

## **Analyzing the Strategic Environment in the Agricultural Sector Based on Phase Logic in Agriculture Section**

Yasser Saei,

Department of Industrial Engineering, Payam Noor University, 19395-9697, Tehran, Iran

Bakhtiar Lalehgani

Assistant Professor, Department of Agriculture and Environment Science Engineering, Payame Noor University, Tehran 19395-9697, Iran

**ABSTRACT**— In this study identify and rank the effective stakeholders and environmental conditions including identifying the internal and external factors affecting the agricultural sector using brainstorming. In this context, 13 different groups of internal stakeholders and 30 external stakeholders 90 external factors into 5 groups and 85 different internal factors were identified in 7 groups. In addition, the environment factors identified in this study were analyzed by using Fuzzy Delphi method. Fuzzy analysis results indicate that in status quo, threatening and destructive influence of external factors and internal weaknesses is greater than chances and strengths inside and outside to reach a desirable perspective. The calculations show that the numerical weight and restricted level of fuzzy numbers of internal factors is lower and more negative than restricted level of fuzzy numbers related to external factors. Therefore, strategy formulation should further be noted to internal weaknesses than external threats.

**KEYWORDS:** Strategic Planning, Fuzzy Logic, Brain Storming, Agriculture.

### **Introduction**

It is clear that in today's turbulent world and in the age of information and communication dealing with issues such as "globalization and phenomena such as" global citizen "" global competitors "," Customer World "" global suppliers "and" distributors worldwide," the organizations required to adapt and cope with changes. Strategic planning is a structured effort to make main decisions and also to perform activities which form the nature of organization, its activities and the activities carried out by the organization in order to deal rationally with environmental changes and the above-mentioned phenomena

### **Problem Statement**

The agricultural sector in the city of Khorramshahr has been always a major concern for policy makers and planners in this province. On the one hand it could be the extension of basic resources, especially water resources cause irreparable damage, on the other hand neglect and indiscriminate can destruct gardens and green spaces also undermine Iran's desert zone. It is also a serious threat to the rest of the country. According to available information, most major consumer of water resources is in the agricultural sector of Khorramshahr city. Dehydration crisis, successive droughts, the impact of external factors including the active participation of industry and services cause very vulnerability in this sector. Therefore, all necessary measures in order to make optimal use of soil and water resources as well as production and income is very important. Has become necessary to develop other economic sectors. This study is intended to look fuzzy with internal and external environment of the agricultural sector and also the weaknesses, strengths, opportunities and threats ahead and the identification of its strategic position in the framework of the chart «FSWOT» to provide strategic planning arrangements in this vital part.

### **Research questions**

The main questions that are raised in this study include:

1. What is the proper outlook of the agricultural sector development in Khorramshahr city in 1404 outlook?
2. What are the main beneficiaries of the agricultural sector in Khorramshahr city?
3. What are the most capabilities and opportunities for the agricultural sector in Khorramshahr city?
4. What are most significant weaknesses and threats of agriculture in Khorramshahr city?
5. What area is strategic agriculture location in Khorramshahr city based on fuzzy logic?

### **Research objectives**

1. Developing vision or outlook for agricultural
2. Understanding environmental factors and internal sources affecting the development of the agricultural sector

3. Analysis of environmental factors and internal sources with fuzzy logic approach
4. Outlining the strategic position of the agricultural sector based on fuzzy logic (Fswot)

### **The importance of research**

This study intends to discuss preliminary necessary studies to develop prospects for the development of the agricultural sector in the form of recognition and analysis of internal and external factors in agriculture sector. The results can also make coordination and coherence in the management of macro Province and also provide ability to coordinate the enforcement activities in order to achieve the objectives. This can be used to evaluate the performance of inter-sectoral and cross-sectoral activity also made it possible for managers. This will allow provincial and national managers who can provide rational planning for sustainable development in the agricultural sector.

### **Research method**

This was a cross-sectional study, it tries to use the experiences of experts in agriculture and also statistics, information and documents in order to draw picture of the current state of the agricultural sector in Khorramshahr city .It also uses a strategic planning model (Bryson model) to develop the desired prospects also use the fuzzy approach to identify and characterize the current situation and the impact of FSWOT external and internal factors and draw the strategic position of agriculture as the fuzzy form.

### **Analysis Tool**

In this study, different methods will be used to analyze internal and external factors other methods. Among the methods used in this study are "brainstorming" and "Fuzzy Delphi".

Prospects for the development of the agricultural sector in Khorramshahr city

Prospects for future prospects is desirable that the organization wants and wishes to achieve. In fact, the landscape will be given. In response to the question "What we want to become?" We can continue agricultural production on the basis of international standards. With the approach of sustainable development, food supply and agricultural produce processing industry to expand science and technical knowledge, we can become the superior service exporter of agricultural products and related industries.

### **Literature**

- Attention to environmental factors in strategic management

"Understanding the causes of strategic management in the light of the world after World War II and the strong economic relations between the blocks is possible. The relative decline of America's economy strong competitors such as Japan and Germany had been the biggest blow to the war. Other major changes in the economic, political, social and technological environment marked along with significant changes at 80s. Conceptually, strategic management is keeping pace with developments in management theory. Classical schools of behavioral and management aspects of the organization and its work were emphasized issues such as production planning, behavior of their subordinates to improve the working environment and the role of informal groups in the productivity of labor. But the political atmosphere, feeling individuals and entities outside the organization was not the main issue. Because the environment is relatively stable and the baby does not feel. Gradually with continued economic growth, reliable environmental situation vanished and accelerating changes and events happened in the world that managers turn scholar's attention to environment-oriented organizations and concepts such as system, economy, long-term planning, strategy and strategic management process management. The concepts and theories has been management response to broad economic and social transformation and change. "Today, the globalization of information, communication and economy caused to facilitate the changes in the external environment and internal environment of organizations and companies consequently. This change is such that if organizations fail in the field of technology and manpower structure or goal setting will adapt to it, life is faced with serious threats. Note that in terms of environmental change, organizations must also draw scope of someone's activities and its future. According to the environment and awareness of the effects of environmental variables can vision of the future for organizations and the need to prepare to deal with constant changes justified, it required the use of strategic management model. The external and internal environment analysis and management within organizations in the strategic manufacturing process Strategic management can be defined following:

"Art and science of formulation, implementation and evaluation of multi-functional decisions, which enables the organization to achieve its long term goals." According to the definition provided in the strategic management process involves three stages: (a) develop strategies (b) implementing strategies (c) evaluation of strategies. In the development phase, the following topics will be looking for: mission and vision (vision) organization, identifies and analyzes internal and external environment factors; identifying and analyzing stakeholders, determining the long-term goals; determine strategic issues set , strategic goals, special strategy. Since no organization, resources and technology organization can have unlimited resources, strategists should be based on which of the different strategies can be most beneficial to their organization decisions. It is a decision that the future services or products, target markets and resources required specifies technologies. "Implementation of strategies requires that institutions consider the annual target. Determine policies, motivate employees and allocate resources in such a way that the formulation of

strategies to be implemented. Implementation of the strategy requires a cultural development that would strengthen strategies. The structure of organizational effectiveness planned, Guide marketing efforts; its budget; create information systems, Finally, with respect to the performance of the organization, services compensate the staff. It is thought that the executive is often the most difficult step in the strategic management process, exercise Self-sacrifice and self-control. In strategic management, strategy evaluation is considered the final stages. Usually due to harsh environmental changes, managers need to assess the efficacy of strategies and through proper assessment that can be correctly understood and executable process. Three major activities conducted to evaluate the strategy including: (1) review the internal and external environment factors that are the basis of the current strategy. 2) The accounting and performance measurement 3) corrective measures. Finally as shown, in today turbulent world and also information and communication era, it is required to coordinate the changes and adaptability to changes by recognition and analyses of internal and external factors as the necessities of effective and dynamic moving in organizations.

### **The strategic location analysis**

One of the main stages of the strategic planning process is Internal and external environment analysis. In the follows, the vision of this important agricultural sector will follow into two parts

The first part analyzes the strategic environment includes:

- Identification and analysis of agricultural stakeholders in brain storming method
- Analysis of the external environment with fuzzy vision
- Analysis of the internal environment with fuzzy vision

### **Part II: SWOT analysis with FSWOT fuzzy logic approach**

#### **Strategic Environmental Analysis**

Internal and external factors, particularly the impact on the management of an organization is the development of strategic management knowledge. It is strength to overcome organizational weaknesses and to take action to make the most of the opportunities ahead. As well as understanding our customers' needs as the beneficiary of the organization of management requirements, especially in competitive conditions. So in the strategic planning process to develop a proper strategy, it has required a detailed analysis of the strategic environment. In general, it includes studies of the current situation of the agricultural sector in the province such as identification of stakeholders, including key internal and external stakeholders in understanding the impact and effectiveness of the macro environment (external) which includes economic, social and technological impact on agriculture sector. Recognition of internal environment includes internal factors affecting the financial system marketing information system resources, general management of the human resources and quality management

#### **Stakeholders Analysis**

In general, stakeholders or customers are said to be to individuals and legal entities or groups that somehow the organization are influenced or affected the performance of the organization or Organizers are expecting. In both cases, affect or influence can be negative or positive.

So accurate knowledge of stakeholders to be aware of their needs and taking advantage of their potential as effective advocates of high importance. In addition, the identification of these threats and restrictions can also specify the capacities of the stakeholders.

It is worth noting, the stakeholders can perform active involvement in studying the institutional needs, mission and goals, using internal and external analysis and formulation of projects and enterprise applications.

In order to analyze the scope of stakeholders in the agricultural sector in Khoramshir city, a strategic committee took the following steps:

1. The accurate identification of all stakeholders as inside and outside breakdown
2. Rankings stakeholders in terms of internal and external

The final score for each beneficiary scores given by each member gathered together as the final score was considered average. And the ranking of beneficiaries was based on the highest rating (Table 1 and 2)

In analyzing the stakeholders it is important that customers know what to expect from the organization and what are the needs.

The analysis of the external environment based on fuzzy logic

Companies and organizations are trying to learn more content in existing markets with changing conditions and adapt to innovate with new inventions to compete in a successful manner. The analysis of the macro environment (outer) part of the strategic planning process is considered important. For this purpose, you must first identify precisely the impact of external factors. External factors (external) affecting the sector can be classified into the following four groups:

- P = political factors
- E = economic factors
- S = social factors
- T = technology factors

Usually has negative effects on trends and external events and organizations marketing their products. Many organizations only survival depends on the fact that they can identify opportunities in the external environment and take advantage of them. In the present study to analyze the macro environment (outer) of agricultural sector in Khoramshar city, the following steps took place:

- 1) Strategic Committee raised the question of what factors could affect the fate of the agricultural sector has been effective from the outside and also affect the mission and goals?
- 2) These factors can have a positive effect (reinforcing) or negative (destructive and limiting).
- 3) The members were asked to write a complete list of factors without regard to effects.
- 4) List were summed in the form of political, social, economic, technological and other groups.

In order to rate the factors relevant to each group member (eleven experts), each of its importance in achieving the goals or missions organization determined separately by selecting a number from 1 to 100 (paragraphs 3, 4 and 5 was done in brainstorming method, so that all members of strategic committee (11 experts and managers in agriculture sector) were asked to list the effective factors and were summed in the form of political, social, economic, technological and other groups.

5) The operating status as well as being in line with the objectives of the section (in other words, opportunity or threat) with the score of (2-to +2) which -2 indicates a perfect threaten, -1 the relative threat, 1+ relative opportunity, 2+ full opportunity). As noted in the discussion of the theory of fuzzy sets, As the definitive numbers to predict the long-term it away from the real world, and The experts apply their mental abilities competencies and to predict, This suggests that the uncertainty over the conditions of possibility of uncertainty with fuzzy sets 1) ,In this study, it was decided to discuss the topic of internal and external environment analysis to determine the strategic position of the agricultural sector Using fuzzy sets (using fuzzy numbers) to predict long-term and make decisions in the real world. Therefore, it is reasonable to consider the above-mentioned concepts to analyze Information on the state of the terms being in line with the objectives of the agricultural sector (opportunities and threats) in the form of natural language expert's committee member. The aim of this study is to facilitate the calculation of triangular fuzzy numbers (Triangular Fuzzy Number), so that every member was asked to express his idea about the amount and the maximum amount in the range of -2 to 2 individually. Table 3 is one of the five tables in Tables 3 to 4 which shows results of the analysis of the external environment in the agricultural sector of Khorramshahr city using fuzzy Delphi method (only one of the tables was provided because observing paper instruction and a limited number of pages). Table 3 shows Analysis of factors affecting the external environment in the field of "social" of agricultural sector in Yazd based on fuzzy Delphi method.

Table 1 shows Analysis of factors affecting the internal environment, in the field of "General Management" of agricultural sector in Yazd based on fuzzy Delphi method.

### Analysis of FSWOT

After determination of internal advantages and weakness and also chances and threats in organization, all factors are compared together and fuzzy computations of final analyses have performed. Thus to draw the strategic status of results of internal and external factors analyses ( tables 3-4) calculations based on the theory of fuzzy sets and triangular fuzzy numbers and formulas of mean triangle fuzzy numbers the results was transferred to tables 5 and 6. The numbers of Table 5 and 6 were summed as the final score of internal and external factors in agriculture sector. Table 5 shows total analyses of the external environment of agriculture sector in Khormshahr, based on fuzzy Delphi method. Table 6 shows total analyses of the internal environment of agriculture sector in Khormshahr, based on fuzzy Delphi method. Reference of Tables 5 and 6: results and calculations based on Table 3 to 4 is based on limitations in the number of pages of paper and according to the relevant instructions were given just two factors. The results of this analysis show in the current situation, threatening and destructive influence of external factors and internal weaknesses are more than opportunities and strengths within and outside the sector to achieve the desired vision. Although political factors in the external environment and internal environment quality of management techniques and operation is not still appeared as a threat in the form of full or weakness.

$$EF = (-0/23, -0/11, 0/034)$$

$$IF = (-0/27, -0/11, 0/18)$$

According to the results of the analysis of the strategic position of agricultural sector in Khormshahr was depicted in Figure 1 It is worth noting as graph, there are four strategic areas as Region 1 (excellent) Region 2 (poor) Region 3 (very Inappropriate) and Region 4 (dangerous). The vertical axis of chart indicate final score of internal factors from -2 to +2 and horizontal axis contains the final score from -2 to +2 external factors.

Region 1: external environmental factors make opportunities and internal factors are strong Region 2: external environmental factors can create opportunities but does not exist internal resources (low strengths, more internal weaknesses)

Region 3: external environmental factors threaten. However, there is strength inside.

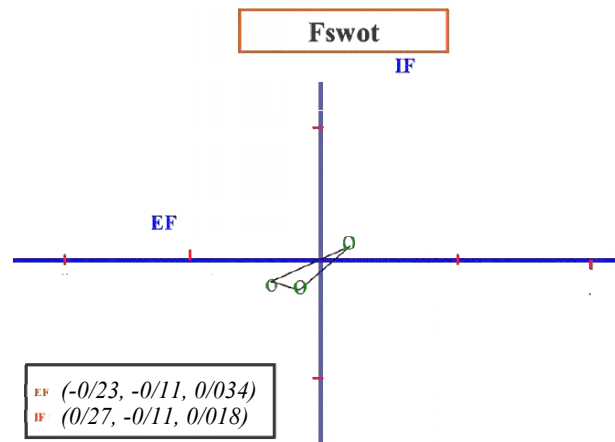
Region 4: external environmental factors threaten and internal sources of either does not exist or is not used.

**Table 1: identifying and ranking of internal stakeholders (Source: results)**

Internal stakeholders			Title
Mean	Influence	effectiveness	
	Average ideas in brainstorming session	Average ideas in brainstorming session	
6/8	6/64	7	Head of organization
6/5	6/5	6/455	Technical and specialized assistance(Technical and administrative affairs of the livestock industry and rural development) & Independent Technical and specialized management experts
			Management of Agriculture of the city
			Promotion centers of agricultural services

**Table 2: identifying and ranking of External stakeholders (Source: results)**

External stakeholders			Title
Mean	effectiveness	effectiveness	
	Average ideas in brainstorming session	Average ideas in brainstorming session	
8	8.091	7.82	Beneficiaries
8.7	6.273	9.364	Ministry of Agriculture
7	6.545	7.455	Retailers and consumers of agricultural products
6.9	5.909	7.273	Exporters
6.6	7	6.273	Production and rural cooperatives
6.4	5.091	7.636	Management and Planning Organization
6.3	4.909	7.727	Parliament members
6.2	6.818	5.545	fruit and vegetable markets
6.1	5.818	6.455	Local leaders
5.9	5.727	6.091	People
5.9	6.091	6.182	Working Group on Water and Agriculture
5.9	6.091	5.636	Islamic City and village Council
8.5	4.091	7.455	Regional Water Company
5.7	6.364	5.091	Department of Environment
5.5	4.455	6.545	Governor
8	8.091	7.82	Beneficiaries
8.7	6.273	9.364	Ministry of Agriculture
7	6.545	7.455	Retailers and consumers of agricultural products
6.9	5.909	7.273	Exporters
6.6	7	6.273	Production and rural cooperatives
6.4	5.091	7.636	Management and Planning Organization
6.3	4.909	7.727	Parliament members
6.2	6.818	5.545	fruit and vegetable markets
6.1	5.818	6.455	Local leaders
5.9	5.727	6.091	People
5.9	6.091	6.182	Working Group on Water and Agriculture
5.9	6.091	5.636	Islamic City and village Council
8.5	4.091	7.455	Regional Water Company
5.7	6.364	5.091	Department of Environment
5.5	4.455	6.545	Governor



**Figure 1:** strategic location of agriculture sector in Yazd based on fuzzy logic

**Table 3:** Analysis of factors affecting the outer perimeter of the agricultural sector in social sector of Yazd agriculture, fuzzy Delphi method

Status			Importance Degree		External Factor	Social
Max	Most possible value	Min	Based on 1	Based on 100		
-0/2	-0/5	-0/8	0/052	87	Being accident-prone areas (droughts, earthquakes, floods and moving sand )	
-0/2	-0/4	-0/8	0/051	86	The average age of the working population in the province	
-0/2	-0/4	-0/6	0/048	80	Urban Development	
-0/2	-0/4	-0/6	0/045	76	Traditionalism	
-0/1	-0/3	-0/5	0/048	81	Social status of beneficiaries	
-0/1	-0/3	-0/5	0/051	85	Agriculture and Rural honored by the (official)	
-0/1	-0/3	-0/5	0/044	74	Population growth rate	
0	-0/2	-0/4	0/048	81	Unemployment	
0	-0/2	-0/4	0/052	88	Social problems (drug addiction, divorce, promiscuity, etc.)	
0	-0/1	-0/2	0/045	76	Labor migration	
0	-0/2	-0/2	0/048	70	Lifestyle changes	
0/3	0/0	-0/2	0/063	79	Spirit of cooperation and collaboration	
0/2	0	-0/1	0/056	70	The share of popular organizations in the management section	
0/5	0/2	0	0/062	78	Food culture in the community	
0/8	0/5	0/3	0/064	80	University education	
1	0/6	0/4	0/056	70	popular beliefs	

Reference: results

**Table 4:** Analysis of factors affecting the internal environment, "General Management", Yazd agricultural sector , fuzzy Delphi method

Status			Importance Degree		External factor	General Management
Based on 1	Based on 100		Based on 1	Based on 100		
-0/2	-0/5	-0/8	0/052	87	performance evaluation system	
-0/2	-0/4	-0/8	0/051	86	Elitism in appointments	
-0/2	-0/4	-0/6	0/048	80	Process control	
-0/2	-0/4	-0/6	0/045	76	Organizational environment and climate	
-0/1	-0/3	-0/5	0/048	81	Using research and studies on decision-making and planning by managers	
-0/1	-0/3	-0/5	0/051	85	Short-term , middle term and long-term programs	
-0/1	-0/3	-0/5	0/044	74	Self- centered of managers	
0	-0/2	-0/4	0/048	81	participative management	
0	-0/2	-0/4	0/052	88	program approach in the management	
0	-0/1	-0/2	0/045	76	Staff satisfaction with the performance of directors	
0	-0/1	-0/2	0/048	80	Accountability system of managers	
0/2	0	-0/2	0/048	81	Efficiency of management systems	
0/2	0	-0/2	0/048	80	Creativity and innovation of managers	
0/2	0	-0/4	0/045	76	Enumerating work methods and processes	
0/2	0	-0/4	0/046	78	Related sub-sector interaction	
0/2	0	-0/4	0/044	74	Using Motivational management factors	
0/2	0	-0/4	0/045	75	presence of the management consulting centers	
0/2	0	-0/4	0/048	80	Fitting the time structure and the production centers scattering	
0/3	0/1	0	0/048	80	logical and cooperative connection between managers and employees	
0/3	0/1	0	0/049	83	Fitting powers and responsibilities	
0/5	0/3	0/5	0/048	80	Understanding the functions and powers and their use by managers	

Source: research results

**Table 5:** Summary analysis of the external environment of Yazd agriculture B) Fuzzy Delphi method

final value Mean (status* weight) (IF)			Sum (status*weight )			Factors Number	Group title	Row
Max	Most possible value	Min	Max	Most possible value	Min value			
0/0213	0/005	-0/0072	0/447	0/103	-0/152	21	Political	1
0/0075	-0/0065	-0/0133	0/325	-0/193	-0/399	30	Economic	2
-0/0091	-0/027	0-/045	-0/155	0/454	-0/756	17	Social	3
0/002	-0/025	-0/062	0/028	-0/344	-0/867	14	Technological	4
0/018	-0/041	0/103	0/141	-0/325	-0/821	8	Other	5
-0/034	-0/11	-0/23				91		Sum

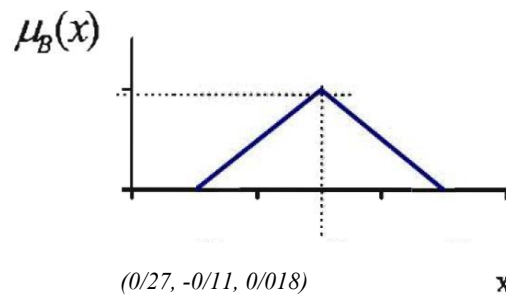
**Table 6:** Summary analysis of the internal environment (internal) of Yazd Agriculture B) Fuzzy Delphi method

final value Mean (status* weight) (IF)			Sum (status*weight )			Factors Number	Group title	Row
Max	Most possible value	Min	Max	Most possible value	Min value			
-0/011	-0/0451	-0/0745	-0/088	-0/361	-0/596	8	Marketing	1
-0/0214	-0/023	-0/0638	0/107	-0/115	-0/319	5	Financial system	2
0/063	0/02	0/0061	0/692	0/224	0/067	11	Operation	3
-0/0183	-0/0243	-0/044	-0/274	-0/365	-0/656	15	Human labor	4
-0/0008	-0/0149	-0/0167	-0/016	-0/312	-0/329	24	General management	5
0/0016	-0/173	-0/0362	0/016	-0/173	-0/362	10	Information system	6
/0043	0/0002	-0/0251	0/065	0/003	-0/337	15	Quality management	7
0/018	-0/11	-0/27				80		Total

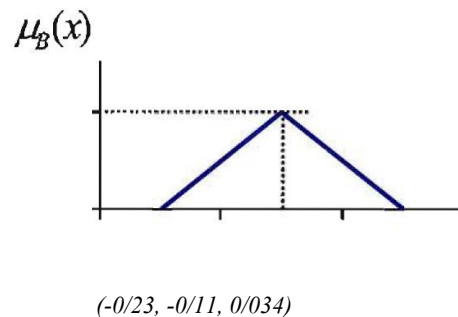
**Results and findings**

- Membership functions:

A) Membership function of external factors ()



B) Membership function of internal factors (IFE)

**Analysis of Fuzzy points on the chart:**

2 of 3 points on the chart are placed in dangerous regions. Therefore, this case represents a significant threat of external and internal agriculture serious weaknesses in Yazd province. Thus, the planners must have formulation goals and strategies to achieve the serious goals in consideration to external threats factors and internal weaknesses of the agricultural sector. The only point that is located in the region of 1 is related to a maximum value or in other words the optimistic situation of factors that are close to the axis and in positive regional. Thus, in strategies planning and Formulation cannot be optimistic about the situation of this point, in other words the situation is fragile and non-confidence.

- Sort of fuzzy numbers of environmental factors:

In order to determine the weight of external and internal factors we use the enclosed criteria as below.

Fuzzy numbers of external factors= (-0/23, -0/11, 0/034)

Fuzzy numbers of internal factors= (0/27, -0/11, 0/018)

$$S(A_i) = \frac{a_1 + 2a_2 + a_3}{4}$$

$i = 1, 2$

$$S(IF) = \frac{-0/27 + 2(-0/11) + 0/018}{4} = -0/118$$

$$S(EF) = \frac{-0/23 + 2(-0/11) + 0/034}{4} = -0/104$$

In order to determine the weight of external and internal factors of the criteria we use the enclosed as below.

Fuzzy numbers of external factors= (0/034 and -0/11 and -0/23)

Internal factors fuzzy numbers = (0/018 and -0/11 and 0/27)

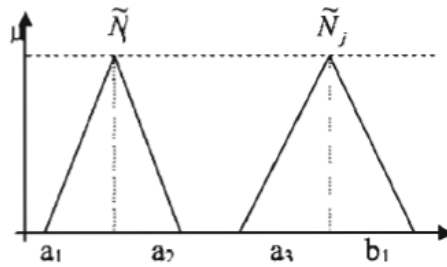
We conclude that: It can be seen that negative weight of internal weaknesses is higher than the weight of external threats

The strategy planners pay more attention to weaknesses in the agricultural sector.

- Calculate the fuzzy distance number of environmental factors:

The distance between two triangular fuzzy numbers  $N_j(b_1, b_2, b_3)$  and  $N_i(a_1, a_2, a_3)$  can be calculated as follows.





$$S_R(N_i, N_j) = \frac{1}{2} [S_L(N_i, N_j) + S_R(N_i, N_j)]$$

Is equal to :  $S_L(N_i, N_j)$  ,  $S_R(N_i, N_j)$  :

$$S_L(N_i, N_j) = S_i(N_i, 0) - S_L(N_j, 0) = \frac{a_1 + a_2}{2} - \frac{b_1 + b_2}{2}$$

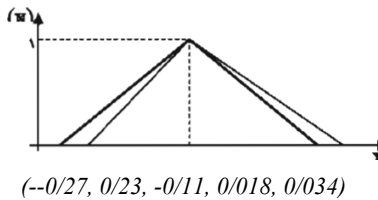
$$S_R(N_i, N_j) = S_R(N_i, 0) - S_R(N_j, 0) = \frac{a_2 + a_3}{2} - \frac{b_2 + b_3}{2}$$

Then both fuzzy numbers  $N_i$  and  $N_j$  will be equal to:

$$S(N_i, N_j) = \frac{1}{2} \left[ \left( \frac{a_1 + a_2}{2} - \frac{b_1 + b_2}{2} \right) + \left( \frac{a_2 + a_3}{2} - \frac{b_2 + b_3}{2} \right) \right] = \frac{1}{2} \left[ \frac{a_1 + 2a_2 + a_3}{2} - \frac{b_1 + 2b_2 + b_3}{2} \right]$$

Which can be positive, negative or zero...

According to material presented are:  $S(IF, EF) = -0/014$



Since the distance  $IF$  and  $EF$  is negative , we conclude that the weight of internal weaknesses of the agricultural sector is greater than the weight of external threats , Thus, in planning should be considered internal weaknesses than external threats.

### The Research Suggestions

1. Strategic planning phase for agriculture
2. Analysis of the general environment of agriculture (status quo)
3. Ranking Fuzzy strategic goals of agricultural in Khorramshahr city
4. Identify the strategic issues of the agricultural sector in Khorramshahr city
5. Preparation of the strategic objectives of agricultural sector in Khorramshahr city
6. Fuzzy Rating of environmental factors (internal and external) affecting agriculture in Khorramshahr city
7. Fuzzy ratings of inner and outer stakeholders of agricultural sector in Khorramshahr city
8. Fuzzy matrix of strengths and weaknesses, opportunities and threats affecting the agricultural sector in Khorramshahr city
9. Identify and Formulation strategy for the agricultural sector in Khorramshahr city
- 10 fuzzy ranking and analysis of the agricultural sector strategies in Khorramshahr city
11. The interpretation of polygons arisen in charts

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