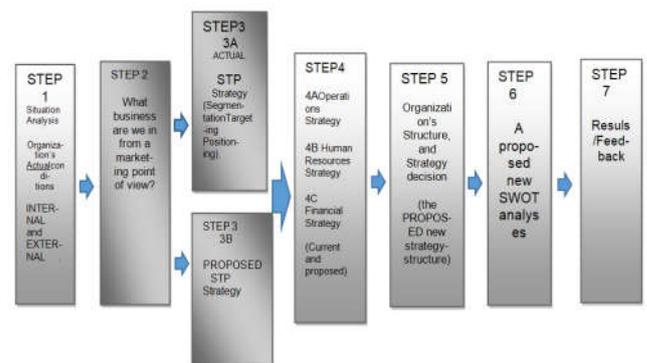


Fig. 2. The Proposed New Strategic Management Process- NSMP (a marriage between Strategic Management, and Marketing)

General description of how the system is today (the current situation).	The Marketing Concept, the mission, and vision are stated, or (defined)	Description of the ACTUAL strategy for STP decisions. The 5Cs, The 4Ps, the SWOT, and the Porter five forces analyses. Delineate the PROPOSED strategy for STP decisions	Decisions are taken about the rest of the functional areas: Operations, Human Res., and Fin. Strategies	The current Structure-strategy arrangement, and how the formula will be modified.	Assessment of the internal and external SWOT factors of the new strategic personality of the company	Results are obtained and the steps are continuously analyzed
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Strategic executives depend on the implementation of situational analysis; the practice refers to the analysis, study, and definition of the situation in which the organization is. It encompasses the examination of the external surroundings, and description of the internal competencies – a detailed inspection, and assessment of the existing strategy and evaluation of the financial behavior of the organization (Vasilevski, and Stefanovska, 2015).

As stated by Brooksbank, *et al.* (2015):

“Furthermore, it is contended that a normative model of the process of strategic marketing encompasses a variety of sequential stages, such as undertaking a strategic situation analysis, setting marketing objectives, formulating marketing strategy, designing the marketing organisation, and conducting strategic marketing control”.

In a formalistic mode of planning, and strategic reasoning, situation analysis can be considered as a required first step to establish a strategic model because the company needs reliable information, and clear, attentive, and efficient understanding of the facts (Loyle, and Breidenach, 2011). Many traditional scholars, have established the importance of doing a situational analysis to create an effective strategic model (Subhan, *et al.*, 2015). Several scholars have established through time a generalized pronouncement about the need to undertake a complete situation analysis at the initial step of a strategic dynamic (Brooksbank, *et al.* 2015). The opening episode of the strategic planning process entails internal, and external analyses of the context that include internal competencies, clients, business rivals, markets, and the economic environment surrounding the firm. In this initial phase, an internal examination of the company's core, and distinctive competencies are recommended. Most scholars establish the importance of doing both analyses (external, and internal) as the foundation to elaborate efficient strategies and plans in the near future. A strategic situation study needs the establishing of an energetic method to prepare for future situations with the objective to determine an effective plan (Loyle, and Breidenach, 2011). Intangible assets should be considered also in this phase one of the modified strategic management process. We can count three main intangible assets components affected by the company: learning and growth, internal process, and external structure.

Several studies confirm that intangible assets elements are delineated in the balanced scorecard, and the strategic mapping, validating the interconnection among business performance with learning and growth, internal process, and external structure (Chaichan, and Chuvej, 2010). Step 2 Definition of “What business are we in from a marketing point of view” (NSMP): In Step 2, in the traditional model, we examined the question “What business are we in from a marketing point of view?”. This is one of the most important questions needing an answer from the strategic marketing point of view. The Marketing Concept, the mission, and the vision of the organization were established.

As James Heaton (2017) establishes:

“This lack of introspection, this poor answer to the “dumb” question, translated for them into a failure to see that they were in fact not in the railroad business but in the transportation business.

They saw only what they were selling, not what their customers were buying. They were selling railroad services, but their customers were buying a convenient means to get themselves or their goods from one place to another. So when other better modes of transportation arose in the early and mid 20th century, they did not see these new technologies as opportunities to more deeply satisfy their customers in solving the problem of transporting people or goods. They saw instead only competitors to the railroad business, their business”.

The narrative in Step 2, just explained in the “Traditional Strategic Management Process (TSMP), can be used for this renovated model (read Step 2 in former pages in the “Traditional Strategic Management Process”). This stage number two offers the model an opportune introduction appropriately visualizing, and positioning the application of the STP dynamic (Segmentation, Targeting, and Positioning). In this renovated proposed strategic process, the STP approach is a key component of the new model. In the next step (number 3) we will discuss the relationship between the STP process, and the Strategic Model.

Steps 3 Actual, and Proposed STP Strategy (NSMP):

The STP approach denotes the relationship between a market with all the segments, the selection of one or more of those segments, and the implementation of a proper marketing mix, in order to compete in that market. It is often referred to as a process, where

- **Segmentation:** it is defined in the first stage establishing the existing different types of customers;
- **Targeting:** once the segmentation grid is delineated, we choose one or more target markets to address, and
- **Positioning:** we position (locate) the company with the appropriate, and selected marketing Ps (the marketing mix) for that segment.

Kotler *et al.* (1999) proposed a marketing strategic approach with the STP technique (segmentation, targeting, and positioning), and the four Ps integrating the marketing mix: (product, promotion, price, and physical distribution). Several scholars have identified the relationship between Strategic Management, and the formula for Segmentation, Targeting, and Positioning or STP.

Slater, and Olson (2001) describe a study that evaluates the correlation of connecting marketing strategy, and business strategy. Business strategy is interested in how businesses attain competitive advantage. The STP approach just reinforces the strategic dynamic, and establishes a useful relationship between the two processes in order to benefit the companies, and enhance competitiveness. In the second stage of this proposed modified strategic process, the Marketing Concept, the mission, and the vision of the company were defined. The significant question “What business are we in from a marketing point of view?” was answered, and now we would need to specify the actual strategy for STP decisions. Here we examine the current (actual) decisions about the 5Cs, the 4Ps, and the Porter five forces analyses and decide the proposed components according to the new research of the route the business will have. In these third stage, the company should examine the relationship between the elements obtained in the situational analysis, and the detection of external opportunities, and internal strengths (established in the first step).

In the following lines in this model in Step 6, the firm will be planning to analyze external threats and internal weaknesses proposing a new SWOT for the organization. As stated in this narrative a fit will be found among the first steps: The situation analysis (current conditions), the definition of the marketing point of view, the actual STP position, and a new, proposed STP strategy (Borza, and Bordean, 2008). Some authors address the application of a new strategy formulation instrument as the SF (strategy formulation) framework. Practically, steps 2 to 5 are devoted to implementing this SF as an essential supporting structure in order to build the new strategic profile for a firm (Andrew, and Lee, 2000). As it is studied in the next Step 5, an analysis of the current Structure-Strategy arrangement is made, establishing how this binomial will be modified. Step 4 Operations, Human Resources, and Financial Strategies (NSMP). Once we decided the first three steps of this modified strategic process, we will define the rest of the stages. Marketing decisions has primacy because, in order to establish a wise route to success, we need to understand the consumer in the first place; then we navigate to other related endeavors. An intelligent process to observe for a company is to define first of all, the Marketing strategy followed by the Operations decision. Then appears the Human Resources strategy, and at the end, the Financial Management decisions. The Marketing Strategy was already explained. The other three dynamics are integrated as follows:

Operations Strategy (OS): Operations (Production, and Services) Strategy (OS): We establish a set of actions identifying the way a company will distribute resources to support the structure and production of the firm. The Operations Strategy is established after the Marketing decision strategy is made; it is a depending variable once the first three phases of this new model has been decided. The Operations (and the Production) Strategy should be linked to the corporate strategy perspective (Adamides, 2015). The strategy of Operations relates to the order of a series of items or tasks stated in accordance to their perceived importance: quality, cost, information management, technology, supply chain management, flexibility, capacity, and dependability (Slack and Lewis, 2008, Kiridena, et al., 2009).

The relationship between the Operations Strategy, and the successful performance of the company has been studied for many years. The direct effect of the Operations Strategy on the results of a firm is an important conclusion in many studies, stating an influence of quality, delivery, and flexibility of the Operations Strategy in attaining results. The ingredient needed by this studies relates to the necessity of having a prior interconnection between the Marketing Strategy in the first place, and the Operations Strategy in a second place, as is established in this new model (Oltra, and Flor, 2010).

Human Resources Strategy (HRS): There are several important functions of a Human Resource Department in a company. In the context of this article, this functions may be considered as strategies. A modern strategically managed human resources department needs to offer the appropriate organization structure and the capability to integrate in the overall business strategy. This will be done with the employees through several areas in this department in accordance to the HRS of the firm. Sometimes in special cases, it will be recommended to accomplish a good level of productivity through outsourcing the HRS functions. It is the wise strategic decision of the CEO to do it or not.

Employee Relationships, Health Protection, Participation of employee's in decision making, Compliance, Employees Training and Development, Safety, and improvement, Compensation and Benefits, Recruitment, and Labor relations are human resources functions that will need to be embedded in the wholistic strategic approach of the company.

As Bogdanovic, et al. 2016 states:

“Human ability, knowledge, creativity, motivation is the most valuable strategical tool, so human power can achieve business excellence and competitiveness. To accomplish this aim it is very important to define business strategy and implement such HRM praxis which are the maximal support to the business strategy. To be efficient in today's very competitive environment it is necessary to implement the logic of HR on the business. Namely there is no organization which should not work by means of the people and through the other people on the efficient way. Concurrent ability of business organization is direct consequence of efficient HR praxis in the function of achieving the business strategy i.e. integration of the strategic management and efficient praxis of HR. Human ability, knowledge, creativity and motivation shows us, as the most valuable strategical tools... In a unionized work environment, the employee and labor relations functions of HR may be combined and handled by one specialist or be entirely separate functions managed by two HR specialists with specific expertise in each area. Employee relations is the HR discipline concerned with strengthening the employer-employee relationship through measuring job satisfaction, employee engagement and resolving workplace conflict”.

Achievement of a successful human resources functional strategy is subject to its positive correlation with businesses strategies. In this analysis of strategic decisions related to employees, the human resources strategy plays a significant role (Akhavan, and Pezeshkan, 2013). Education, and training of the workforce is very important in this step. When examining the duties, and obligations of executives in starting the company strategy, we observe there is an interrelation between the educational background of a CEO, and the strategy of the business. Trained managers are inclined to generate proper strategic plans. Professionally qualified executives placed more attention on the process of creating strategic thinking (Karami et al. 2006).

Financial Management Strategies (FMS): This component of the strategic plan for a business is the financial segment of the strategy. The financial management elements include the cash flow statement, the balance sheet, and the income statement. For new companies, these financial reports will be forecast plans, while for a present firm the section will comprise some years of the past as well as estimates of the future. Besides, the financial plan will contain the strategy of the company on how financial decision-making will be managed. The balance sheet, and the income statement of a firm are complemented with a Cash Flow Management analysis. By setting out the cash strategy ahead of time, it will provide better financial decisions. If budgeting, purchases, and collections are made through meticulous procedures according to the financial strategic approach, the process will be easier. Collections, as a component of the financial strategy should be detailed. The same planned Investments should be aligned strategically.

For the FMS, interpreting every financial scenario that may appear in the business will be challenging; nevertheless, the financial strategy must be sufficient as a policy to direct the basic employees of the firm in directing the financial facets of the company from disbursing for purchases to compensation; following these recommendation, strategic financial management will be on the same wave frequency with the general strategic plan. The purpose of this section is to examine the crucial role of financial management recognizing the financial management challenges that impact the organizational performance in general, from a strategic management viewpoint. There are strong interactions, and connections between strategic financial management decisions and performance (Karadag, 2015). In this Step 4, we developed the strategy of every department. The efficient, and well-designed inter-dependency among the departments create a special strategic impact in the company. Using of EVA approach and the ABC technique facilitate the strategic decision making of othe departments (Locander, and Goebel 1997).

Step 5 Strategy, and Organization's Structure (NSMP):

In this step number 5, we examine if the current Organizational Structure fits the strategy arrangement, and if the organizational configuration will need to be modified. At this point of the decision process, we are interested in the specific mode in which the organizational structure component has the adequate "size and shape", and builds, or belongs into the strategy. If so, we will be satisfied it was an impeccable fit. The conception of structure following strategy was proposed by Alfred Chandler in 1962; nowadays, this connection between strategy and organizational structure remains to be adequately important, and is of great value, and significance (Zakrzewska-Bielawska, 2016). Succeeding studies to Alfred Chandler conceptualization of the relationship between strategy, and structure have sustained this author's premise that structure options are dependent on strategic decisions having this binomial a powerful and intense influence on the success of the organization (Galan, and Sanches-Bueno, 2009). Further scholars have provided research in the sense that this dynamic can be interpreted also in a backward dynamic where strategy will also may be dependent of structure (Mintzberg, 1990; Russo, 1991).

Step 6: A proposed new SWOT (NSMP):

The SWOT study includes the examination of the internal, and external conditions, and the surroundings of a company situating strengths, weaknesses, opportunities and threats. This process comprises a contextual analysis scanning the firm's setting for threats and opportunities (external factors), and the company's strengths, and weaknesses (internal factors). The purpose of an assessment of the SWOT factors of the new strategic personality of the company is to explore the use of the strategic management instrument Strengths-Weaknesses-Opportunities-Threats.

Here, in step 6, we reformulate this analysis, providing a refreshed point of view with a new vision with new perspectives, and implementations for this process; the renovated SWOT analysis provides a new strategic column in this development. With other strategic planning instruments, already mentioned, and a new SWOT study, we are in a good position to offer redeveloped, and remodeled guidelines to

attain success. Nowadays, SWOT analysis continues its significance in articles dealing with the strategic approaches; this tool is considered an important instrument in strategic planning (Helms, and Nixon, 2010). As stated in a recent article (Siciliano, 2016), Kenneth Andrews proposed later in the seventies, the now popular conception that a strategy should be a product from an adequate relationship between the company's internal abilities and know-hows, and the external circumstances that companies have when working in a productive system, and the internal-external situational analysis providing the basis for a SWOT study.

As Weihrich (1982) establishes:

"The wizardry of SWOT is the matching of specific internal and external factors, which creates a strategic matrix that makes sense. It is essential to note that the internal factors are within the control of the organization, such as operations, finance, marketing, and other areas. On the other hand, the external factors are out of the organization's control, such as the political and economic factors, new technologies, and its competition. The SWOT matrix consists of four combinations and they are called the maxi-maxi (strengths/opportunities), maxi-mini (strengths/threats) mini-maxi (weakness/ opportunities), and mini-mini (weaknesses/threats)".

SWOT analysis - arrangements with other strategic instruments: Several researchers recommend to use other instruments in accordance with SWOT. For example, McKinsey's 7S Model to guarantee the internal organization works in coordination, and accord, Porter's Generic Strategies for the best choice for competitive advantage, and Benchmarking to compare performance against external competitors or industry leaders. Porter's Five-Forces Analysis in 1980 centers on the company's external situation, focusing the analysis particularly to the organization's competitive setting. This examination, also known as Porter's Diamond, is also a good tool to formulate strategy to perceive national strengths and weaknesses. Supplementary scrutiny may comprise Scenario Analysis for sightseeing different situations in the future. (Helms, and Nixon, 2010). All of these models are efficient tools and easy to apply (Lane, and Parker, 2017). As Julie Siciliano (2016) states:

"The origins of the strengths and weaknesses components of this framework date back to the 1950s when a preliminary review of organizational characteristics for long-range planning purposes was incorporated into case studies at Harvard Business School. By 1963, the framework began to resemble its current configuration at a business policy conference at Harvard, at which participants discussed the relationship of organizations to the external environment".

The general strategic planning process as a system is used as a guide to be followed. It proposes to restore the efficacy of SWOT analysis by including internal change, and external change. These two new dynamics establish a contact to new key developments in business surroundings integrating the base for creative, and innovative new and different strategies (Mayer, and Vambery, 2008). Maybe the future of analyzing SWOT as a strategic tool appears in ordering, and weighting

each variable or component to center in strategic decision making processes (Helms, and Nixon, 2010).

Step 7

In this last phase of the proposed modified Strategic Management Process a verifying dynamic occurs establishing a brief program of checkings, and validation. Demanding, and inconvenient situations should be found, and solved; the new strategic profile should be understood, and applied (Popescu, et al, 2012). A procedure of control may be using the Key Performance Indicators (KPI). They are a quantifiable, and significant measures to indicate, and determine the effectiveness, and the efficiency a firm is to attain the objectives of the company. KPIs are used by companies to assess their success.

Balanced Scorecard is a functional, and helpful instrument of Strategic Management because it documents, register, reports, calculates, and considers the all key performance indicators of the company. This tool offers a framework to interpret the strategy, and operational activities complementing financial assessments of previous performance with measures of the possible future performance. Rapid explosion of technology, severe competition, and fierce globalization in the last years with facts like organizational learning, knowledge management and modernization in all fields, have surfaced as the main components of competitive advantage. Companies nowadays must function in a dynamic context of aggressive competition. As a result, they need to measure performance with many key performance indicators in different areas (Shahin, and Ali, 2007). This measurement uses several dimensions.

As Bratic, and Jakasa, 2010 state:

“The first generation of Balanced Scorecard is based on a four perspectives: financial, customer, internal business process and learning and growth, but significant the practical difficulties associated with a design of first generation and numerous internal and external factors demanded growth and extension and finally resulted in second and third generation of Balanced Scorecard because this models offer better access and consideration of company's strategy, performances and position”.

Conclusion

“Ode to Joy”, Beethoven's, Ninth Symphony majestic hymn to fraternalism, joy, and liberty is considered undoubtedly the best music piece in history. Doing an analogy, Strategic Management may be the overall best accomplishment of intellectual business research. Its applications in real business world have generated excellent industrial achievements, and produced excellent companies, and exceptional entrepreneurs. The world is better when using this dynamic; the enhancement of the traditional strategic management process (TSMP), when we add the STP formula, dynamizes the strategic method, opening the gate to obtain more productivity, and better results in general.

Scholars in the area of Business Administration are enticed in this new century to enhance the traditional conceptualization of the Strategic Management Process. Intellectuals all over the world are encouraged to continue the improving of this

strategic dynamic. Paradigms are changing, and disruption processes are a reality; the strategic model for many years has been serving, and helping managers to be efficacious, and successful. Now, as in any intellectual proposal, the emergence of a new reality with new components, the strategic paradigm must adapt, and change. Dynamics like Internet, Social Media Marketing, Data Analytics, and a fortified, and developed globalization processes promote new business rivalry; New competitors are making a “gesture” to intellectuals encouraging highly developed academicians to propose new configurations to explain the dynamics of the business world.

Harvard Business School scholar Clayton M. Christensen advocates the Disruption theory asserting, and providing evidence that even when a company centering, and being efficacious on the customers (strategic management) of the company, it still stays susceptible to business competition; here is the main reason to embed the STP formula in the revamped strategic process (Gans, 2016). The modified strategic process starts by analyzing the context, and providing a general description of how the system is today (the current situation). Then, the Marketing Concept, and the mission, and vision are stated. Next is a description of the ACTUAL strategy for STP decisions, the 5Cs, the 4Ps, the SWOT, and the Porter five forces analyses, delineating the PROPOSED strategy for STP decisions. In Step 4 we included this STP process to the strategic management process enhancing the outcome; it seems that the sum of the strategic management model, and strategic marketing (the STP process) fortifies the traditional formula. In Step 4, decisions are taken about the rest of the functional areas: Operations, Human Resources, and Financial Management. Strategies for each of these components are defined to fit the new model. The current Structure-Strategy arrangement is defined in Step 5, and the internal and external SWOT factors of the new strategic personality of the company are established in Step 6. Results, and feedback in Step 7 are applied in the last step of this new configuration.

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