Application of Judo Strategy in BSC Model to Develop Strategies in the Strategic Management Process

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SWOT matrix

Abstract
Development of strategies is considered as the most primary tool for companies to compete in the age of electronic commerce. Lack of an agile competitive structure in accompany of assigning this important stage to the experts’ subjective process is the biggest and most fundamental weakness in the SWOT and balanced scorecard models. Thereupon, after a review on the literature of strategy development, SWOT matrix, and balanced scorecard, the above problems, rarely discussed in the strategic literature, are identified. Subsequently, in order to remove these fundamental weaknesses, first the judo strategy model –as one of the few efforts made to propose an agile model in the field of strategy- is reviewed. Finally, employing the judo strategy model, accompanying the two aforementioned models, the SJB framework is proposed. To test the applicability of the proposed model, the proposed model is implemented in Beta Company’s strategy design and development process.

1. Introduction

With intensification of global scale business competition, a company’s level of success is tied closely to its ability to develop suitable strategies in order to combat a purposeful, wisely oriented contest. That is, in the present situation characterized by dynamic and quickly-changing markets, having strategy is like having navigating radar which leads the company in the competitive path to its goals. Hence, since introduction of strategic management theory, many tried to present systematic and applicable forms of strategic management through proposing models. The result was innovation of strategic management frameworks by those scholars of the field which tried to assist managers in achieving their predetermined goals as much as possible. These frameworks have four stages of which the strategic analysis and strategy selection are the two early stages for many processes. To develop strategies using those frameworks based on SWOT and Balanced Scorecard models, first the vision, mission, and pivotal values must be defined. Subsequently, the internal and external analysis is carried out with assistance of the experts. Apart from strengths, weaknesses, opportunities, and threats, these two analyses help to recognize the present condition[1]. Going further, the strategy development process tries to identify the present as well as the desirable strategic situation, as well as the company generic strategy employing such models as the IE matrix. Next, considering the strengths, weaknesses, opportunities and threats, the SWOT matrix is developed[2], considering the generic strategy and experts ideas, the strategic goals are developed, and thereupon the strategic situation. Finally, strategies are classified based on the balanced scorecard perspectives. Nevertheless, different proposed frameworks in the field of strategy development have their shortcomings, some of which are fundamental and some others are rooted in weaknesses of SWOT and balanced scorecard models-which are fundamental basics to many of strategy development frameworks. These delicate points turned more apparent after emergence of electronic commerce in global field of business.

1.1 Fundamental flaws of existing frameworks for strategy development process

Many of the published work as papers and books with the subject strategic analysis present analyses which are based on description of internal and external conditions. That is in many of the proposed frameworks, all the guidelines are concentrated on issues like explanation and analysis of internal or external conditions, and explanation of strengths and weaknesses on one hand and opportunities and threats on the other. The output of SWOT analysis is mostly a list of internal and external factors[3]. There have been no works which present structured solutions to design and develop strategies. In other words the most primary ring of the strategy development process –i.e. the designation of different purposeful alternatives as strategies- is put outside of the proposed strategy development methodology/process and is left to the strategists, referred to as a subjective process. The effort made by Ko & Lee through combination of Sun Tzu’s Art of War technique with strategic management indicates that this research is trying to present a strategy development model with a prescriptive perspective, using one of oldest texts on strategy which is in contrast with the common descriptive perspective in strategy development process[4]. On the other hand, in order to prosper in present market today, a company needs to develop strategies with simultaneous consideration of the company’s market position as well the competitors’, and the competitors’ competitive decisions in the global business field. Moreover, given the special condition of today’s business world and the continuous changes of the environmental variables, no longer the data could be stable in order to plan for long term future. This hardness of conformity to the highly competitive global environment is another flaw of strategy development frameworks, specially the frameworks of balanced scorecard and SWOT models. Because using these models is time consuming and inflexible and there is also no particular purposeful competitive path to lead to a competitive future. In many times there are stronger competitors who observe all the behavior of those companies who are active in an industry and make strategic decisions immediately to oppose new competitors and weaken them. This way strategy development will certainly fail due to mere consideration of the company and its competitors’ positions, and ignoring the
competitive behaviors of parties, as well as the market position drawn for the company. As a result, because of the ambiguity in company’s future position as well as lack of purposeful solutions in popular strategy development frameworks for reaching this position, the efficiency of SWOT and balanced scorecard models significantly diminishes in strategy development process.

One of the few notable efforts in recent years made in the field of strategy development is introduction of judo strategy, a model which is inspired by judo sport, concentrated on strategy concept as a tool to emerge victorious, and prescribes methods to develop strategy, presenting a purposeful structure and considering four basic components at a time: 1. The goals of company and competitors. 2. Predicting the company position at the end of strategy implementation. 3. Position of competitors. 4. Behavior of the company and competitors[5].

1.2 Literature review
As a useful tool for competition development of strategies seems to be ignored, review of existing research shows. Moreover, development and recognition of strategies – as the main tool for competition – is merely left to subjective assumptions made by the experts after development of SWOT matrix. The SWOT matrix is in fact a decision making support technique which is performed employing four factors of opportunities, threats, strengths, and weaknesses [6]. This matrix helps finding strategies [4] using internal and external factors [7]. Introducing SFF framework as a new model in strategy development and applying it to banking strategy development in Hong Kong, their work is one of the few research works which uses the Art of War techniques to find strategies [4].

Recent works on strategy development process is often about using decision making techniques in strategy development and prioritization, as well as combining these techniques with other managerial techniques as QFD. Lee et al employed FAHP to rank objectives in balanced scorecard model[8]. Cebeci weighted system selection criteria based on priorities of organization strategies[9]. Dodangeh et al applied ELECTRE to rank strategies[10].

In another research, Jassbi et al proposed prioritization of objectives and development of causal relationships using Fuzzy DEMATEL[11]. Applying FTOPSIS, FAHP, and SWOT, [12] presented a model to prioritize the strategies of Iran mining industry.

Academic research shows the existing body of research rarely addresses strategy. As one of the few efforts in strategy designation, and one of the most important ones, the concept of judo strategy was proposed by Yoffie and Kwak [5]. After creation of judo strategy concept, efforts were made in the field of its application in major American companies strategy development – as in Palm and some other companies [14].

In 2002, Yoffie and Kwak explained how to use judo strategy techniques in order to overcome stronger rivals [15].

One of other efforts made to apply these strategies is in China machinery [16].

Concisely, the judo strategy model is apparently not so much considered, because it lacks the hierarchical structure found in other strategy development frameworks. Matching the three fold market situation of the Beta Company with the three fold principles of judo strategy, and combining this competitive model with SWOT and balanced scorecard models, this paper tries to present an agile, operational and systematic framework for strategy development, named SJB, which does not merely rely on subjective interpretations. The paper’s structure is as follows:

In section 2, the theoretical basics of SWOT matrix, balanced scorecard and judo strategy models are propounded. The proposed framework will be presented in section 3. In the case study section, the proposed framework is employed for a company producing traditional confectionary products. All the results will be seen and finally conclusion and discussion will hold forth.

2. Theoretical Basics

2.1. SWOT matrix
SWOT matrix must be considered as one of the most important strategy development tools for systematic analysis of the internal and external environment [18, 17]. To enter the SWOT matrix, the strengths and weaknesses are identified through internal environment evaluation, and the opportunities and threats are recognized through external evaluation. Consequently, through a simultaneous look at strengths and weaknesses along with opportunities and threats, an organization can develop strategies based on strengths, elimination of weaknesses, utilizing the opportunities, or employing them against threats[19-21]. Said otherwise, analysis of these four factors provides a framework which facilitates determination and development of strategies.

The four resulting strategies are:

1. SO strategy: The aim of using this kind of strategy is to use the organization strengths in order to invest on the opportunities of the organization’s environment
2. WO strategy: The aim of using this kind of strategy is to utilize the organization weaknesses in order to overcome the weaknesses of the organization.
3. ST strategy: The aim of using this kind of strategy is to use the organization strengths in order to overcome the threats of the organization’s environment
4. WT strategy: The aim of using this kind of strategy is to minimize weaknesses and avoid threats of the environment [22, 2].

2.2. Balanced Scorecard
Introduced in 1992 by Robert Kaplan and David Norton, and further developed in 1996, balanced scorecard turned to the most important tool for strategy implementation in present era [23].

In early 90’s, based on Kaplan and Norton, the balanced scorecard was a tool that translated the strategies and mission of the organization to a comprehensive set of performance measures and provided managers with a novel framework related to strategic management.

Unlike the performance measurement methods that merely considered the financial perspective of organization performance, the balanced scorecard looked to organization performance from four novel perspectives, having a long term strategic point of view to organization performance and related measures.

These four key perspectives of balanced scorecard are:

1. Financial objectives
2. Customer
3. Internal processes
4. Growth and learning

In other words, the balanced scorecard explains the organization mission and strategies to measure the organization goals in terms of a set of performance measures [24].

In balanced scorecard, first the financial success of the organization is measured using some financial indicators. The financial success is the result of a good performance in response to the organization customers. Hence, customers are evaluated in a lower layer. Being strong or weak in
this aspect implicates the organization strength or weakness in the lower layer-processes. Being strong or weak in the processes aspect is in turn tied to organization weakness or strength in growth and learning. One of the attributes of this model is its flexibility, as aspects could be added or removed [24].

Obviously, considering the fact that the first step of using balanced scorecard is development of organization strategies, researchers have created a link between balanced scorecard and the SWOT matrix.

2.3. Judo Strategy

Metaphor from the judo sport, the judo strategy was introduced by professor Yoffie in 2000, providing organizations with tools which enable them not only to resist against the power of competitors, but also find the opportunity to overcome their competitors in competitive market through the three principles of movement, balance, and leverage. Judo strategy consists of 10 linked techniques. These techniques are not strict inflexible instructions to be systematically implemented. Rather these techniques and their merger could be effective only based on the senior management idea[14, 5].

A. Mastering movement

Like judo sport, judo strategy commences with movement. In judo, a movement has both offensive and defensive aspect. The rivals use their agility to take a relatively strong position, while avoiding attacks. Similar policies could help companies to control market power, keeping it out of competitors reach.

Movement contains the following three techniques:

Technique no.1 – Puppy Dog Ploy: In every kind of competition, your first goal is to stay in competition. Thereupon, in first technique, the judo strategy recommends fighters to have a balanced behavior and avoid face to face fights in which victory is of low possibility.

Technique no.2: Defining the competitive space: This technique tries to identify weaknesses of competitors through a precise evaluation, and then invest on discovered areas.

Technique no.3 – follow-through fast: After the time when rivals get aware of the two former techniques, this technique makes it possible -through swift continuous movements and emerging in various and unpredictable business areas- not only to surprise competitors, but also to make enough progress and run from defeat.

B. Mastering Balance

Movement helps you avoid direct, face to face fights with stronger and bigger rivals. But to catch victory one must fight in the field. In judo strategy and in judo, one must learn to get involved with rivals and this is where balance becomes important. Balance in fight includes four judo techniques.

Technique no.4 – Grip your opponent: To be the victorious, a fighter does not need to fight in a face to face battle. So, this technique teaches us how to avoid future fights with a stronger competitor, by making partnerships or signing contracts. This breeds a limited maneuver space for competitors or lets you benefit from them. In any case, their future ability to attack will decrease.

Technique no.5 – Avoid tit for tat: Through gripping, one can sometimes change their whole motives for a face to face battle. Nevertheless, despite all the efforts, a strong company eventually decides to compete. This case, keeping balance is a challenge itself.

Technique no.6 – Push, when pulled. It in fact helps you to employ the rival’s force or movements in your own advantage and go ahead. In other words, incorporating products, services and technologies to one’s possessions, could destroy their balance and face them with a painful unpleasant decision.

Technique no.7 – Practice ukemi: In judo, ukemi is the technique of safe falling and causes a slight advantage for the fallen fighter. The aim of ukemi is in fact a more effective return. In other words, the fallen fighter concedes a temporary defeat, giving up before the rival instead of risk their control in order to resist. This technique teaches us not to insist on wrong strategic decisions.

C. Mastering Leverage

“Movement” increases one’s chance to develop a strong basic position, letting them surpass before the rival could take any reaction. “Balance” lets one to fight larger and stronger rivals with no fear of defeat. But in many industrial cases, victory requires leverage.

Refusing to fall, one may keep trying for one more stage of competition. But to succeed, the competitor needs to knock the rival down. In judo strategy, all the advantages a competitor –like assets, partners, and rivals- could play the same role. This way a competitor may cleverly turn the strengths of its rival to weakness, increasing their advantages. A competitor could also turn partners of a rival to unfaithful friends so that they resist against the rival’s capabilities. Finally, a rival could be forced to face a doubled fight, if a competitor cooperates with rivals of its rival and then convince them to grapple with the rival.

Technique no.8 – Leverage your opponent’s assets: This technique teaches us how to attract markets of our rivals in our own advantage, through forcing them to raise their advantages -as in upgrading production technology.

Technique no.9 – Leverage your opponent’s partners: This technique states that those partners of the rival who have differences with them are a potential background to weaken and defeat the rival.

Technique no.10 – Leverage your opponent’s competitors: This technique recommends strengthening of rivals of a rival as an important point in weakening the rival and increasing the probability of win [15].

3. Methodology

Here, the SJB model is proposed for strategy development after investigation of former research works and their flaws. This model includes 6 steps:

Stage 1 - Development of vision, mission, and values
Vision, mission, and pivotal values are developed in this stage.

Stage 2 – Internal and external analysis of company, recognition of current strategic position and development of generic strategy
Firstly, the internal and external environment is analyzed. Exploiting the output, the strengths, weaknesses, opportunities, and threats are found. Subsequently, in addition to prioritization of the aforementioned points, the current strategic position in IE matrix is recognized. Afterwards the generic strategy is developed.

Stage 3 – Finding strategic goals considering the generic strategy, IE matrix output, and SWOT matrix
The strategic goals are determined in this stage.

Stage 4 - Finding competitive techniques from the judo strategy model according to the IE matrix
Output and the company condition in regard to the related industry.
According to the position of current condition stabilization in the IE matrix, and results of the investigation done by the experts, suitable competitive techniques from the judo strategy model are chosen in this step.

Stage 5 – Strategic objectives development

Applying the judo strategy techniques found in the last stage and the SWOT matrix, the company’s strategic objectives are determined.

Stage 6 – Classification of the strategic objectives using the balanced scorecard perspectives

In this stage, the strategic objectives are classified by using the balanced scorecard perspectives.

**Figure 1.** SJB model for strategy development

### 3.1. Case study

The geographical scope of this research is the Beta Company. This company produces a particular traditional Iranian candy which has been able to penetrate foreign markets due to its feeding value as well as its sweet taste. The suggested steps for Beta Company is presented in proceed:

**Stage 1 – Development of vision, mission, and values**

Vision, mission, and pivotal values are developed in this stage.

**Stage 2 – Internal and external analysis of company, recognition of current strategic position and development of generic strategy**

Firstly, the internal and external environment is analyzed. To analyze the external environment the PESTEL model and Porter’s five forces analysis are applied. To analyze the internal model the EFQM model is utilized. Exploiting the output, the strengths, weaknesses, opportunities, and threats are found. Subsequently, in addition to prioritization of the aforementioned points, the current strategic position in IE matrix is recognized using IFPM, IFEM, EFPM, and EFEM matrices. Afterwards the generic strategy is developed.

<table>
<thead>
<tr>
<th>Opportunity / Threat</th>
<th>Code</th>
<th>Factor category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct sale ability (with no middlemen)</td>
<td>O1</td>
<td></td>
</tr>
<tr>
<td>Invention of innovative new products based on a 40 year experience</td>
<td>O2</td>
<td></td>
</tr>
<tr>
<td>Societies’ interest to consume organic healthy products</td>
<td>O3</td>
<td></td>
</tr>
<tr>
<td>Rarity of fully natural products in confectionary industry</td>
<td>O4</td>
<td></td>
</tr>
<tr>
<td>Experienced design and development structure</td>
<td>O5</td>
<td></td>
</tr>
<tr>
<td>Weak presence of foreign competitors given the traditional and blurred production processes</td>
<td>O6</td>
<td></td>
</tr>
<tr>
<td>Reduced potential power of foreign competitors given the competitive advantage in terms of skilled man force, material supply, and production facilities</td>
<td>O7</td>
<td></td>
</tr>
<tr>
<td>The brand power compared to new competitors</td>
<td>O8</td>
<td></td>
</tr>
<tr>
<td>More than forty years of experience</td>
<td>O9</td>
<td></td>
</tr>
<tr>
<td>Suppliers’ interest in partnership</td>
<td>O10</td>
<td></td>
</tr>
<tr>
<td>Numerous material suppliers, along with their traditional and small structure</td>
<td>O11</td>
<td></td>
</tr>
<tr>
<td>Wide choice for man force</td>
<td>O12</td>
<td></td>
</tr>
<tr>
<td>Domestic alternate brands</td>
<td>T1</td>
<td></td>
</tr>
<tr>
<td>Foreign approximately similar new products</td>
<td>T2</td>
<td></td>
</tr>
<tr>
<td>Cheaper candies in different markets</td>
<td>T3</td>
<td></td>
</tr>
<tr>
<td>Possibility of new competitors</td>
<td>T4</td>
<td></td>
</tr>
<tr>
<td>Inelasticity of some materials</td>
<td>T5</td>
<td></td>
</tr>
<tr>
<td>Similar products with lower price</td>
<td>T6</td>
<td></td>
</tr>
<tr>
<td>High interest rates, High cost of loan</td>
<td>T7</td>
<td></td>
</tr>
</tbody>
</table>

**Table 1.** Opportunities and threats
Afterwards, using EFEM matrix, the scores of opportunities and threats are obtained as following table:

### Table 2. External Factors Evaluation Matrix (EFEM)

<table>
<thead>
<tr>
<th>Factor category</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity</td>
<td>49</td>
</tr>
<tr>
<td>Threat</td>
<td>-22</td>
</tr>
<tr>
<td>Final scores</td>
<td>27</td>
</tr>
</tbody>
</table>

### Table 3. Strengths

- S1 Strategic attitude and apprehension of strategic management importance
- S2 Quality policy based on ISO 9001 for over ten years
- S3 Supportive environment for innovation
- S4 Deep consistent relationships with stakeholders due to old history
- S5 Friendly sincere connections with main rivals
- S6 Rational constructive interactions with government monitoring systems
- S7 Development of new products (Increase of company’s productivity and product portfolio)
- S8 Packing (Up to date packing and attending customers’ perspectives and requirement)
- S9 Sales precedence upon production
- S10 Valid quality certifications and international health licenses for export
- S11 Fundamental research for development of new products to raise the public health
- S12 Various packs to satisfy customers
- S13 Good opportunities for financial affairs
- S14 Good software systems

### Table 4. Weaknesses

- W1 Lack of strategic planning
- W2 Lack of organization values development
- W3 Lack of monitoring process for leadership and management documents
- W4 Lack of regular and ordered presence plan
- W5 Product shortage at the peak time
- W6 Inability to meet new technologies, competitors and products
- W7 Lack of market research and customer classification
- W8 Lack of marketing plan
- W9 Not having suitable website
- W10 Lack of secondary machines for production facilitation
- W11 Lack of ITC
- W12 Lack of instructions for synergistic partnership
- W13 Lack of interaction with partners and suppliers
- W14 Lack of a timed performance evaluation plan as well as a supplier grading
- W15 Lack of enough information about partners and suppliers

Employing IFEM matrix, the scores of strengths and weaknesses are acquired:

### Table 5. Internal Factor Evaluation Matrix (IFEM)

<table>
<thead>
<tr>
<th>Factor category</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td>50/93</td>
</tr>
<tr>
<td>Weaknesses</td>
<td>-28/54</td>
</tr>
<tr>
<td>Final scores</td>
<td>22/40</td>
</tr>
</tbody>
</table>

Considering the concluded numbers, the company’s position in IE matrix and consequently the generic strategies are determined as follows: “Stabilization of current conditions along with a cautious growth”

**Stage 3 – Finding strategic goals considering the generic strategy, IE matrix output, and SWOT matrix**

The strategic goals are determined as follows:
1. Improvement of annual market share
2. Raising the divisible distributable income
3. Biannual development of new functional products
4. Annual 2% raise of export share
5. Overseas production

**Stage 4 – Finding competitive techniques from the judo strategy model according to the IE matrix output and the company condition in regard to the related industry.**

According to the position of **current condition stabilization** in the IE matrix, and results of the investigation done by the experts, it turned out that the company has reached a relative balance in foreign market, and is competing to rank the best in internal market. Therefore, the balance principle and the leverage principle were applied to the internal and external competition strategies respectively. The techniques of these principles were also applied in strategy development.

**Stage 5 – Strategic objectives development**

Applying the judo strategy techniques found in the last stage and the SWOT matrix, first the company’s strategic objectives are divided into two groups of internal and external strategic objectives in form of the balanced scorecard. Determined strategic objectives are shown in table 6.
Table 6. Strategic objectives

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Strategy’s competitive position</th>
<th>Strategy type</th>
<th>Respected judo strategy</th>
<th>Applied judo technique</th>
<th>Strategic objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1NSO</td>
<td>Overseas competition</td>
<td>SO</td>
<td>Balance</td>
<td>Grip your opponent</td>
<td>Establishing connections with foreign companies in field of organic candies and in overseas target markets in order to commonly produce and sell</td>
</tr>
<tr>
<td>2NSO</td>
<td>Overseas competition</td>
<td>SO</td>
<td>Balance</td>
<td>Push your opponent</td>
<td>Development of fast moving consumer goods using the already existing material</td>
</tr>
<tr>
<td>3NSO</td>
<td>Overseas competition</td>
<td>SO</td>
<td>Balance</td>
<td>Grip your opponent</td>
<td>Establishing connections with retailers and common partnerships in field of sale</td>
</tr>
<tr>
<td>4NSO</td>
<td>Overseas competition</td>
<td>SO</td>
<td>Balance</td>
<td>indirecly</td>
<td>Allocation of a considerable amount of income to the foreign suppliers in early years of partnership</td>
</tr>
<tr>
<td>5NSO</td>
<td>Overseas competition</td>
<td>SO</td>
<td>Balance</td>
<td>Push your opponent</td>
<td>Adding international similar products with lower price</td>
</tr>
<tr>
<td>6DSO</td>
<td>Domestic competition</td>
<td>SO</td>
<td>Balance</td>
<td>Leverage your opponent’s partners</td>
<td>Establishing connections with the best suppliers and partners of rivals for the system to lock-in</td>
</tr>
<tr>
<td>7DST</td>
<td>Domestic competition</td>
<td>ST</td>
<td>Leverage</td>
<td>Leverage your opponent’s partners</td>
<td>Helping our own suppliers as well as the rivals’ suppliers in order to prevail the market and lower the price</td>
</tr>
<tr>
<td>8DST</td>
<td>Domestic competition</td>
<td>ST</td>
<td>Leverage</td>
<td>Leverage your opponent’s partners</td>
<td>Establishing connections with the rivals’ supplier in a range of prices in order to develop brands in a range of prices</td>
</tr>
<tr>
<td>9DST</td>
<td>Domestic competition</td>
<td>ST</td>
<td>Leverage</td>
<td>Increasing your rivals’ partners</td>
<td>Giving advantage to your own suppliers as well as the rivals for the system to lock-in</td>
</tr>
<tr>
<td>10DST</td>
<td>Domestic competition</td>
<td>ST</td>
<td>Leverage</td>
<td>Increasing your rivals’ advantages to your advantage</td>
<td>Investing on more advanced technologies than the ones of your rivals</td>
</tr>
<tr>
<td>11NST</td>
<td>Overseas competition</td>
<td>ST</td>
<td>Leverage</td>
<td>Leverage your opponent’s advantages to your advantage</td>
<td>Fining customers for the suppliers in order to attract the best suppliers of rivals</td>
</tr>
<tr>
<td>12DST</td>
<td>Overseas competition</td>
<td>ST</td>
<td>Leverage</td>
<td>Leverage your opponent’s advantages to your advantage</td>
<td>Production with assistance of your rivals partners in order to respond over-production demand</td>
</tr>
<tr>
<td>13NST</td>
<td>Overseas competition</td>
<td>ST</td>
<td>Leverage</td>
<td>Gripping your opponent</td>
<td>Implementing mutual projects with foreign rivals to recognize and obtain supreme technologies</td>
</tr>
<tr>
<td>14DWO</td>
<td>Domestic competition</td>
<td>WO</td>
<td>Leverage</td>
<td>Leverage your opponent’s advantages to your advantage</td>
<td>Co-operating with rivals to respond to the foreign orders</td>
</tr>
<tr>
<td>15DWT</td>
<td>Domestic competition</td>
<td>WT</td>
<td>Leverage</td>
<td>Leverage your opponent’s advantages to your advantage</td>
<td>Looking for acquisition or backward integration of the best suppliers in field of traditional confectionary</td>
</tr>
<tr>
<td>16DWT</td>
<td>Domestic competition</td>
<td>WT</td>
<td>Leverage</td>
<td>Leverage both your opponent’s and partner’s advantages to your own advantage</td>
<td>Development of a plan in order to attract the investors biased to the rivals</td>
</tr>
<tr>
<td>17DWT</td>
<td>Domestic competition</td>
<td>WT</td>
<td>Leverage</td>
<td></td>
<td>Development of a continuous communication network in order to observe customers and rivals</td>
</tr>
<tr>
<td>18NWT</td>
<td>Domestic competition</td>
<td>WT</td>
<td>Balance</td>
<td>Grip your opponent</td>
<td>Attending international exhibitions in order to recognize new technologies as well as communicate and cooperate with rivals and suppliers</td>
</tr>
</tbody>
</table>

Stage 6 – Classification of the strategic objectives using the balanced scorecard perspectives

Table 7. Classification of the strategic objectives

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Strategic objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Allocation of a considerable amount of income to the foreign suppliers in early years of partnership</td>
</tr>
<tr>
<td></td>
<td>Development of a plan in order to attract the investors biased to the rivals</td>
</tr>
<tr>
<td></td>
<td>Development of fast moving consumer goods using the already existing material</td>
</tr>
<tr>
<td>Customer</td>
<td>Establishing connections with retailers and common partnerships in field of sale</td>
</tr>
<tr>
<td></td>
<td>Adding international similar products with lower price</td>
</tr>
<tr>
<td></td>
<td>Establishing connections with the rivals’ supplier in a range of prices in order to develop brands in a range of prices</td>
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<tr>
<td></td>
<td>Investing on more advanced technologies than the ones of your rivals</td>
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<tr>
<td></td>
<td>Development of a continuous communication network in order to observe customers and rivals</td>
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<tr>
<td>Internal processes</td>
<td>Establishing connections with the best suppliers and partners of rivals in order to lock-in the system</td>
</tr>
<tr>
<td></td>
<td>Helping our own suppliers as well as the rivals’ suppliers in order to prevail the market and lower the price</td>
</tr>
<tr>
<td></td>
<td>Giving advantage to your own suppliers as well as the rivais’ in order to lock-in the system</td>
</tr>
<tr>
<td></td>
<td>Providing for customers for the suppliers in order to attract the best suppliers of rivals</td>
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<td></td>
<td>Production with assistance of your rivals partners in order to respond over-production demand</td>
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<td></td>
<td>Cooperating with rivals to respond the foreign orders</td>
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<tr>
<td></td>
<td>Looking for acquisition or backward integration of the best suppliers in field of traditional confectionary</td>
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<td></td>
<td>Implementation of mutual projects with foreign rivals to recognize and obtain supreme technologies</td>
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<tr>
<td>Learning and growth</td>
<td>Attending international exhibitions in order to recognize novel technologies as well as communicate and cooperate with rivals and suppliers</td>
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</tbody>
</table>

4. Conclusion

In this research, after studying the popular frameworks of strategy development process and the applied models, we investigated the flaws of these methods in finding and developing of strategy - a tool to overcome the rivals. The judo strategy is also considered as a proper and systematic tool to reduce the effect of the personal ideas of experts. The SJB model, a combination of the SWOT, judo strategy, and balanced scorecard was unveiled as a facilitator of the strategy development process.

Implementation of SJB framework could be divided into six stages. The first stage contains development of governance ideas as well as company internal and external analyses. Second stage includes: company internal and external analyses, recognition of the current strategic position and development of generic strategy.
Based on the generic strategy, outputs of the IE and SWOT matrix are found in the third stage. According to the IE matrix output as well as the situation, those competitive techniques which suit the company situation are chosen from the judo strategy model. Employing the SWOT matrix and judo techniques, and considering the generic strategy and the strategic goals, the strategic objectives are revealed. In the sixth stage eventually, the strategies are classified using the balanced scorecard perspectives.

One of the important SJB framework achievements could be providing a purposeful and systematic path in strategy development based on previously determined techniques, not on personal subjective ideas of the experts. One of the effective research limitations was the time shortage for a comprehensive study of the Beta Company. The managers’ lack of familiarity to the judo strategy model could be mentioned as another limitation.

On the other hand, it seems that a combination of the decision methodologies and technique with SJB framework could resolve the problem with the balance scorecard-based frameworks, not generating a ranking of strategies. This combination could lead to developing of an ideal model in development and prioritization of the strategies. This suggestion could hopefully be further investigated by other scholars in the future.

References

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