



# **Identifying possible and superior marketing strategies of Arad Rastin Adib Dana Company and testing the effectiveness of superior strategies on its profitability based on the Quantitative Strategic Planning Matrix (QSPM) approach**

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## **Abstract**

The purpose of this research is to identify possible and superior marketing strategies of Arad Rastin Adib Dana Company and to test the effect of superior strategies on its profitability based on the Quantitative Strategic Planning Matrix (QSPM) approach. For this purpose, the SWOT matrix of internal and external factors related to the process of formulating marketing strategies of Arad Rastin Adib Dana Company was prepared. Based on the obtained scores, it was determined that the strengths of this company have gained more total scores than the weaknesses. Also, the evaluation of the matrix of external factors showed that the total scores of the factors related to the opportunities of Arad Rastin Adib Dana Company were higher than the total scores of its threats. Finally, based on the matrix of internal and external factors, the superior marketing strategies of Arad Rastin Adib Dana company with an aggressive nature and the growth and development of sales activity for this company have been identified and based on Walker et al.'s model (2003) in the form of 4 types of market penetration strategies, Market development, product development and diversification were arranged and suggested. The results of the analysis of the QSPM approach confirmed and emphasized the use of internal capacities for internal development instead of the integration strategy (competitor purchase). In the second part of this research, the results of the hypothesis test also showed that the strategies resulting from the SWOT analysis and the QSPM approach have a significant effect on the profitability of Arad Rastin Adib Dana Company.

**Key words:** Top Marketing Strategies, Quantitative Strategic Planning Matrix Approach, Internal Organizational Development, Integration, Profitability, Arad Rastin Adib Dana Company

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## **Introduction**

In this century, most of the actions that take place in the field of strategic planning emphasize on for-profit organizations. Despite this, strategic planning can be used for a number of purposes of governmental and non-profit organizations. Specifically, strategic planning can be used in the following areas:

- Public organizations, ministries, or major departments of government organizations.
- Local government units such as city, province and state.
- Non-profit organizations that basically provide public services.
- Across communities, urban areas or big cities, regions or states and...

On the other hand, when strategic planning is used to formulate marketing strategies, its importance is doubled in terms of influencing the business variables of the organization (the target company) such as the amount of sales and ultimately its profitability. In fact, in the process of formulating the best marketing strategies of the company in question in this research, we are required to identify effective internal and external factors related to the activities of Arad Rastin Adib Dana Company so that we can identify the best marketing strategies of this company in the next step based on the approach QSPM should choose between 2 strategies using internal parties for development within the organization and the strategy

of purchasing a competitor. (Acker, David .2016).

In the last step, we also test their relationship with the profitability of Arad Rastin Adib Dana Company. On the other hand, Arad Rastin Adib Dana Company, Providing strategy consulting and systemization and business design and development in organizations, companies, public and private centers, owners of various professions and occupations, holding specialized, skill and motivational courses in organizations, companies, public and private centers holding short-term and long-term courses and holding workshops, conferences and face-to-face and non-face-to-face seminars (webinar) in a specialized, skillful and motivational way for empowering people, presenting a business plan and expert advice on starting a business It works for organizations, companies, government and private centers, business owners, and participates in domestic and international exhibitions.

## **Theoretical foundations and research background**

*Internal factors (factors of an organization's internal environment):*

Internal factors are factors that are related to the company or organization and unlike external factors, they are in the control of the organization's management. Among the internal factors, the strength factors are the factors that are considered an advantage for the organization



compared to the past of the organization, compared to the industry average or compared to its competitors. The strengths of the organization include the skills and abilities that enable the organization to design and implement its strategies correctly and well.

*External (environmental) factors:*

Environmental survey is monitoring, evaluating and publishing the obtained information related to the organizational environment, among the key and effective people of that organization. Environmental review is also a tool that the company uses to avoid strategic shocks and ensure long-term health. Research has shown that there is a direct relationship between environmental review and company profits. In examining external factors, opportunities and threats facing companies are identified so that managers can exploit opportunities by formulating appropriate strategies and reduce or avoid the effects of threatening factors.

*Definition of profitability:*

The amount of profit of the company from the economic point of view is the total sales minus the company's expenses. In terms of accounting, although the net profit is considered in the statement of profit and loss of each company, but in this research, it is considered as a qualitative variable in the questionnaire based on the Likert spectrum by the profit strategies grouped according to the Orville C. Walker model

and the strategy resulting from the analysis of the QSPM model. Placed. (Albeniz, 2019)

*Product profitability strategies and strategies based on the QSPM model:*

1. Product development strategy: One of the ways to achieve growth in the future is to apply the product development strategy with an emphasis on increasing the capabilities of the existing product family or introducing and offering new goods or services to existing customers (Walker et al., 2003).

2. Market Penetration Strategy: One way to develop a company is to increase the company's share of existing markets. Doing this requires actions such as improving service products, reducing costs and prices and spending more on advertising and promotion compared to competitors (Walker et al., 2003).

3. Diversification strategies: Companies also seek growth through diversifying their operations and activities. The risk of implementing this strategy is more than other growth strategies because with this strategy, the company must learn and implement new operations and work with new and unfamiliar groups of customers (Walker et al., 2003).

4. Market development strategies: Perhaps the growth strategy with the highest possibility of success for many companies is the strategy of selling existing goods or services to new markets. This strategy may include creating and designing marketing programs to attract non-buyers or casual

buyers of existing markets. (Walker et al., 2003)

5. Strategies based on the QSPM model: In the Quantitative Strategic Planning Matrix (QSPM) approach, 2 types of strategies are listed based on the weights, scores and final scores of internal factors (strengths and weaknesses) and external factors (opportunities and threats). The first one is the strategy of using internal capacities to develop within the organization (Expand Internally) and the second one is the strategy of merging or buying a competitor (Acquire Competitor). In this research, after SWOT analysis and determination of possible and superior marketing strategies of the company under investigation, one of the 2 mentioned strategies is finally selected with the help of the QSPM approach, and finally the significance of the effect of these strategies on the profitability of the company in question is tested.

#### *Taylor's strategic planning model*

The eight-stage process of strategic planning will be carried out in 8 states as follows. The eight stages of strategic planning (based on Taylor's model for the marketing category of Arad Rastin Adib Dana Company; the subject of this research) are:

1. Starting the strategic planning process and getting an agreement about it
2. Determining and identifying organizational orders

3. Clarifying the mission (mission statement), vision and organizational values

4. Evaluation of the internal environment: weaknesses and strengths

5. Evaluation of the external environment: opportunities and threats

6. Determining the SWOT matrix and matrix of internal and external factors and determining the nature (type) of strategies

7. Setting possible and then superior strategies for managing strategic issues

8. Developing a working organizational vision for the future (description of the organization in the future)

These eight steps should lead to implementation, conclusion and evaluation. I also emphasize that action, conclusion and evaluation should be done at every stage of the process. In other words, one should not wait until the end of the process for implementation and evaluation, but it should be noted that these matters should be considered an inseparable and ongoing part of the process.

#### **Background Research**

Daniel Sayad and others (2022), in a research entitled, suitable strategies for managing urban infrastructure against floods from the perspective of passive defense using SWOT and QSPM (case study: Kashan city), state that with regard to urban development, It is necessary to provide management solutions to reduce the risk of flooding of urban facilities.



Passive defense is a new approach with the aim of minimizing and preventing financial and life losses and preventing possible crises based on civilian methods. The results showed that strategy number 3 with a final attractiveness score of 6.51 is the first management priority for urban infrastructure. Strategies 1 and 2 with a final attractiveness score of 4.59 and 4.15 are suggested as the next management priorities of the region. Conclusion According to the score of internal and external factors, a strategic defensive position was obtained. Passive defense relies on the strengths of internal factors and the opportunities of external factors to neutralize the weaknesses and threats in the region. According to the results of the Quantitative Planning Matrix (QSPM), construction based on sustainable development and passive defense with regard to the river area was chosen as the primary strategy of the region.

Badami Ali (2022), in an article titled, "mixed marketing strategy (4P) and investigating the effect of marketing strategies based on 4P, on the performance of companies, believes that one of the main and oldest marketing strategies, It is the marketing mix (4P) which focuses on the four issues of price, place, product and promotion. The profitability of the company, as the main pillar of any business activity, is dependent on the performance of that group, and the current research has also reviewed the studies related to the effect of the marketing mix on the performance of companies. Previous

researches prove the positive and direct impact of these factors on company performance and it is necessary for company managers to pay more attention to these strategies.

Farahani Azad and others. (2022). in a research entitled "Presentation of the marketing model in recession conditions", they state that the purpose of this research is to present the marketing model in recession conditions. The results of the current research show the extraction of 6 main dimensions and 21 core components, which in the form of a paradigm model includes marketing appropriate to recession conditions as a central category and causal conditions (payments and bonuses during the recession period, economic and competitive situation during the period Recession, rapid environmental changes during the recession period and internal and external environmental conditions), background factors (the position of the company in the market during the recession period, customer recognition and their needs during the recession period, creativity in marketing during the recession period and marketing mix during the recession period) , intervening conditions (increasing market share during the recession period, financial and human factors during the recession period, distribution channels and marketing network during the recession period), strategies (differentiation strategy, cost strategy, contraction strategy and development strategy) and consequences (continuing the relationship with the

customer in the period of recession, the development of skills and creativity of companies and the correct use of resources in the period of recession) has been achieved.

Avinash et al. (2022), why do marketing strategies fail? This ongoing question attracts considerable attention and resource investment given the performance implications associated with it. The findings show that the different personal interests of sales and marketing personnel at different hierarchical levels motivate them to engage in a distinct set of inter-functional and intra-functional activities that trigger performance barriers. In turn, the findings explain not only the individual effects of these barriers, but also their cumulative effect between (lower) and intra-level, intra-functional (distant points) as the strategy moves through the sales hierarchy. Marketing Interface the authors then provide prescriptive solutions in the informal organization that may stabilize the implementation process. Taking a holistic view, this study contributes to the marketing literature by extracting the theory of marketing strategy implementation in the sales-marketing interface.

Genuine shoemaker and others. (2021). In a research entitled, designing and explaining the pattern of marketing and sales strategies in the food distribution industry, they state that this research was done with the aim of designing and explaining the pattern of marketing and sales strategies in the food distribution

industry. The findings showed that marketing objectives, pricing strategies and food distribution strategy are respectively the highest building factors of marketing strategy in the food distribution industry and the competence of sales team oriented relationship, sales team performance and transformational leadership are the most important building factors of sales strategy. . The evidence indicates that the presence of each of the three modifiers (threats and opportunities of competitors' entry, strengths and weaknesses of the company, and macro-influential factors during the period of economic growth) has an effect on the relationship between marketing and sales strategies. Adopting a comprehensive approach to the elements of marketing and sales strategies and coordination between them, taking into account the economic recession, the conditions of sanctions and the possible situation of post-production is one of the important issues that have been considered so far in the formulation of sales and marketing strategies of Iranian broadcasting companies. Therefore, the food distribution industry should pay attention to all the elements that shape these strategies and consider marketing and sales tools and product group management to create coordination between marketing and sales strategies, and also pay attention to these economically influential issues. Have a special.

Simona Saiva (2020), in a research entitled, The effect of marketing



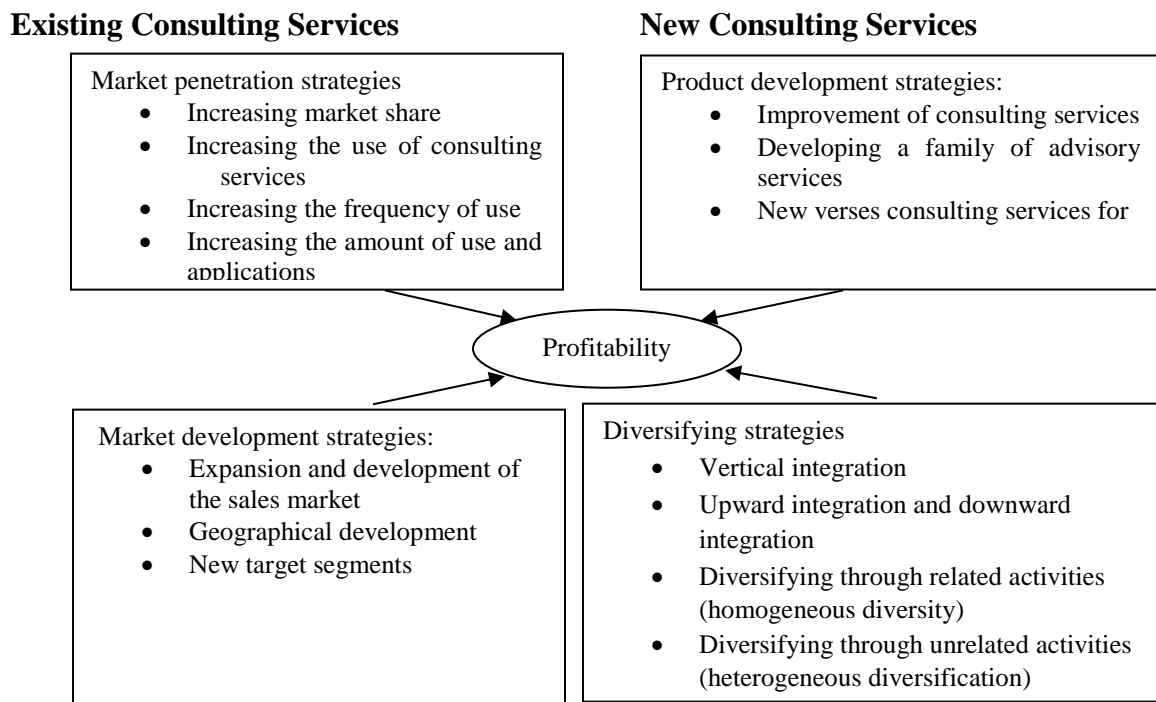
orientation on business performance: a study of the Slovak food industry, states that in theory, marketing orientation represents the creation of the concept of using a wide range of approaches, methods and tools. And may be considered as a strategy to achieve sustainable competitive advantage. The results of this research show a significant relationship between business marketing trends and their success in the market through the selection of business performance indicators. Based on the findings of this research, it can also be said that business identification is actually the identification of beneficial marketing elements that can be

implemented with the aim of improving business performance and its position in the market.

### **Research methodology**

Among the different profitability models, we chose the model of Wacro colleagues (2003) and Noor Bakhsh (2013), which is considered the most general and practical model. On the other hand, the model based on Taylor's 1987 model will be used during the steps mentioned in table number (2-3) to formulate marketing strategy planning and achieve the best marketing strategies of Arad Rastin Adib Dana factory.

### **Marketing strategies for profitability**



**Figure 1.** Research conceptual model (Walker, 2003)

Also, According to the type of data, this research is descriptive or non-experimental, based on the purpose, practical, and in terms of implementation, it is a correlational research. Also, in this research, the statistical population includes all employees (managers and experts) of Arad Rastin Adib Dana Company, including 260 people. Based on the simple random sampling method, a sample of 152 people was selected with the help of Morgan's table.

**Identifying and analyzing internal and external factors (strengths and weaknesses, opportunities and threats):**

*Identification and analysis of internal factors or internal environment (strengths and weaknesses):*

The components of internal factors in strategic marketing planning (with the aim of achieving strengths and weaknesses in developing the best marketing strategies of Arad Rastin Adib Dana Company) have been calculated during numerous meetings with managers and employees of this company, which are:

**Table 1.** Determining the coefficient of importance of the components of internal factors

<b>Title of components of internal factors</b>	<b>Importance Coefficient</b>
Management infrastructure	0.20
Financial infrastructure	0.18
Human resources management	0.17
technology	0.15
Evaluation of purchases	0.12
Evaluation component of construction and production of consulting services	0.10
Marketing and sales of consulting services	0.08
sum	1

Source: research finding

*Internal factors evaluation matrix (IFE) of Arad Rastin Adib Dana Company:*

In this part, after identifying the internal factors separately from the mentioned components, we list these factors according to the rank of each factor in the form of internal factors evaluation matrix (strengths and

weaknesses). As can be seen, in total, 71 internal factors (including 47 strong factors and 24 weak factors) were counted, and a total of 2.8216 points (scores) were obtained on them. The study of the mentioned table shows that 17 factors have been introduced as exceptional strengths (with a rank of 4),





and 30 factors as normal strengths (with an average rank of 3). Among the weaknesses, 21 factors with an average rank of 2 have been counted as common weaknesses and 3 factors as serious weaknesses (with an average rank of 1). In total, the internal evaluation matrix according to the score of 2.2706 for strengths compared to the score of 0.5555 for weaknesses shows that the strengths of Arad Rastin Adib Dana Company are more than the weaknesses. This result is very important in setting and formulating strategies and their types and should be taken into consideration.

*Identification and analysis of external factors (opportunities and threats):*

In this part, in order to calculate the external factors with the aim of determining the nature of the best marketing strategies of Arad Rastin Adib Dana Company and then introducing the best marketing strategies of this company, the following factors have been identified and investigated. The components of external factors in strategic marketing planning (with the aim of obtaining opportunities and threats in formulating superior marketing strategies of Arad Rastin Adib Dana Company) have been calculated during numerous meetings with managers and employees of this company, which are:

**Table 2.** Determining the importance of external factors

<b>The title of components of external factors</b>	<b>Importance Coefficient</b>
One of the barriers to entering the consulting services market	0.12
One of the barriers to exiting the consulting services market	0.09
Part of the intensity of competition between competitors	0.18
Part of the bargaining power of buyers of consulting services	0.15
Among the suppliers of consulting services	0.22
Part of the ability to access alternatives	0.13
part of government measures	0.11
sum	1

Source: research finding

*External factors evaluation matrix (EFE) of Arad Rastin Adib Dana Company:*

In this part, after identifying the external factors separately, these factors are listed according to the rank of each factor in the form of the evaluation matrix of external factors (opportunities and threats). We show as can be seen, in total, 48 external

factors (including 39 opportunities and 9 threats) were counted, and a total of 3.25 points (score) were obtained on them. The study of the mentioned table results that 4 factors are introduced as exceptional opportunities (with a rank of 4), and 35 factors as ordinary opportunities (with an average rank of 3)

Among the weak points, 6 factors with an average rank of 2 have been counted as normal threats and 3 factors as serious threats (with an average rank of 1). In total, the external evaluation matrix, according to the total score of 2.2958 for opportunities and the total score of 0.9542 for threats, shows that the opportunities of Arad Rastin Adib Dana Company were more than the threats. This result is very important in setting and formulating strategies and their types and should be taken into consideration.

*Determining the type and nature of superior strategies with the help of internal and external matrix (IE):*

According to the above explanations, the internal and external matrix can also be prepared in a square form, in which case Arad Rastin Adib Dana Company can have four types of strategies. This matrix completely corresponds to the SWOT matrix and if the Arad Rastin Adib Dana company is placed in any of its houses

Its corresponding strategies can be introduced in the SWOT matrix for Arad Rastin Adib Dana Company as superior strategies. The strategies of Arad Rastin Adib Dana Company in this matrix are: offensive strategies, conservative strategy, competitive strategy and defensive strategy. This matrix has a close correspondence with the SWOT matrix. So that offensive strategy is equivalent to SO strategy, conservative strategy is

equivalent to ST strategy, competitive strategy is equivalent to WO strategy and defensive strategy is equivalent to WT strategy. The concept of these strategies is as follows:

1. Aggressive strategy means that Arad Rastin Adib Dana Company should not only maintain its activities but also grow them. Therefore, it is necessary to use new resources in an effort to diversify its activities in order to realize the vision.

2. Conservative strategy; in this strategy, Arad Rastin Adib Dana maintains its activities, but always tries to support them by using environmental opportunities.

3. Competitive strategy; It means that Arad Rastin Adib Dana company is thinking of maintaining its activities in order to reduce external threats and basically improve its position in the environment.

4. Defensive strategy; in this strategy, Arad Rastin Adib Dana company abandons a part of its activity in order to reduce the effects of weaknesses and threats in the current situation.

According to the above explanations and with internal and external checkered matrix design, it can be seen that Arad Rastin Adib Dana Company is in an aggressive position, which is equivalent to SO strategies. The top strategies of the same offensive strategies are shown in the table below.



**Figure 2.** Score evaluation matrix of internal and external factors to determine the nature of company strategies of Arad Rastin Adib Dana Company

Internal factors evaluation score (IFE)				4 3 <b>2.83</b> External factors evaluation score(EFE) 2 1	
4	3.25	3	2		1
WO strategies (Conservatively ) Eliminate weaknesses by taking advantage of opportunities.	Strategy SO (Aggressive)* Try to take advantage of the opportunities by taking advantage of the strengths.				
WT strategies (defensive) Reduce weaknesses and avoid threats.	ST strategies (competitive) Use your strengths to avoid threats .				

Source: research finding

According to the internal and external matrix, SO strategies can be presented as the best strategies of Arad Rastin Adib

Dana Company, based on Walker et al.'s (2003) model.

**Table 3.** Superior strategies (SO); Aggressive for the profitability of Arad Rastin Adib Dana company

Description of the superior strategy	Strategy Code
market penetration	SO1
Market development	SO2
Development of consulting services	SO3
Diversification	SO4

Source: research finding

*QSPM analysis based on the points obtained from the SWOT matrix:*

In the next step, it can be said that based on the based on the QSPM analytical approach, since according to the analytical rule of Etris QSPM, the sum of the points of the strengths is more than the weaknesses and the sum of the points of the opportunities is more than the threats, so the sum The scores of internal and external factors for the strategies of using internal capacities for internal development will be higher than the sum of these factors for the strategy of merger or acquisition or

purchase of competitors. In this way, QSPM analysis encourages the strategy of Expand Internally over merger (Acquire Competitor).

In the next step, we will test the significance of research hypotheses. Based on a questionnaire, we will test this main question whether the superior marketing strategies and the strategies derived from the QSPM analysis have a significant effect on the profitability of Arad Rastin Adib Dana Company.

Before that, the results of the Kolmogorov-Smirnov test have been presented. Since the significance level of the test is greater

than the acceptable error ( $\alpha = 0.05$ ), it can be said that all research variables are normal. Also, after confirming the validity (validation of the questionnaire by professors and management experts) and appropriate reliability of the data collection tool (Cronbach's alpha of 81% for the questionnaire included in the appendix of the thesis), the research hypotheses have been tested as follows.

*Hypothesis testing*  
*Research hypotheses:*

In this research, according to the mentioned questions, the following hypotheses are tested:

**The main hypothesis:** The main hypothesis of the research: superior marketing strategies based on SWOT analysis and the strategy of using internal capacities for intra-organizational development based on QSPM analysis by Arad Rastin Adib Dana Company have a significant effect on its profitability.

**The first sub-hypothesis:** The use of penetration strategies in the market has a significant effect on the profitability of Arad Rastin Adib Dana Company.

**The second sub-hypothesis:** Using the market development strategy has a significant effect on the profitability of Arad Rastin Adib Dana Company.

**The third sub-hypothesis:** The use of consulting service development strategy has a significant effect on the profitability of Arad Rastin Adib Dana Company.

**The fourth sub-hypothesis:** The use of diversification strategy has a significant effect on the profitability of Arad Rastin Adib Dana Company.

**The fifth sub-hypothesis:** Using the strategy of benefiting from internal capacities for intra-organizational development based on QSPM analysis has a significant effect on the profitability of Arad Rastin Adib Dana Company.

*Test of the first sub-hypothesis:*

The use of penetration strategies in the market has a significant effect on the profitability of Arad Rastin Adib Dana Company.

Because the value of the significance level, i.e. p-value or sig, is less than 0.05, therefore, the null hypothesis is rejected, that is, with a confidence coefficient of more than 95%, it can be said that the significant hypothesis of the correlation coefficient is confirmed. According to the regression analysis to investigate the causal relationship between these two variables, it showed that at a significant level of 100%, market penetration strategy has a positive and significant effect on sales profitability.

**Table 4.** Summary of models

<b>coefficient of determination</b>	<b>Correlation coefficient</b>
0.95	0.0305

Source: research finding

Also, the results show that penetration in the market has a direct causal relationship with profitability. The coefficient of this relationship is 0.312, that is, for one unit

increase in influence in the market, the profitability score increases by 0.312 units, assuming the other variables are constant, and vice versa.



**Table 5.** Regression model

Prob	T	standard coefficients	Non-standard coefficients		dependent variable: profitability
		$\beta$	SD	$\beta$	
0.000	3.774	0.308	0.051	0.312	Penetration in the market

Source: research finding

*Test of the second sub-hypothesis:*

Using the market development strategy has a significant effect on the profitability of Arad Rastin Adib Dana Company. Because the value of p-value or sig is smaller than

0.05, therefore, the null hypothesis is rejected, that is, with a confidence coefficient of more than 95%, it can be said that the significant hypothesis of the correlation coefficient is confirmed.

**Table 6.** Summary of models

coefficient of determination	Correlation coefficient
0.85	0.514

Source: research finding

According to the regression analysis to investigate the causal relationship between these two variables, it showed that at a significant level of 100%, market development strategy with profitability has a positive and significant effect.

Also, the results show that the market development strategy has a direct causal

relationship with profitability. The coefficient of this relationship is 0.402, that is, for one unit increase in market development, the profitability score increases by 0.402 units, assuming the other variables are constant, and vice versa.

**Table 7.** Regression model

Prob	T	standard coefficients	Non-standard coefficients		dependent variable: profitability
		$\beta$	SD	$\beta$	
0.000	4.365	0.418	0.041	0.402	Market development

Source: research finding

*Test of the third sub-hypothesis:*

Because the value of p-value or sig is smaller than 0.05, therefore, the null hypothesis is rejected, that is, with a confidence coefficient of more than 95%, it can be said that the significant hypothesis of the correlation coefficient is confirmed.

According to the regression analysis to investigate the existence of a causal relationship between these two variables, it showed that at a significant level of 100%, the strategy of developing consulting services with profitability has a positive and significant effect.

**Table 8.** Summary of models

<b>coefficient of determination</b>	<b>Correlation coefficient</b>
0.745	0.652

Source: research finding

Also, the results show that the development strategy of consulting services has a direct causal relationship with profitability. The coefficient of this relationship is 0.524, that is, for one unit

increase in the development strategy of consulting services, the profitability score increases by 0.524 units, assuming the other variables are constant, and vice versa.

**Table 9.** Regression model

<b>Prob</b>	<b>T</b>	<b>standard coefficients</b>	<b>Non-standard coefficients</b>		<b>dependent variable: profitability</b>
		$\beta$	SD	$\beta$	
0.000	8.757	0.580	0.062	0.524	Development of consulting services

Source: research finding

*Test of the fourth sub-hypothesis:*

The use of diversification strategy has a significant effect on the profitability of Arad Rastin Adib Dana Company.

Because the value of p-value or sig is smaller than 0.05, therefore, the null hypothesis is rejected, that is, with a confidence coefficient of more than 95%,

it can be said that the significant hypothesis of the correlation coefficient is confirmed. According to the regression analysis to investigate the existence of a causal relationship between these two variables, it showed that at a significant level of 99%, diversification strategy exerts a positive and significant effect on profitability.



**Table 8.** Summary of models

<b>coefficient of determination</b>	<b>Correlation coefficient</b>
0.745	0.652

Source: research finding

Also, the results show that diversification strategy has a direct causal relationship with profitability. The coefficient of this relationship is 0.19, that is, for one unit

increase in diversifying strategy, the profitability score increases by 0.19 units, assuming the other variables are constant, and vice versa.

**Table 9.** Regression model

<b>Prob</b>	<b>T</b>	<b>standard coefficients</b>	<b>Non-standard coefficients</b>		<b>dependent variable: profitability</b>
		$\beta$	SD	$\beta$	
0.000	6.241	0.223	0.046	0.19	Diversification

Source: research finding

*Test of the fifth sub-hypothesis:*

Using the strategy of benefiting from internal capacities for intra-organizational development based on QSPM analysis has a significant effect on the profitability of Arad Rastin Adib Dana Company.

Because the value of p-value or sig is smaller than 0.05, therefore, the null hypothesis is rejected, that is, with a

confidence coefficient of more than 95%, it can be said that the significant hypothesis of the correlation coefficient is confirmed. According to the regression analysis to investigate the causal relationship between these two variables, it showed that at a significant level of 100%, the strategy based on QSPM analysis has a positive and significant effect on profitability.

**Table 10.** Summary of models

<b>coefficient of determination</b>	<b>Correlation coefficient</b>
0.92	0.684

Source: research finding

Also, the results show that the strategy based on QSPM analysis has a direct causal relationship with profitability. The coefficient of this relationship is 0.65, that is, for one unit of increase in strategy based on QSPM analysis, the profitability score increases by 0.65 units, assuming the other variables are constant, and vice versa.

Table 11. Regression model

Prob	T	standard coefficients	Non-standard coefficients		dependent variable: profitability
		$\beta$	SD	$\beta$	
0.000	9.784	0.741	0.011	0.65	Using the strategy of benefiting from internal capacities for internal development based on QSPM analysis

Source: research finding

### Conclusion

The respondents of the questionnaires were a random and proportional sample of the company's managers and employees, who were polled using the questionnaire tool. The purpose of this study is to test the relationship between superior marketing strategies (with an aggressive nature, effective on the profitability of Arad Rastin Adib Dana Company. For this purpose, the existence and effect of 5 main strategies

including market penetration, market development, development of consulting services, diversification and The use of the strategy of benefiting from internal capacities for internal development based on QSPM analysis was tested on the profitability of the company in question. The results showed that all the proposed hypotheses were fully confirmed. The results of all the hypothesis tests are in table (12) is provided.

Table 12. The results of all the hypothesis

Test result	The title of the hypothesis
confirmed	Hypothesis 1: The use of penetration strategies in the market has a significant effect on the profitability of Arad Rastin Adib Dana Company.
confirmed	Hypothesis 2: The use of market development strategy has a significant effect on the profitability of Arad Rastin Adib Dana Company.
confirmed	Hypothesis 3: The use of consulting service development strategies has a significant effect on the profitability of Arad Rastin Adib Dana Company.
confirmed	Hypothesis 4: The use of diversification strategies has a significant effect on the profitability of Arad Rastin Adib Dana Company.
confirmed	Hypothesis 5: Using the strategy of using internal capacities for intra-organizational development based on QSPM analysis has a significant effect on the profitability of Arad Rastin Adib Dana Company.

Source: research finding

### Recommendations

1. Since influence on the market has a positive and significant relationship with profitability, marketing managers should focus their efforts on penetrating the

market, because if the penetration increases, it will positively help the profitability of the company. Penetrating the market brings several strategic benefits for the company, such as gaining a high





market share and new customers, supporting the expansion of the commercial brand, reducing costs. Marketing, brand strengthening against competitive threats. Therefore, the managers of the company should try to increase the influence on the market. Of course, it should also be noted that various factors affect the influence on the company's market. Therefore, these factors should be identified and the company's activities should be directed to increase the influence in the market. In this way, the profitability of the company will improve continuously.

2. According to the results that market development has a positive and meaningful relationship with profitability, and since there are unknown markets today, marketing units should act more actively and seek more of these markets to always provide their consulting services to these markets. Markets, so that by being a pioneer and leader in these markets, they can strengthen the company's profitability and ultimately increase the company's profit.
3. According to the results that the development of consulting services has a positive and meaningful relationship with profitability, therefore, marketing managers should use tools such as interviews and with customers to understand their needs in order to always produce and provide new consulting services. In this way, they can increase the company's profitability by creating differentiation and uniqueness and ultimately increase the company's profit.

4. According to the results of the diversification strategy, there is a positive and significant relationship with profitability, so managers should focus on the needs of customers and increase the production line of consulting services that are different from the current consulting services of the company so that they can attract more customers. Attract and therefore increase the profit of the company.
5. According to the results of the confirmation of the fifth sub-hypothesis regarding the positive and significant effect of using the strategy of using internal capacities for intra-organizational development based on QSPM analysis on the profitability of Arad Rastin Adib Dana Company, therefore, managers should focus on the capabilities The company's internal, including financial, human, hardware, software, etc., will develop within the organization and thus increase the company's profit.

#### *Suggestions for future research*

1. Providing strategic marketing planning and examining factors affecting profitability for industrial companies in other specialized fields.
2. Using market-oriented and decision-oriented models for strategic marketing planning and examining the factors affecting sales for industrial units in the field of basic metals.

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