Developing Strategic Plans for Governmental Organizations; Case Study: Customs Department of Bushehr Province

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Abstract: Dramatic changes in public sector have made senior decision-makers of government to think strategically about what government should do and use strategic planning. Considering the importance of formulating a strategy for the Customs Department of Bushehr province, the strengths and weaknesses of the Customs Department of Bushehr province were studied along with the surrounding threats and opportunities of the organization. Then according to results of the conducted studies and surveys of experts, the relevant strategies were developed. Ultimately, in order to determine the significance of each of the strategies, by using the analytic network process, the value and validity of each of the strategies were specified. Finally, on the basis of the obtained results, recommendations were presented to authorities and decision makers of the Customs Department of Bushehr province.

Keywords: Strategic Planning, Strategic Management, Customs Department, Analytic Network Process

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1. Introduction

After the Second World War, uncertainty, instability and changed environments were exposed more than ever before and strategic plan was presented as a solution to cope with this situation. Strategic planning detects environmental opportunities and threats and internal strengths and weaknesses by examining the external and internal environment of organization and by considering organization's mission regulates long term goals for the organization and to achieve these objectives, among the strategic options, attempts to select the strategies that by relying on strengths and taking advantage of opportunities, eliminate weaknesses and avoid threats that in the case of proper implementation, it will lead to success of the organization in the competitive field. Considering the environmental changes that currently had taken great pace, and the complexity of organizational decisions, the necessity of implementing a comprehensive program to encounter these issues is more tangible than ever. Strategic management, on the basis of dynamic, prospective and holistic and contingency mentality is the solution of many problems of modern organizations. Given the nature of the activities and national macro planning, the governmental organizations should be accountable for objectives. Considering that the organizations must deal with environmental opportunities and challenges by relying on their strengths and strengthening their weaknesses, the necessity of identifying internal strengths and weaknesses and the environmental opportunities and threats is felt more than before. Strategic planning is a context and framework for executing strategic thinking and for directing operations to achieve the specific objectives and results. In other words, strategic planning is an organized effort for making fundamental decision and performing essential actions that forms the nature and orientation of the organization's activities in a legal framework. Strategic planning determines the objectives, an overall policy and mission of the organization in the long term, it is comprehensive and at the supreme level of an organization, in terms of time, it is long-term and it is a framework for tactical and operational planning. Analysis of the external and internal environment of organizations and identification and evaluation of quadruple strategic factors - including opportunities and threats of the external environment and internal strengths and weaknesses of organization - is one of the basic elements of strategic planning, and the first step is to formulate strategies. The basic question of this study is the examination of prerequisites for the formulation of a strategic plan for the Customs Department of Bushehr province. Thus the internal strengths and weaknesses of the Customs Department of Bushehr province are specified and then opportunities and threats facing the organization are studied. Ultimately appropriate strategies are developed in accordance with strengths - opportunities, strengths - threats, weaknesses - opportunities and weaknesses-threats. Finally, in order to determine the priority of each of the strategies, network analysis process method is used.

2. Literature Review

2-1. Examining implications

2-1-1. Strategic planning

In the following part definitions of some experts regarding the strategic planning are provided:

A) Stoner and Fry: Strategic planning is a powerful management tool designed to enable small organizations to competitively adapt the anticipated or future changes in the environment. Specifically, the strategic planning process provides an overview and analysis of the business and its relevant environment - describing the firm’s current conditions and recognizing the key external factors affecting its success (Fry & Stoner, 1995, 12).

B) Lerner: Strategic planning is a complex and continuous process of organizational change (Lerner L, 2002, 1).

C) Pfeffer: Strategic planning is the process of creating and developing the necessary procedures and operations to achieve the future. He has
differentiated between long-term planning, which is in responsive form and strategic planning that allows the organization to create its future (Pfeffer, 1981).

D) Lorenge: Believes that each strategic plan should answer these four basic questions:

1- Where do we go? (Existential philosophy)
2- How can we reach the destination? (Strategy)
3- What are our facilities for taking action? (Budget)
4- How do we know that we are moving in the right direction? (Control)

2-1-2. Approaches of strategy

A: Prescriptive approach (Strategic planning)

Belief on the formal design and analytical prediction of long-term objectives: Pioneers of this approach are Andrews, Chandler and Ansoff and they believe that the strategy is the result of a analytical and systematic process. In other words, they consider tomorrow's environmental conditions along today’s environmental conditions. Strategy formulation is a step by step process. Techniques such as SWOT, BCG MATRIX, SPACE, GE and EFE, IFE matrixes are considered as prescriptive approaches.

B: Descriptive approach (Creative strategy)

It is timely action and also consistent with current conditions and depends almost on formal and spontaneously generated measures. Leaders of this approach are Libby, Quinn, Mintzberg and Gary Hamel. They reject the analysis method in formulating strategies because strategy is the science of cause and effect not logic. Also they refer to rapid, non-linear and unpredictable changes of environment and there is something called strategic planning. Gary Hamel considers that his business is to make a company strategic rather that strategic planning. Henry Mintzberg considers effective strategy as a spontaneous phenomenon and strongly emphasizes on the fact that the processes cannot produce strategies (Mintzberg et al. 2005).

2-2. Previous Studies

In an article, Kordnaeij et al (2009) presented the scientific approach of formulating effective organizational strategy in public sector and the Customs Department of Iran. By using the internal and external analysis of the Customs Department, they identified strengths and weaknesses and the opportunities and threats of it and then provided a strategy. Then on the basis of IFE and EFE matrixes each of the strategies were graded.

3. Research Methodology

The first step of this research is to obtain the data related to strengths, weaknesses, opportunities and threats matrixes. In the present study, SWOT matrix is a basis for developing a strategy. After the identification of environmental factors (opportunities and threats) and internal factors (strengths and weaknesses) and distinguishing the important factors from unimportant factors, it is the time of selecting and recommending strategies. After collecting the necessary information, from the senior managers and experts of organization, the SWOT matrix is completed and presented. The next step, which is actually the most important step in the process of conducting research, is the formulation of primary strategies by using the information and data is acquired in the previous step. Through these data, four kinds of overall and basic strategies (that is obtained by combining the strengths, weaknesses, opportunities and threats) are prepared and presented. SWOT model normally consists of a two-dimensional coordinates table that each of the four areas represents a set of strategies, in other words, always four sets of strategies are presented in this model, and these strategies are:

- Strategies of maximum use of the environmental opportunities by utilizing the strengths of the organization (Region 1) (SO strategies);
- Strategies of using the strengths of the organization to avoid threats (Region 2) (ST strategies);
- Strategies of using environmental opportunities to compensate weaknesses in the organization (Region 3) (WO strategies);
- Strategies to minimize losses resulting from threats and weaknesses (Region 4) (WT strategies).

In the implementation of strategies of the SO, by using internal strengths, the organization makes maximum utilization of external opportunities. Every organization is always interested in being in this position in order to be able to derive maximum benefit from the external events and opportunities by using the internal strengths. The purpose of the strategies of WO is to make organization to utilize the advantages that lie in opportunities. Sometimes there are very good opportunities, outside the organization to compensate its weaknesses, but the organization is unable to exploit these opportunities due to internal weaknesses.

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In implementation of ST strategies, the organization attempts to neutralize the negative effects of external threats or to eliminate threats by using its internal strengths. The purpose of the organization in the implementation of WT strategy is to reduce the internal weaknesses and avoid threats resulting from external environment. An organization whose most agents are placed in this situation has not a good condition and will be in a position of risk.

Finally, by using the technique of ANP, the priorities of the proposed strategies will be determined for implementation. In fact, this issue is organized as the ANP model. This model consists of four levels. The first level is related to selecting the best strategy and the second level is related to main factors of SWOT analysis. Sub-factors of SWOT are at the third level of model. The considered model for the special case with five sub-factors for strength, four sub-factors for weakness, five sub-factors for opportunities and four sub-factors for threats are shown in figure 1.

![Figure 1. ANP model for the SWOT](image)

In this study, the library and field methods were used for data collection. Primary data for the preparation of the matrix of strengths and weaknesses, opportunities and threats were collected through primary interviews with 35 senior executives of organizations and experts of...
Customs Department of Bushehr and then a comprehensive questionnaire was prepared. To assess the validity of questionnaire, the opinions of supervisors and advisors, and similar questionnaires that have been used in other studies were used. Also, by formulation of a sheet of instructions for completing the questionnaire, the method of completing the questionnaires was taught to experts and managers and during filling out the questionnaire, the method of completing the questionnaires was taught to experts and managers and during completion of the questionnaire, in order to eliminate any possible ambiguity the researcher, himself was present there. In the end, in order to ensure that the framework and structure of the questionnaire are illustrative, it was distributed as a pilot among managers and on the basis of problems that people faced in completing the questionnaire, the drawbacks were fixed.

4. Research findings
Strengths and weaknesses and also the opportunities and threats of Customs Department of Bushehr were identified by using the opinions of experts and professionals of this organization. Also in the next step, according to the method described, the related strategies were also identified. Table 2 shows the SWOT matrix for Customs Department.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Electronization of serving system in Customs Department of Bushehr</td>
<td>1) Inadequacy of skilled and expert workforce of customs affairs commensurate with the growth of the activities of Bushehr customs (organizational limited chart)</td>
</tr>
<tr>
<td>2) Performing all customs procedures including export, import, transit and sabotage and having land, sea and air customs</td>
<td>2) Oldness of cargo declaration system of customs (ASYCUDA) and the impossibility of updating it.</td>
</tr>
<tr>
<td>3) Facilitating trade and customs formalities</td>
<td>3) Smallness of office space of customs department of Bushehr and lack of electronic and rail archive in order to maintain the customs documents.</td>
</tr>
<tr>
<td>4) Compliance of the status of Bushehr Customs with the international conventions</td>
<td>4) Existence of small and scattered customs throughout the province that has increased smuggling.</td>
</tr>
<tr>
<td>5) Cooperation with neighboring agencies to facilitate trade</td>
<td>5) Lack of welfare, sports, financial and educational facilities in proportion to activities of customs employees</td>
</tr>
<tr>
<td>6) Using distant manifestation system (Electronic Manifest)</td>
<td>6) Existence of numerous lawsuits against Bushehr customs</td>
</tr>
<tr>
<td>7) Existence of wharf and dock for timely loading and unloading goods</td>
<td>7) Occurrence of customs violations by jobbers</td>
</tr>
<tr>
<td>8) The use of X-ray container to reduce manual inspection and to prevent customs offenses</td>
<td>8) Lack of mechanized communication with neighboring organizations like the commercial port and...</td>
</tr>
<tr>
<td>9) Existence of proper rail and road routes to send the goods to the center.</td>
<td></td>
</tr>
</tbody>
</table>

Table 2. SWOT matrix for Customs Department of Bushehr province

(DOI: dx.doi.org/14.9831/1444-8939.2014/2-SI/MAGNT.31)
With the assumption that there is interdependence between the main factors of SWOT, the matrix of paired comparisons of main elements is formed by using a scale of one to nine by experts (hourly spectrum).

Table 3. Matrix of paired comparisons of main elements and relative weight of each factor

<table>
<thead>
<tr>
<th>Main Factors</th>
<th>S</th>
<th>W</th>
<th>O</th>
<th>T</th>
<th>Relative weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>1</td>
<td>2.42</td>
<td>2.31</td>
<td>3.18</td>
<td>0.443</td>
</tr>
<tr>
<td>W</td>
<td>0.41</td>
<td>1</td>
<td>2.16</td>
<td>3.14</td>
<td>0.278</td>
</tr>
<tr>
<td>O</td>
<td>0.43</td>
<td>0.46</td>
<td>1</td>
<td>2.84</td>
<td>0.186</td>
</tr>
<tr>
<td>T</td>
<td>0.31</td>
<td>0.32</td>
<td>0.35</td>
<td>1</td>
<td>0.093</td>
</tr>
</tbody>
</table>

CR= 0.06

(.DOI: dx.doi.org/14.9831/1444-8939.2014/2-SI/MAGNT.31)
Then the main factors are determined through the evaluation of the impact of each factor on another factor by using the paired comparisons matrixes. Interdependencies among main factors are obtained after analyzes of the internal and external environments of organization that are shown in figure 2. Each of the figures of table 4 has been obtained according hourly spectrum and through the question of “how much is the relative importance of weaknesses in controlling the strengths in comparison to opportunities?” Since the opportunities are only influenced by the strengths, no paired comparison matrix is formed for opportunities. Interrelationships among the main factors are according to figure 2.

![Figure 2. Interdependencies among the SWOT factors](image)

**Table 4. Paired comparison matrix of main factors and relative weights of each factor**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>W</th>
<th>O</th>
<th>T</th>
<th>Relative weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>W</td>
<td>1</td>
<td>0.12</td>
<td>0.32</td>
<td>0.078</td>
</tr>
<tr>
<td>O</td>
<td>8.33</td>
<td>1</td>
<td>3.24</td>
<td>0.693</td>
</tr>
<tr>
<td>T</td>
<td>3.13</td>
<td>31</td>
<td>1</td>
<td>0.229</td>
</tr>
<tr>
<td><strong>CR= 0.00</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 5. Paired comparison matrix of main factors and relative weights of each factor**

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>S</th>
<th>T</th>
<th>Relative weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>1</td>
<td>7.83</td>
<td>0.887</td>
</tr>
<tr>
<td>T</td>
<td>0.13</td>
<td>1</td>
<td>0.113</td>
</tr>
<tr>
<td><strong>CR= 0.00</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 6. Paired comparison matrix of main factors and relative weights of each factor**

<table>
<thead>
<tr>
<th>Threats</th>
<th>S</th>
<th>W</th>
<th>Relative weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>1</td>
<td>7.14</td>
<td>0.877</td>
</tr>
<tr>
<td>W</td>
<td>0.14</td>
<td>1</td>
<td>0.123</td>
</tr>
<tr>
<td><strong>CR= 0.00</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

At this stage the weights of the interdependency of the main factors are obtained through the multiplication of dependency matrix of main factors (relative weights obtained from the third stage), in the relative weights of the main factors, after the normalization. The weights of the interdependency of the main factors are calculated as follows:

\[
\begin{pmatrix}
1.00 & 0.887 & 1.00 & 0.877 \\
0.078 & 1.00 & 0.00 & 0.123 \\
0.693 & 0.00 & 1.00 & 0.00 \\
0.229 & 0.113 & 0.00 & 1.00
\end{pmatrix} \times \begin{pmatrix}
0.443 \\
0.278 \\
0.186 \\
0.093
\end{pmatrix} = \begin{pmatrix}
0.478 \\
0.162 \\
0.247 \\
0.113
\end{pmatrix}
\]

As it can be seen, there is a significant difference between the weight of obtained factors and the weight of the interdependency of factors.

**Table 7. Total weight of the sub-factors of SWOT**

<table>
<thead>
<tr>
<th>SWOT</th>
<th>Relative weights</th>
<th>Sub Factors of SWOT</th>
<th>Relative weights</th>
<th>Total weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td>1) Electronization of serving system in Customs Department of Bushehr</td>
<td>0.100</td>
<td>0.0478</td>
<td></td>
</tr>
</tbody>
</table>

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Furthermore, the relative weights of sub-factors in SWOT are obtained by using paired comparisons matrix that the final results are shown in table 8.

Table 8. Paired comparison matrix for sub-factors of strengths

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Table 9 shows the matrix of paired comparisons for the ranking of options according to one of the strengths. This matrix is provided as an example, number of intended matrices is eight and for each of the strengths a paired comparison matrix should be formed.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>S_1</th>
<th>S_2</th>
<th>S_3</th>
<th>S_4</th>
<th>S_5</th>
<th>S_6</th>
<th>S_7</th>
<th>S_8</th>
<th>Relative weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>S_1</td>
<td>1.00</td>
<td>0.49</td>
<td>0.35</td>
<td>1.00</td>
<td>0.50</td>
<td>1.06</td>
<td>1.96</td>
<td>2.04</td>
<td>0.100</td>
</tr>
<tr>
<td>S_2</td>
<td>2.03</td>
<td>1.00</td>
<td>0.48</td>
<td>2.18</td>
<td>2.11</td>
<td>2.26</td>
<td>2.34</td>
<td>2.98</td>
<td>0.190</td>
</tr>
<tr>
<td>S_3</td>
<td>2.86</td>
<td>2.08</td>
<td>1.00</td>
<td>2.23</td>
<td>3.08</td>
<td>2.02</td>
<td>1.93</td>
<td>2.14</td>
<td>0.255</td>
</tr>
<tr>
<td>S_4</td>
<td>1.00</td>
<td>0.46</td>
<td>0.45</td>
<td>1.00</td>
<td>1.00</td>
<td>1.03</td>
<td>1.00</td>
<td>2.11</td>
<td>0.099</td>
</tr>
<tr>
<td>S_5</td>
<td>2.00</td>
<td>0.47</td>
<td>0.32</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.24</td>
<td>2.00</td>
<td>0.109</td>
</tr>
<tr>
<td>S_6</td>
<td>0.94</td>
<td>0.44</td>
<td>0.49</td>
<td>0.97</td>
<td>1.00</td>
<td>2.00</td>
<td>2.14</td>
<td>2.12</td>
<td>0.110</td>
</tr>
<tr>
<td>S_7</td>
<td>0.51</td>
<td>0.43</td>
<td>0.52</td>
<td>1.00</td>
<td>0.81</td>
<td>0.50</td>
<td>1.00</td>
<td>2.04</td>
<td>0.085</td>
</tr>
<tr>
<td>S_8</td>
<td>0.49</td>
<td>0.34</td>
<td>0.24</td>
<td>0.47</td>
<td>0.50</td>
<td>0.47</td>
<td>0.49</td>
<td>1.00</td>
<td>0.051</td>
</tr>
</tbody>
</table>

CR = 0.02

Table 10 shows the matrix of paired comparisons for the ranking of options according to one of the weaknesses. This matrix is provided as an example, number of intended matrices is nine and for each of the weaknesses a paired comparison matrix should be formed.

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>SO</th>
<th>WO</th>
<th>ST</th>
<th>WT</th>
<th>Relative weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO</td>
<td>1.00</td>
<td>0.47</td>
<td>0.15</td>
<td>0.24</td>
<td>0.065</td>
</tr>
<tr>
<td>WO</td>
<td>2.14</td>
<td>1.00</td>
<td>0.21</td>
<td>0.54</td>
<td>0.126</td>
</tr>
<tr>
<td>ST</td>
<td>6.88</td>
<td>4.76</td>
<td>1.00</td>
<td>3.26</td>
<td>0.585</td>
</tr>
<tr>
<td>WT</td>
<td>14/4</td>
<td>1.84</td>
<td>0.31</td>
<td>1.00</td>
<td>0.224</td>
</tr>
</tbody>
</table>

CR = 0.02

Table 11 shows the matrix of paired comparisons for the ranking of options according to one of the opportunities. This matrix is provided as an example, number of intended matrices is nine and for each of the opportunities a paired comparison matrix should be formed.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>SO</th>
<th>WO</th>
<th>ST</th>
<th>WT</th>
<th>Relative weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO</td>
<td>1.00</td>
<td>6.03</td>
<td>2.80</td>
<td>7.84</td>
<td>0.585</td>
</tr>
<tr>
<td>WO</td>
<td>0.17</td>
<td>1.00</td>
<td>0.31</td>
<td>1.98</td>
<td>0.097</td>
</tr>
<tr>
<td>ST</td>
<td>0.36</td>
<td>3.21</td>
<td>1.00</td>
<td>4.42</td>
<td>0.258</td>
</tr>
<tr>
<td>WT</td>
<td>0.13</td>
<td>0.51</td>
<td>0.23</td>
<td>1.00</td>
<td>0.060</td>
</tr>
</tbody>
</table>

CR = 0.02

Table 12 shows the matrix of paired comparisons for the ranking of options according to one of the threats. This matrix is provided as an example, number of intended matrices is eight and for each of the threats a paired comparison matrix should be formed.

<table>
<thead>
<tr>
<th>Threats</th>
<th>SO</th>
<th>WO</th>
<th>ST</th>
<th>WT</th>
<th>Relative weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment of agreements of surrounding Arabic countries</td>
<td>SO</td>
<td>WO</td>
<td>ST</td>
<td>WT</td>
<td>Relative weights</td>
</tr>
</tbody>
</table>

(DOI: dx.doi.org/14.9831/1444-8939.2014/2-SI/MAGNT.31)
Ultimately the final weights of alternatives strategies are calculated through the following equation:

\[
W_A = W_G \times W \cdot 100
\]

\[
\begin{bmatrix}
SO \\
WO \\
ST \\
WT
\end{bmatrix} = \begin{bmatrix}
0.314 \\
0.210 \\
0.246 \\
0.230
\end{bmatrix}
\]

In this equation, \( W_A \) is the final weights of alternatives strategies and \( W \) is the degree of prioritizing alternative strategies with respect to each of the sub-factors of the WG and SWOT are the total weights of sub-factors. According to the obtained weights, strategies of SO group have the highest weight and are selected as the best for execution of the strategy.

5. Discussion and conclusions

In relation to each of the strategies the following recommendations are offered to the authorities and managers of the Customs Department:

5-1. First rank in the strategies was assigned to SO.

Strategies presented in this section include:

- Attempts to make the Customs electronic:
  Considering the electronization of the government in the recent years and the efforts of authorities to reduce the size of government and its costs, electronization of customs activities is very important. Although, this issue requires allocating adequate and appropriate budget for the provision of appropriate hardware and software infrastructures and also permanent support, but after the implementation of system and electronization of customs activities, many achievements can be expected. For example, full control of activities, exchange rates, customer satisfaction, and telecommuting and… are some of these achievements.

Authorities and managers of Customs Department must prepare the organization for change. Some employees may show serious reactions towards these changes, that it must be controlled by managers. Multitasking and specialization of activities may not be pleasant for experienced and aged staff. Also changing environment and increased control may prevent some of employees to perform illegal activities which may lead to their resistance. Resistance against changes, for whatever reason that occurs, should be managed to avoid any trouble at the beginning of the implementation and enforcement.

- Expansion of customs communications with the surrounding customs of the Persian Gulf and membership in various conventions and creating regional customs associations

Due to the improvement of international relations of Iran after the change of government, customs relations with neighboring countries is growing that this would strengthen the organization and improve its condition. Membership in various conventions and signing commitments along with the formation of regional customs alliances can be for the benefit of Bushehr Customs. Managers should have great enthusiasm for membership in various conventions and signing commitments in order to be able use all of existing capacity that had not been used in recent years.

- Partnerships with neighboring organizations, in order to design a comprehensive system of informatics

Following the electronization of customs of the country, this issue would also facilitate communication and exchanges between governmental departments and agencies.

Relationships between product confirming organizations, customs, banks, and department of defense and industries can increase the speed of customs processes. Managers should pay special attention towards customs affairs along with holding joint meetings with the managers of neighboring and peer organizations in order to enhance the electronization of the government and launch comprehensive system of informatics.

- Designing alternative management system in customs

If the management system is not dependent on the manager and a comprehensive program with the
agreed objectives is formed in the system, replacement of managers cannot make any disruption in advancing the goals. One of the weaknesses of the administrative system of the country is the lack of a comprehensive system for organizations that any manager according to his taste and relationships spoils the entire system and until the formation of the new system, the manager is changed.

5-2. Second rank in the strategies was assigned to WO. Strategies presented in this section include:
- Designing a comprehensive training program for customs which includes educational needs assessment system, new methods of teaching, teacher training for technical and professional training, designing extra-organizational training systems, designing evaluation of the effectiveness of courses and equipping custom training to audiovisual facilities and teaching aids equipment and holding training courses for different organizational levels to enhance the ability of managers and fill the gap between young forces and retired experienced forces and increasing the number of Bushehr customs staff in proportion to volume of its activity. This strategy expressively describes the activities required in the organization.
- Designing a comprehensive system to fight against customs violations
By taking into account the existence of violation in the customs system, due to the nature of its activities, a system should be designed to comprehensively fight against customs offenses. Of course electronization of customs activities to a large extent helps to prevent violations. The relationship must be such that irregularities do not become common in the system. It means that, the staff should recognize specific positions, posts and activities and even compete to get their authority to easily prevent profitable offenses.
Emphases on self-control in the organization, promoting spirituality and God-centrality in organization, provision of the actual definition of the word of “rights of people” by managers to employees are among the things that can slow down the process of violation in organization.

5-3. Third rank in the strategies was assigned to ST. Strategies presented in this section include:
- Use of advanced technology of subtle control and X-Ray equipment
- Equipping system can always make the activities easier and makes the occurrence of offenses more difficult. Using x-ray equipment for controlling load can help the staff of Customs of Bushehr province.
- Creating a positive attitude in service recipients by providing desirable services and proper informing
When the general impression of service recipients is that there is a violation in the system, even in the absence of a violation, the skepticism and suspicion of customers and service recipients cause damage to the reputation of system. Managers and officials should attempt to create a positive attitude in serving service recipients and customers. Providing desirable services, clarification of activities, avoiding any violations by the employee and timely and comprehensive informing are among the factors which can lead to a positive attitude.
- Making efforts to reduce the time of investigating legal claims against Customs
Lawsuit against the customs is a complicated and time consuming process. This matter can lead to slowing of the system. Relations with the judicial authorities should be in a way that reduces the time of investigating lawsuits to the shortest time possible.

5-4. Fourth rank in the strategies was assigned to WT. Strategies presented in this section include:
- Negotiations with the Ministry of Commerce, Industry and Mines and other policy-making institutions related to customs procedures in order to clarify and amend the rules and regulations.
Holding joint meetings and increasing exchanges and joint activities can cause more involvement of ministries, organizations and government departments, and consequently resolve some of the ambiguities and complexities of customs procedures.
- Trying to reduce the number of customs of the province and implementation of spatial planning project
- Designing appropriate systems within the organization and systems of communication with neighboring organizations
- Integration of organizational systems and its electronization of it can contribute greatly to this subject.
- Informing the service recipients about the role of Customs at ports of entry and exit.
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