

Original Paper

Development of an Entrepreneurial Small Business' (Abler by Robomedika's) Strategic Plan by Shortened Systematic Strategic Planning (SSP)—Case Study

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Abstract

As many sources exhort managers to “think strategically”, only a few addresses how to make this happen. Shortened Systematic Strategic Planning (SSP) consists of a pattern of step-wise procedure for straight-forward planning, and the fundamentals involved in any strategic planning project. The use of shortened SSP is more suitable for the development of strategic plans for small- and medium-size businesses. SSP has been applied to and tested on different businesses' subject issue and has been generated by the composition of the cause-and-effect relations of them.

The intention here is to provide a new perspective and benefit for the strategic planners by introducing this new systematic methodology and demonstrating its implementation on an entrepreneurial and new business called Abler. Accordingly, let shortened version of SSP easily understood and universally applied to any small- and medium-size businesses. You are guided how to identify in what circumstances you might use its specific tools and how to target them directly at achieving effective results. The data that are used in this case are fictitious and only help for this study. Though, the given case does not cover all the steps of a typical SSP and use all the recommended techniques, it still reflects the basics.

Keywords

strategic planning, strategic management, systematic strategic planning, strategy, case study in strategic planning

1. Introduction—Shortened Systematic Strategic Planning (SSP)

Before beginning with strategic planning, businesses must have articulated their *missions and visions*, and identified their *basic policies* (Wickham, 2004). Strategic plan helps the business to establish its objectives, goals, as well as the decisions to achieve these objectives and goals. Thus, a strategic plan provides guidance for the preparation of functional plans, such as marketing, finance, production, etc., and business budget in such a manner that they reflect the objectives, goals, and main strategies of the strategic plan during the implementation phase, as well as for basing resource allocation on priorities (Harrison & St. John, 2001).

Systematic Strategic Planning (Author, 2015) is the pattern of procedures by which an organization defines its status, opportunities, long-term goals, and the strategies for which to achieve them. SSP is based on the principles of *Planning by Design (PxD)* which is generated by Muther (2011). When each step of a working model is supported by the form of *output* and *key document* leading to it, we have what is called *High Definition PxD Working Model*.

A strategic plan includes the fundamentals, and the basis on which any systematic strategic planning must rest are *competitive advantages, scenarios and strategies* (Author, 2015).

Competitive advantages: *Competitive advantages* are fundamental A. Because of investigating internal and external factors, weaknesses and strengths of the organization determined. Based on the comparison of the strengths with market conditions, the unique strengths, that is, competitive advantages of the organization are determined.

Scenarios: *Scenarios* are fundamental B. Scenario analysis is made on external factors-macro economic analysis, industry analysis, etc. By this analysis, negative and positive scenarios are determined. These scenarios help to predict the industry's future.

Strategies: *Strategies* are fundamental C. Strategies are the fundamental that helps the organization to define how to reach to the opportunity that is brought out by matching fundamental A with fundamental B. This fundamental characterizes the process that organization should follow to reach the opportunity and guides the organization about how it should be done.

The use of shortened SSP version is more suitable for the development of strategic plans for small- and medium-size businesses (SMEs). This paper is intended to briefly explain how each step of shortened SSP pattern can be applied on a given case.

The case study presented in here is an entrepreneurial and new business. The data that are used in this case are fictitious and only help for this study. Though, the given case does not cover all the steps of a typical systematic strategic plan and use all the recommended techniques, it still reflects the basics.

2. Systematic Pattern of Strategic Planning

Newly generated Shortened SSP is a six-step methodology intended to identify the three fundamentals. Figure 1 illustrates shortened version of SSP (Author, 2015).

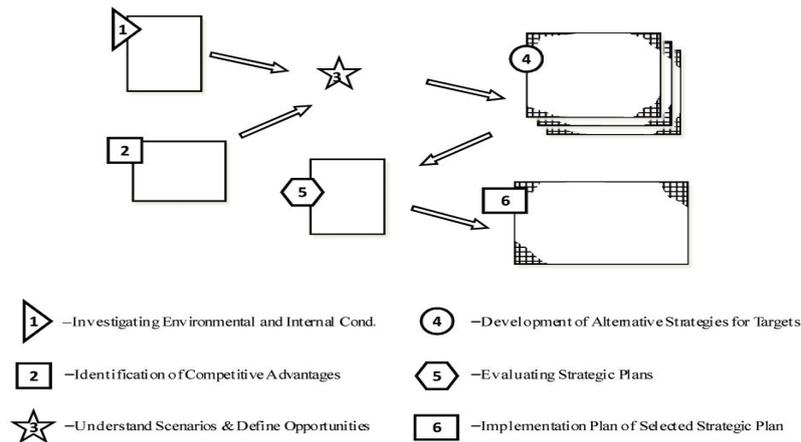


Figure 1. Shortened Systematic Strategic Planning

2.1 Investigating Environmental and Internal Conditions—Clarification of Current Status

The aim of the first section of SSP is to answer the question “*where are we?*”. This requires a comprehensive status analysis. During and after status analysis, the internal strengths and weaknesses of the organization, and the positive and negative developments originating from the external factors are identified.

2.1.1 Internal Analysis

Internal status analysis begins with a brief history of the business. Therefore, the business should examine its past performance to isolate key internal contributors to favorable (or unfavorable) results. Diagnosing a business’ key strengths and weaknesses requires the adoption of a disaggregated view of the business. Examining the business across distinct functional areas (such as, overall management, human resources, operations/technology, marketing, finance and accounting) is one way to disaggregate the business for internal analysis purposes. The purpose is to identify the potential of the business taking into consideration its existing performance and problems.

2.1.2 Environmental Analysis

Environmental analysis considers the general trends in the world, changes in the environment in which the business operates and particularly the expectations of the group served by the industry. Environmental analysis does not only identify status, but also lays the basis for future forecasts or creation of scenarios. While making these assessments, the global and domestic trends in the sector/sub-sector in which the organization operates are discussed.

Intention of environmental analysis:

- To determine the developments and trends in the macro economical (demographic, economical, judicial–political, technological, sociocultural) environment that affects the business and its industry at most. This review should primarily be conducted at global scale, and then at regional and country scales.

The effects of trends and developments within these variables on the industry are analyzed with respect

to customers', governments', financial institutions', suppliers', shareholders', and employees' points of view.

- To understand the powers that effect competition in the industry (new businesses, customers, suppliers, substitutes, competitors, government, financial institutions, etc.) (Porter, 1998). When one of these groups has a higher power, this will have negative implications for the industry, whereas a lower power will have positive implications.

When the industry changes significantly, it is frequently not because of one competitive force but because of changes to two or possibly three forces combining.

- To foresee the trends that these powers would create in the industry. Vernon (1979) stated that each industry passes through the phases of introductory, growth, maturity, and finally regression. The phase that the industry is in facilitates the estimation of impacts and trends of powers defined in competition analysis.

2.2 Comparison of Status and Identification of Competitive Advantages

The organization's strengths and weaknesses are compared with the key factors in the market development phases, capacities, and resources of main competitors and the industry's success factors, to identify competitive advantages. Figure 2 summarizes the development of a business profile (Pearce & Robinson, 2011).

A factor is considered a competitive advantage if it is something the business does (or has in the future capacity to do) particularly well relative to the abilities of existing or potential competitors. A firm gains competitive advantage by performing these strategically crucial factors for cheap or better than its competitors.

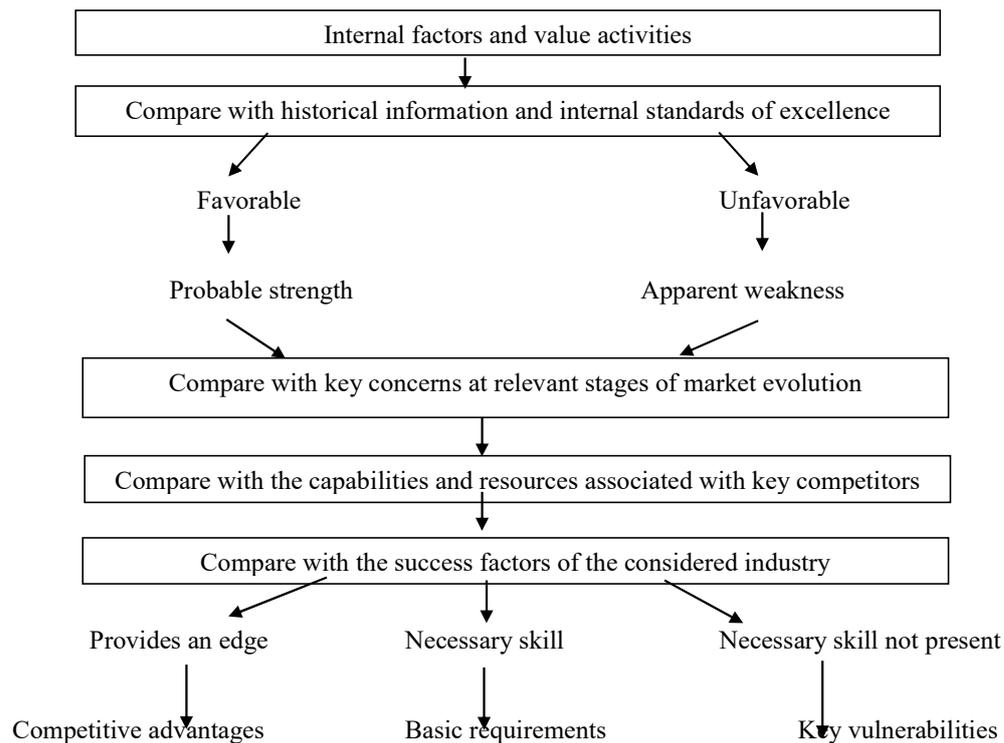


Figure 2. Competitive Advantages and Success Factors

2.3 Understand Scenarios and Define Opportunities (Figure 3)

Using the trends to be revealed by the environmental analysis, it is possible to anticipate how the field of business in which we operate or plan to enter will evolve in the future. It is intended to find the factors that would affect and change the outlook mostly in the status and anticipated future, based on the results obtained from environmental analysis.

Then, the scenarios to be created by trends revealed by environmental analysis for the industry must be developed; that is, alternative scenarios must be developed for the future. Thus, assumptions are grouped under various scenarios, their potential positive and negative impacts on the industry are identified, and the potential status in the industry is defined.

Finally, to identify the business' potential opportunities, the organization's competitive advantages need to be matched with the potential positive (attractive) scenarios in the industry. Besides market attractiveness of each scenario (the *attractiveness* is the net benefits less the costs (not just the benefits)), to position a business effectively on the GE grid, you also need to take some view of its competitive position with respect to the scenario (Rasiel, 1999).

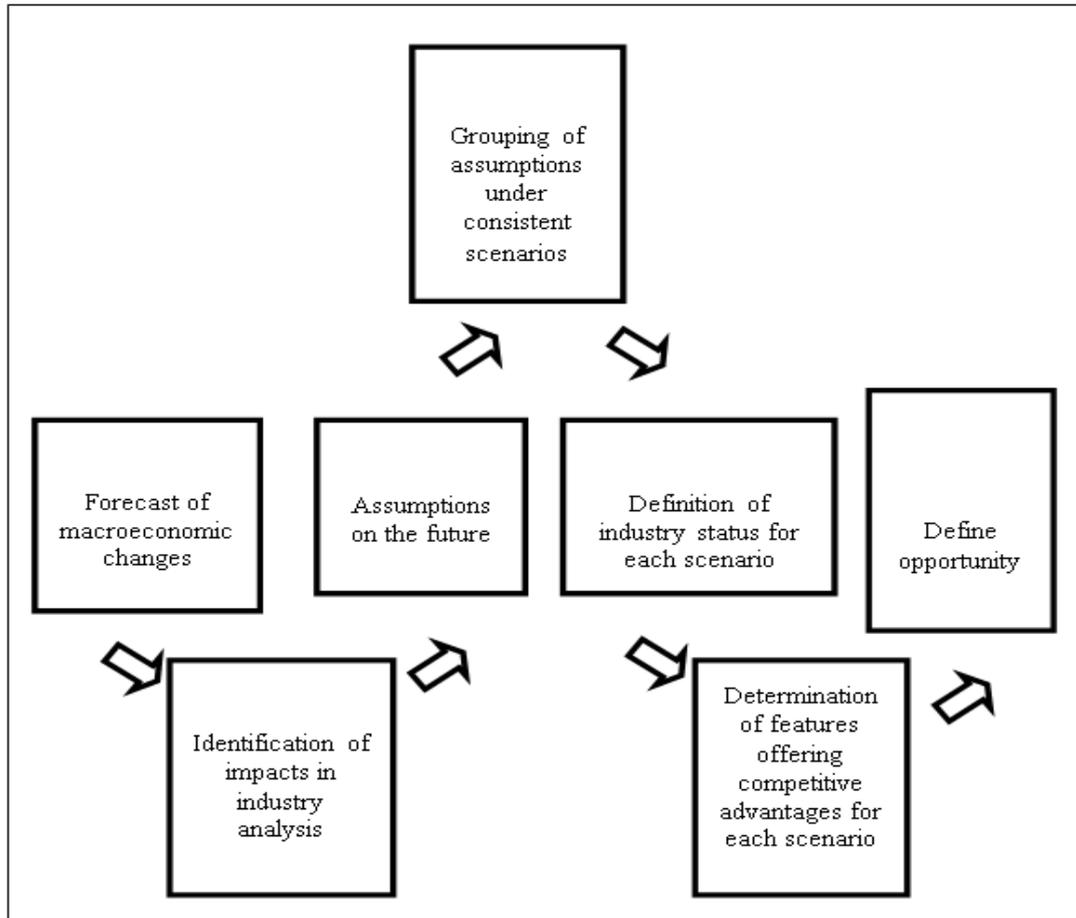


Figure 3. Procedure of Identifying Opportunities ()

Source: Author 2015.

2.4 Identification of Strategic Objectives and Main Goals and Development of Alternative Strategies

The parameters constituting the assumed opportunities need to be laid down as strategic objectives and main goals. Strategic objectives are the conceptual results that the organization aims at achieving within a certain timeframe. Strategic objectives and main goals answer the question “*what do we want to achieve?*”

Main goals are specific and measurable sub objectives specified for achievement of strategic objectives. Main goals can be classified as financial and market goals, such as target markets, product range, sales volume and profitability for the planned period, regional concentration, etc.; and operational goals, such as organization, investment goals, labor turnover rate, environmental standards, technology and equipment choice, quality and performance standards, long-term capacity plans, etc.

It is necessary to analyze what should be done and how should they be done to attain opportunities and thus achieve goals, as well as to identify alternative strategies. Determination of a suitable strategy for a business begins in identifying the opportunities and risks in its environment. While evaluating the opportunities defined based on analyses conducted, various strategies we can implement come out

(Wright, Parnell, & Kroll, 1997):

- You should have a single strategy for a single opportunity.
- If there are multiple opportunities, you can have multiple strategies.

Based on using both the techniques of Generic Competitive Strategies (Porter, 1998) and Components of Strategy (Ansoff, 1970), the corresponding Grand Strategy(ies) can be identified (Pearce & Robinson, 2011). For example; concentration, market development, product development, innovation, horizontal integration, vertical integration, joint venture, concentric diversification, etc.

2.5 Evaluating Strategic Plans and Selecting the Best

Here you select the strategic plan most suitable for your organization. To do this, you make an evaluation of the alternatives based on qualitative factors (Muther, 2011). For example; synergy, competitive advantages, flexible organization structure, market orientation, critical success factors, etc. Even if the best strategy is selected, contingency plans are still necessary for the selected strategy in a risky environment. A sensitivity analysis needs to be conducted (Keown & Martin, 2001), taking into consideration the possibility that basic assumptions and parameters do not come out as expected and the measures considered to be taken in this respect need to be identified.

2.6 Implementation Plan and Control

The implementation plan is a tool that gets strategic plans underway. The implementation plan required to be created to answer the question “*how can we reach our target destination?*” in the systematic of strategic planning must be coherent with the whole of strategic plan.

This is the step when action plans are prepared to identify by whom, how, and when the strategy created to achieve strategic objective and goals will be implemented within the business. This step also involves the preparation of budgets for utilization of resources required for the realization of action plans.

3. Result-Abler by Robomedika

They will create an innovative brand and establish a company that designs and produces innovative medical machinery. The company will touch patients’ lives and make life easier for handicapped people. The brand is Abler, which will be the innovative and new generation wheelchair and will be designed by Robomedika engineers. Their vision is being the best in everything they do. Serving people with an excellent care and high quality. Their mission is to carry health assistance to a better position and making life easier for patients.

3.1 Clarification of Current Status

3.1.1 Environmental Analysis

3.1.1.1 Macroeconomic Analysis

Macroeconomic analysis summarizes the status of the variables with respect to customers’, governments’, financial institutions’, suppliers’, shareholders’ and employees’ points of view. See Figure 9 (here, for the sake of simplicity, only the shareholders’ and employees’ points of view were

analyzed).

3.1.1.2 Competition Analysis

Based on competition analysis that helps us to analyze the status of the existing firms, threats of new companies, and the competitive power of customers and suppliers, shown in Figure 7, statuses of competitive forces are obtained, and they are shown in Figure 4 and Figure 5.

	DEMOGRAPH				ECONOMIC							LEGAL - POLITICAL				TECHNOLOGICAL				SOCIO CULTURAL								
	Population growth	Age pattern	Emigration trends of the population	Birth and death ratios	Education level	Change in GDP	Income distribution	Volume of cash in the market	Inflation rate	Unemployment rate	Foreign exchange policy	Saving and consuming trends	Tax laws	Laws against monopolization	Green laws	R&D expenditures	New products	Acceleration of technological changes	Fatness of the product supply process	Increase of efficiency by automation	Changes in life styles	Expectancy of the population for career	Changes in the family structures	Changes in personal values and belief				
CUSTOMERS																												
GOVERNMENT																												
FINANCIAL INSTITUTIONS																												
SUPPLIERS																												
SHARE HOLDERS	1	3	2	2	1	1	1	2	1	2	3	1	3	3	1	2	2	1	1	1	3	3	1	1	1	2	3	2
EMPLOYEES	1	3	2	2	1	1	1	2	1	2	3	1	3	3	1	2	2	1	1	1	3	3	1	1	1	2	3	2

1 Change for the better

2 Same as before

3 Change for the worse

Figure 4. Macroeconomic Analysis Form

Source: Author 2015.

	FIRMS IN THE INDUSTRY					THREATS OF NEW COMPANIES					CUSTOMERS					SUPPLIERS									
	Quantity of firms in the industry Growth rate of the industry Differences and the specialties of the products Fixed costs <i>Cost to leave the industry</i>					Costs of the companies in the industry related with the Firms which have the customer-firm loyalty The equity needed to enter the industry Ability to reach channel of distribution Cost advantage related with experience Barriers to enter the industry					The share of the customer in the whole sale Potential of production of the products by integration Alternative suppliers Cost of the change of the suppliers Flexibility in the prices The importance of the product for the customers					Quantity of firms in the industry and the production Unit products sale Substitute goods in the market Potential of production of the products by integration The share of the sale of the supplier									
HIGH				+	+	+																			
NORMAL		+		+								+										+			
LOW	+						+															+			

Figure 5. Competition Analysis Form

Source: Author 2015.

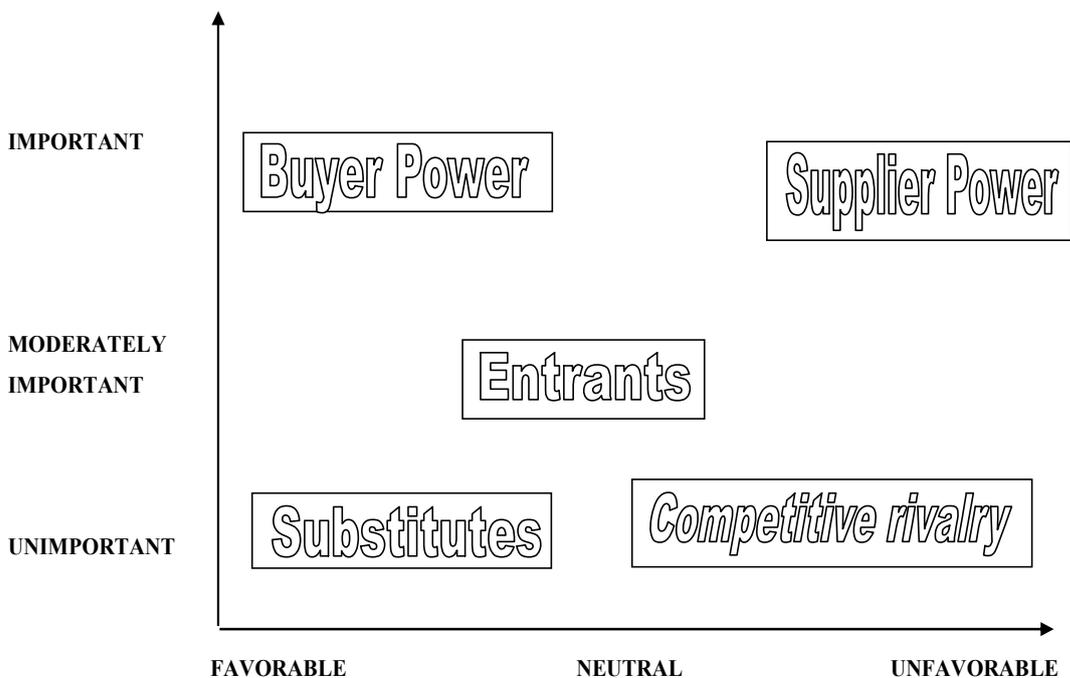


Figure 6. Competitive Forces

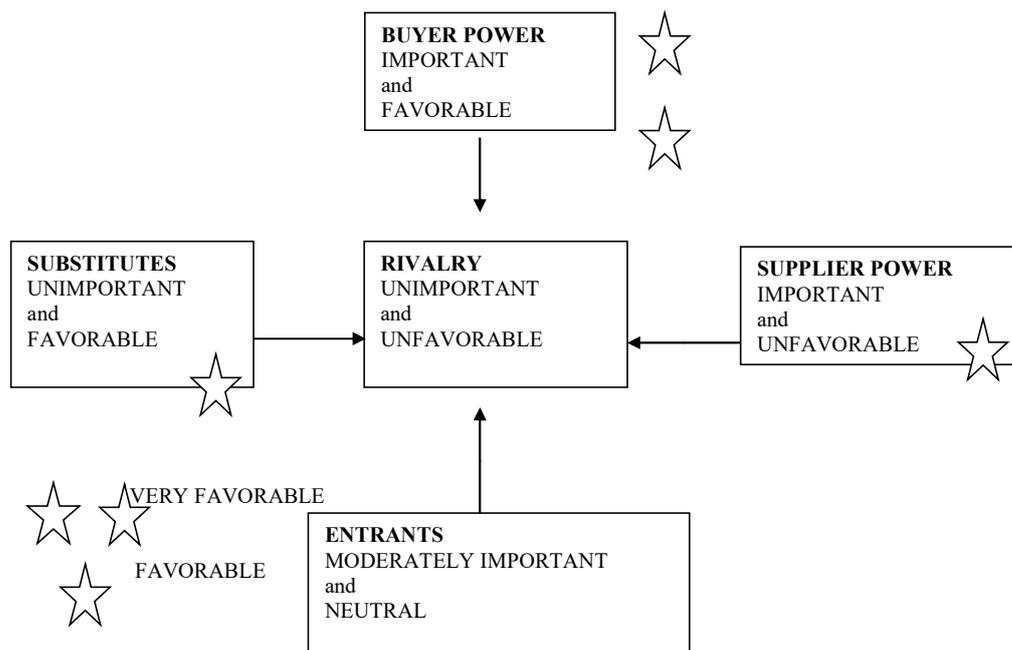


Figure 7. Competitive Forces Status

3.1.2 Internal Analysis

Figure 8 and Table 1 show the business history and accordingly the strengths and weaknesses of the firm based on a functional approach.

3.2 Competitive Advantages, Success Factors, Weaknesses

Ottobock is a German company dominating the industry as a world market leader. They not only have great financial power, but also have an army of design engineers giving them the very best product designs and high-quality new products. Their key vulnerabilities seem to be their prohibitive costs and high profit appetites which lead them to soaring prices.

Medica 2000 is the biggest Turkish company in medical machinery industry. They are mainly focused on mass production of regular wheelchairs. Their sales numbers are quite high, but the main reason of this success is their great financial power and the lack of competition in the Turkish market. Table 2 is a comparison of the firm with main competitors and industry average that ends-up with competitive advantages and success factors of the firm, which are shown in Table 3.

Main competitive advantages:

- Functionality
- Risk appetite
- Low costs

	MAN POWER	TECHNOLOGY	ORGANIZATION and MANAGEMENT	OPERATIONAL FACTORS	PRODUCT and MARKET POSITIONS	FINANCIAL FACTORS (x1000)
Year 2015	No. of Employees: 40 15 Clerks, 25 Labors	Increased production lines and capacity.	<ul style="list-style-type: none"> - CEO - PRODUCTION AND R&D DEPT. - SALES DEPT. <ul style="list-style-type: none"> • Dealer network • Governmental and Key Account Sales - AFTER SALES DEPT. 	A flexible organization chart. Where depts. are quite interrelated. Dealer network and R&D dept. will be the main focuses of the company.	We expect to have brand awareness and start receiving orders from both end users and companies. In this phase, we will start attending local fairs and advertising on the industrial magazines. The major jump for the sales will start by arranging a local dealer network where every single dealer will have an annual minimum purchase limit and a showroom requirement. These way end users will be able to test the product, and producer will guarantee a minimum sales number.	%2.5 of the Turkish, Middle Eastern and Caucasian wheel chair markets in growing phase (estimated to be approx. 10.000 units annually.)
Year 2014	No. of Employees: 10 5 Clerks, 5 Labors	Less delivery date with sparer parts stock. Some demonstration units for major health facilities.	<p>Labor will be separated from the clerks so that everyone can focus and expertise in their own responsibilities.</p> <p>We will hire one additional sales personnel which will be travelling around the country to be able to reach more end users.</p>	Every partner will be responsible from their own dept. We will hire only for production dept. and end user sales dept.	We will be delivering demo units to major hospitals and rehabilitation centers, face-to-face presentations and demonstrations to second circle of networks.	%0, 5 of the Turkish wheel chair market (approx. 500 units annually.)

Figure 8. Business History Summary Table

Source: Author 2015.

Main success factor:

Price

Main key vulnerability:

Financial power

Table 1. Functional Approach Worksheet

	FACTORS	Strengths/Weaknesses
	Firm's products/services; breadth of product line	S
	Concentration of sales in a few products or to a few customers	W
	Ability to gather needed information about markets	S
	Market share or submarket shares	S
	Product/service mix and expansion potential	S
	Channels of distribution: number, coverage and control	S
	Effective sales organization	S
	Product/service image, reputation and quality	W
	Imaginative, efficient and effective sales promotion and advertising	W
	Pricing strategy and pricing flexibility	W
	Procedures for digesting market feedback and developing new products, services or markets	W
	After-sale service and follow up	W
	Goodwill/brand loyalty	W
	Ability to raise short-term capital	W
	Ability to raise long-term capital: debt/equity	S
	Corporate-level resources	W
	Cost of capital relative to industry and competitors	W
	Tax considerations	S
	Relations with owners, investors and stockholders	S
	Leverage positions	S
	Cost of entry and barriers to entry	W
	Price-earnings ratio	S
	Working capital; flexibility of capital structure	W
	Effective cost control, ability to reduce costs	S
	Financial size	W
	Efficient and effective accounting system for cost, budget and profit planning	W
FINANCE and ACCOUNTING		
	Raw materials cost and availability	W
	Inventory control systems; inventory turnover	W
	Location of facilities; layout and utilization of facilities	S
	Economies of scale	S
	Technical efficiency of facilities and utilization of capacity	S
PRODUCTION OPERATIONS/TECHNICAL		

	Effective use of subcontracting	W
	Degree of vertical integration, value added and profit margin	S
	Efficiency and cost/benefit of equipment	S
	Effective operation control procedures	S
	Cost and technological competencies relative to industry and competitors	S
	Research and development/technology/innovation	S
	Patents, trademarks and similar legal protection	S
PERSONNEL	Management personnel	S
	Employees' skill and morale	S
	Labor relations cost compared to industry and competition	S
	Efficient and effective personnel policies	W
	Effective use of incentives to motivate performance	S
	Ability to level peaks and valleys of employment	S
	Employee turnover and absenteeism	S
	Specialized skills	S
	Experience	W
ORGANIZATION of GENERAL MANAGEMENT	Organizational structure	W
	Firm's image and prestige	W
	Firm's record for achieving objectives	W
	Organization of communication system	S
	Overall organizational control system	S
	Organizational climate, culture	W
	Use of systematic procedures and techniques in decision making	W
	Top-management skill, capacities and interest	S
	Strategic planning system	S
	Inter organizational synergy	S

Source: Author 2015.

Table 2. Comparison Table

FACTORS		ROBOMEDIKA	OTTOBOCK	MEDICA2000	INDUSTRY
MARKETING	Firm's products/services; breadth of product line	+	+	-	-
	Concentration of sales in a few products or to a few customers				
	Ability to gather needed information about markets	+	+	+	+
	Market share or submarket shares	-	+	+	+
	Product/service mix and expansion potential	+	+	-	-
	Channels of distribution: number, coverage and control	-	+	+	+
	Effective sales organization	-	-	+	-
	Product/service image, reputation and quality	-	+	-	-
	Imaginative, efficient and effective sales promotion and advertising	+	-	-	-
	Pricing strategy and pricing flexibility	+	-	+	+
	Procedures for digesting market feedback and developing new products, services or markets	+	+	+	+
	After-sale service and follow up	-	-	-	-
	Goodwill/brand loyalty	-	-	-	-
	Ability to raise short-term capital	-	+	+	+
	Ability to raise long-term capital: debt/equity	-	+	+	+
	Corporate-level resources	-	+	+	+
	FINANCE and ACCOUNTING	Cost of capital relative to industry and competitors	+	-	-
Tax considerations		+	-	-	-
Relations with owners, investors and stockholders		+	-	+	-
Leverage positions		+	-	-	-
Cost of entry and barriers to entry		-	+	+	+
Price-earnings ratio		+	+	+	+
Working capital; flexibility of capital structure		-	+	+	+
Effective cost control, ability to reduce costs		+	-	-	-
Financial size		-	+	+	+
Efficient and effective accounting system for cost, budget and profit planning		+	+	-	-
TECHNICAL	Raw materials cost and availability	-	+	-	-
	Inventory control systems; inventory turnover	-	+	+	-
	Location of facilities; layout and utilization	+	-	+	-

	Economies of scale	-	+	+	+
	Technical efficiency of facilities and utilization of capacity	-	+	+	+
	Effective use of subcontracting	+	-	-	-
	Degree of vertical integration, value added and profit margin	+	-	-	-
	Efficiency and cost/benefit of equipment	+	-	-	-
	Effective operation control procedures	+	+	-	-
	Cost and technological competencies relative to industry and competitors	+	-	-	-
	Research and development/technology/innovation	+	+	-	-
	Patents, trademarks and similar	+	+	-	-
	Management personnel	+	+	-	-
	Employees' skill and morale	+	+	-	-
	Labor relations cost compared to industry and competition	+	-	-	-
	Efficient and effective personnel policies	+	-	-	-
	Effective use of incentives to motivate performance	+	-	-	-
	Ability to level peaks and valleys of employment	-	+	+	+
PERSONNEL	Employee turnover and absenteeism	+	+	+	+
	Specialized skills	+	+	-	-
	Experience	+	+	+	+
	Organizational structure	+	+	-	-
	Firm's image and prestige	-	+	+	+
	Firm's record for achieving objectives	-	+	+	+
	Organization of communication system	-	+	+	-
	Overall organizational control system	-	+	+	-
	Organizational climate, culture	-	+	-	-
	Use of systematic procedures and techniques	-	+	-	-
ORGANIZATION of GENERAL MANAGEMENT	Top-management skill, capacities and interest	+	+	-	-
	Strategic planning system	+	+	-	-
	Inter organizational synergy	+	+	-	-

Source: Author 2015.

Table 3. Competitive Advantages, Success Factors, Key Vulnerabilities

FACTORS	COMPETITIVE ADVANTAGES	KEY VULNERABILITY	SUCCESS FACTORS
ORGANIZATION of GENERAL MANAGEMENT	1. Flexible and horizontal relations facilitate decision making 2. Participatory and sharing management 3. Broad investment vision 4. Prestigious company name 5. Experienced management staff undertaking responsibilities 6. Strategic planning and budget discipline		
PERSONNEL	1. Competent, experienced and responsible staff 2. Qualified and young labor force 3. Specialized staff		
PRODUCTION & TECHNICAL	1. Ease of raw material supply 2. Good supplier relations 3. Registered trademarks 4. Effective use of subcontractors 5. Cost advantage through extraction of sand from own sandpit 6. Production control procedures 7. Effective quality control 8. Vertical integration 9. Technical team competence 10. Product development capacity 11. Development potential of products		
MARKETING	1. Product diversity 3. Pre-sales application service 6. Technical support department 7. Strong references		
	1. Automation and integration through system investments, resulting in effective		

	accounting, costing and budgeting
	<hr/>
	2. Effective cost control
	3. High credibility
	4. Positive communication with
FINANCE	shareholders, strong shareholder structure
&	5. High equity profitability
ACCOUNTING	6. High working capital ratio
	7. High profit margin
	8. Long-term capital raising capacity
	9. Image of a tax-paying and strong
	company

Source: Author 2015.

3.3 Scenarios and Opportunities

3.3.1 Assumptions

Based on the outcome of environmental analysis, the following assumptions list for the medical machinery industry are obtained.

1. Turkish government increases the budget for social security and health-care system.
2. The economic growth of Turkey increases higher than expected.
3. Turkish government provides higher incentives for high-tech start-ups.
4. Caucasian and Middle Eastern markets for health support equipment will grow.
5. Euro/TL parity increases so high that Turkish companies have price advantages.
6. There will be strict restrictions for low-quality health-care equipment that may reduce Chinese competitive power.
7. Transportation costs from China to Turkey may decrease due to the higher return loads from Turkey to China.
8. Russia gives importance to health-care equipment market.
9. New developments in medical science allow handicapped patients to get well.

The assumptions resulted from environmental analysis are positioned (Figure 6), and they are rated based on their importance and probability of occurrences (Table 4). Accordingly, the list of assumptions (events) that have rates above 3 are used for developing alternative scenario definitions.

3.3.2 Positive and Negative Scenarios

Based on the outcome of rated assumptions, the concluded positive and negative scenarios for the medical machinery industry are listed below.

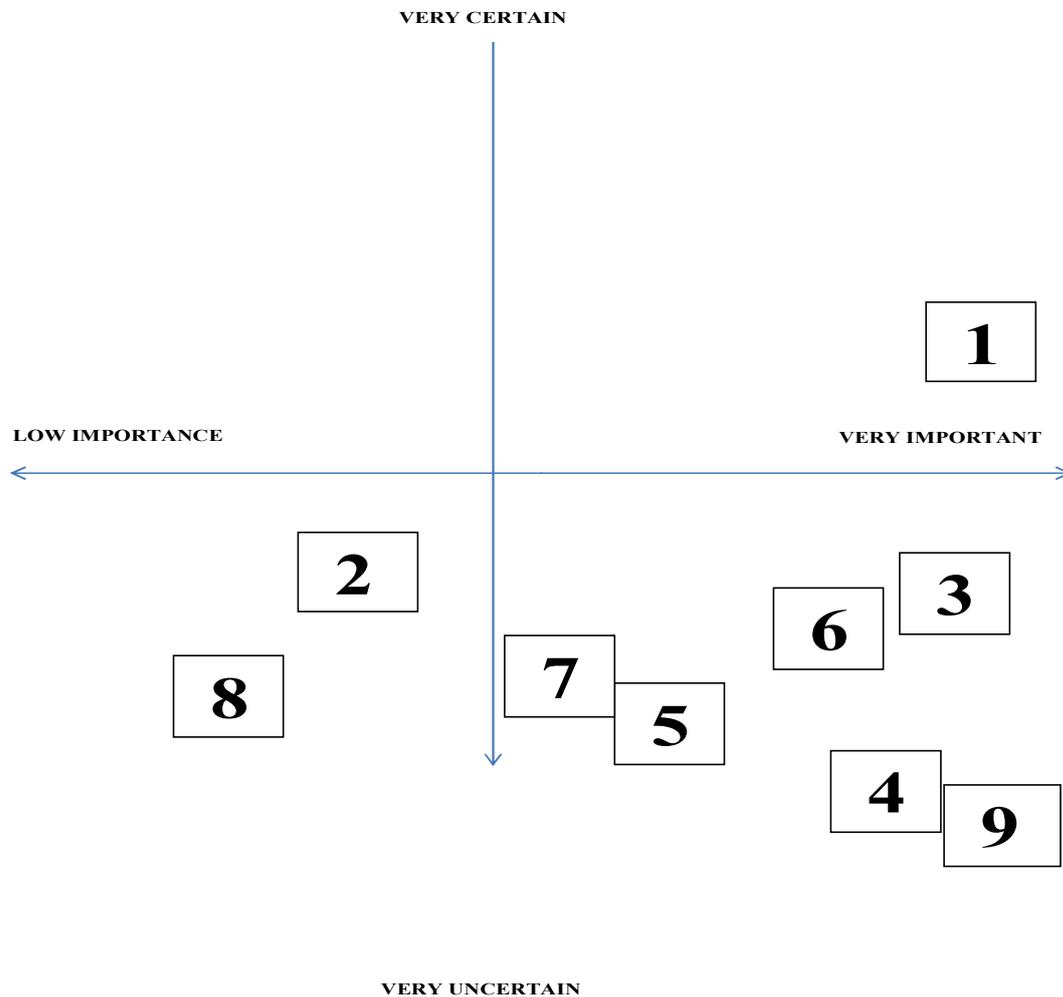


Figure 9. Certainty Importance Grid

Positive scenarios:

- Based on events 1 and 2, governments worldwide increase their budget for health-care and social security systems that increase the size of medical machinery market. In addition to this progress, economic growth also improves the sales and profitability.
- Based on event 3, Turkish government gives high incentives to local start-ups in the medical field.

Based on events 5 and 6, increased €/TL parity and the restrictions on low-quality Chinese products, Turkish brands may have best price/performance ratios that may help them in both local and global competition.

Negative scenarios:

- Based on event 7, if Turkey starts exporting to China, transportation companies will be able to find return loads easier for their containers. This less likely case will decrease the transportation costs which may be a threat for Turkish medical machinery companies.
- Based on event 8, new player means more competition. Russia currently is not active in medical machinery field; but if they give importance to this field, it may have a negative effect on especially Turkish companies.

Table 4. Developing Alternative Scenarios

LIST OF UNCERTAIN EVENTS	CLASSIFICATION		
	IMPORTANCE	PROBABILITY of OCCURRENCE	RATE
1 Increased budget for social security and health care system	A	I	8
2 Higher economic growth	O	O	1
3 Higher incentives for high-tech startups	A	O	4
4 Growing Caucasian and Middle Eastern markets.	A	U	0
5 Increased Euro/TL parity	O	O	1
6 Restrictions for low quality health care equipment	E	O	3
7 Decreased transportation costs from China to Turkey	I	O	2
8 Russia gives importance to health care equipment market	O	O	1
9 New developments in medical science	A	U	0

Source: Author 2015.

3.3.3 Business Opportunity

High profitability and fewer players may point out the attractiveness of the medical machinery market, but high R&D expenses and wide distribution channels require a great amount of capital for investment. So, the market is quite attractive for financially powered big players but quite risky for start-ups.

On one side, there are high-tech global giants and on the other side, there are low-cost Chinese companies. It is not easy to compete with any side, and entry barrier to market is quite high.

As Turkey does not have a developed electronics industry, it needs to purchase 70% of inputs from other countries, which makes Robomedika dependent on factors that they cannot control. Backward vertical integration is necessary, but it is not easy to realize.

The first positive scenario can be their Big Bang, in which market attractiveness is quite high and

Robomedika's product performances, costs, technical, and nontechnical competencies and management skills can help them take advantage (Table 5) of this opportunity. Figure 10 shows the Big Bang as a business opportunity, based on the competitive advantages of the firm that can be used for catching the probable positive scenarios that may happen for the industry.

3.4 Strategic Objective, Main Goals, and Main Strategies

3.4.1 Strategic Objective

Based on the determined opportunity of Abler by Robomedika, the following objective is set. *"Touch to patient's life"*.

They will focus on creating more value for their customers through innovative solutions and comfort. Their products should deliver better performance to their customers and provide superior health. Being innovative in the industry helps them to take place in the market. They should act as an entrepreneur by creating value and earning trust from their customers.

3.4.2 Main Goals

- 50 units in 2013;
- 0.5% of the Turkish wheelchair market in initial phase (approx. 500 units annually);

3.4.3 Main Strategies

Table 6 shows the differentiation focusing as a strategy. They will use unique technology, features, channels, and customer services. They will offer physical benefits to their customers with lots of unique features. Also, they will focus on a relatively narrow market segment and a buyer group.

They will bring specific features and advantages to the product. Thus, for marketing innovative products, they should use marketing tools (e.g., by attending local fairs and advertising in industrial magazines). The major jump for the sales will be by organizing a local dealer network, in which every single dealer should have an annual minimum purchase limit and meet some basic showroom requirements.

Table 5. Competitive Position of Robomedika

	WEAK	MEDIUM	STRONG
Brand, Image and Reputation	+		
Simplicity of Product/Market Focus		+	
Relative Market (or Niche) Share	+		
Product and Service Performances			+
Distribution Channels	+		
Cost			+
Responsiveness			+
Technical and Non-Technical Competencies			+
Financial Strength	+		

Source: Author 2015.

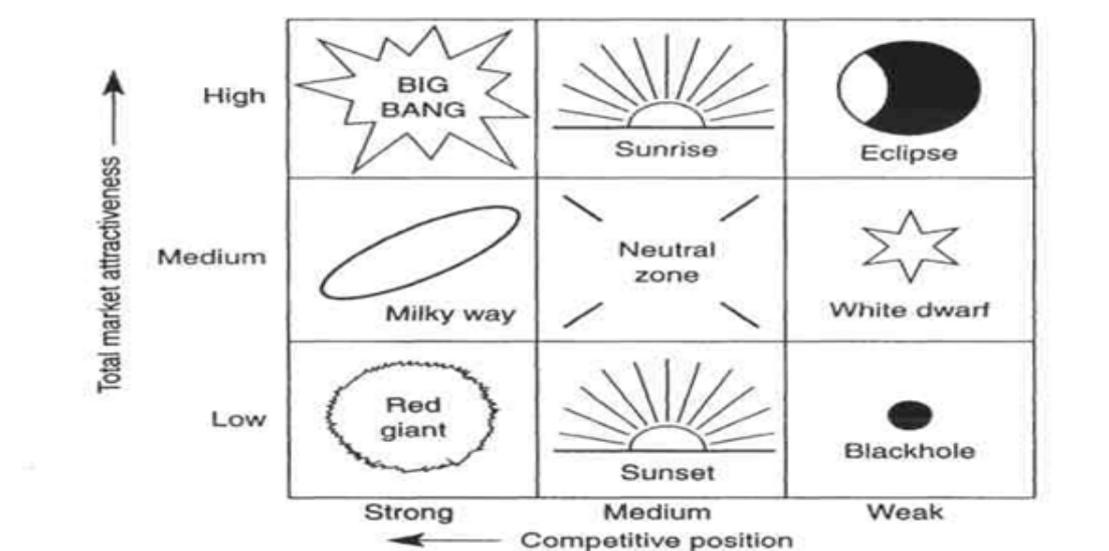


Figure 10. Business Opportunities

Table 6. Generic Strategies

1. Cost Leadership	2. Differentiation
3a. Cost Focus	Differentiation Focus

4. Discussion

The aim of Systematic Strategic Planning (SSP) is to force a consider the future and therefore provides an opportunity to influence the future, or assume a proactive posture, to provide better awareness of needs and environment, to help define and focus on the objectives of the organization. SSP—shortened version consists of a pattern of six steps for straight forward planning, and the three fundamentals (competitive advantages, scenarios and strategies) involved in any strategic planning project. The use of shortened SSP version is more suitable for the development of strategic plans for small- and medium-size businesses.

SSP has been applied to and tested on different businesses’ subject issue and has been generated by the composition of the cause-and-effect relations of them.

Here, we have provided a new perspective and benefit for the strategic planners by introducing the newly generated shortened version of SSP and demonstrating its implementation on an entrepreneurial and new business called Abler by Robomedika. This will help SSP users to easily understand and apply this new methodology to any small- and medium-size businesses’ strategic planning project.

Though, the given case did not cover all the steps of a typical systematic strategic plan and use all the

recommended techniques, it still reflected the basics. Some of the special working forms, in the forms of key documents and output, were used in applying the techniques in each step of the SSP pattern on the given case.

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