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Enhancing Organizational Efficiency through Strategic Planning

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Abstract: This study uses the MOORA method to optimize business strategies by evaluating multiple conflicting criteria and ensuring objective and data-driven decision-making. The method improves management efficiency by providing a systematic approach to selecting the best alternative among various options. The findings demonstrate the effectiveness of MOORA in improving strategic business decisions, resource allocation, and overall operational performance. The importance of research in business management lies in providing data-driven insights, improving decision-making, and enhancing strategic planning. Research helps businesses identify market trends, optimize resource allocation, and develop innovative solutions to stay competitive. It helps in understanding consumer behavior, financial management, and operational efficiency, and ensures sustainable growth. Ultimately, research in business management fosters efficiency, innovation, and long-term success in a dynamic market environment. According to the MCDM [MOORA] method used highest value in A5 Quality (Benefit Criteria) - High-quality products improve customer satisfaction and brand reputation. Cost (Benefit Criteria) - Low costs improve profitability and competitiveness. Product Variety (Benefit Criteria) - A diverse product range attracts more customers and meets diverse market needs. Robustness (Benefit Criteria) - A robust product or process ensures reliability, durability, and consistent performance. Overall, teams A4 and A5 exhibit strong batting skills, while teams A2 and A3 excel in bowling. This data reflects balanced competition between batting and bowling strengths in the different teams. The MOORA method, used in business management, provides a structured approach to decision making based on multiple criteria, thereby improving efficiency and accuracy. Its ability to handle complex data and provide accurate rankings makes it a suitable tool for business decision-making processes.

Key words: Strategic Planning, Decision Making, Organizational Performance, Market Analysis, Competitive Advantage, Financial Management, Leadership and Innovation, Resource Optimization, Consumer Behavior, Business Sustainability,

1. INTERDUCTION

Explicit IT knowledge encompasses a manager's understanding of technologies, applications, system development, and IT management. In addition, the ability to identify people with relevant knowledge allows managers to effectively leverage expertise from others. Tacit IT knowledge is shaped by experience and cognitive skills. Experience stems from personal computing, involvement in IT projects, and overall IT management. Cognitive skills, on the other hand, are based on two mental models: the manager's process-oriented perspective and their view of the strategic role of IT in the organization. Managers with strong IT competency are expected to exhibit two key behaviors: a greater willingness to collaborate with IT professionals and an increased willingness to lead or engage in IT-related projects. Incorporating knowledge into the definition of competence expands its scope, making it more dynamic and interactive. This perspective recognizes that competence is not strictly tied to a particular task but rather reflects the ability to apply knowledge across different tasks. While it is recommended that business managers should have knowledge of IT, the key question is what specific knowledge they need to be IT competent. This type of knowledge allows business professionals to communicate effectively with IT professionals. Because IT management is most effective when shared between IT professionals and business managers, it is essential that managers have a solid understanding of IT-related functions. The primary challenge for many managers is not a lack of awareness or reluctance to engage in IT management, but rather a lack of the vocabulary and skills needed to participate effectively in its various aspects. From a conceptual perspective, IT is just another business function, such as marketing, accounting, or manufacturing. Therefore, effective IT management involves a vision and similar functions, including setting goals, allocating resources, and monitoring progress. It is challenging and impractical to combine modern management philosophies and organizational behavior with Sun Tzu's strategies by examining the principles and realities of top management. However, before developing effective management strategies, it is crucial to recognize the differences between ancient and modern times, and between military and commercial operations. Sun Tzu's approach to strategic planning in ancient Chinese warfare provides valuable insights into contemporary organizational strategy. The goal is to adapt his model to capture the core principles of strategic organization. Businesses must continually review, refine, and reposition their strategic plans to remain competitive in an ever-evolving marketplace. This emphasis highlights our belief that data, observations, opinions, and conjectures are most meaningful when analyzed within a

theoretical framework. Without theory, research findings risk becoming fragmented pieces of information, lacking the causal connections necessary to help family businesses operate more effectively, direct researchers towards the most valuable areas of study, and enhance family business management education. Another clear perspective in this review is our focus on the business aspect of the family-business relationship and our strategic management approach to studying family enterprises. A clear definition of the object of study is essential for advancing any field. Researchers have approached this by identifying key functional elements of family involvement, including ownership, management, and succession across generations. His observation that firms with similar family involvement may or may not be identified as family businesses has led some researchers to define family firms in terms of self-identification. This definition may be convenient for practical purposes, but it is theoretically inadequate because it raises the question of what criteria firms use to classify themselves as family businesses. In addition, this approach risks excluding firms that, while behaving similarly to those included in the definition, do not self-identify, because they exhibit key family business characteristics. This research was primarily descriptive, as it examined the characteristics and current state of the sector under study, linking them to research variables. Its focus was on identifying the influence of one factor on another factor (competitiveness). In addition, it had an explanatory aspect, aiming to deepen the understanding of the problem by describing and analyzing the variables and their dimensions. Points out, descriptive research seeks to identify causal relationships between variables within a specific sector. Furthermore, this study was correlational, as it aimed to determine the relationship between strategic business management resources and competitiveness. A business process involving multiple partners can be implemented by integrating the web services provided by each partner, taking into account the specific constraints and requirements associated with each participating service. These streams represent various approaches to exploring resilience that have evolved within the business and management literature over time, each characterized by a unique definition, theory, or interpretation of resilience. The review and recommendations for future research aim to serve as a foundation for theoretical and empirical advances in the concept of resilience. Without developing the necessary skills and decision-making expertise regarding the definition of resilience, the factors that influence it, and methods for assessing, sustaining, and improving it over time, organizations risk being unprepared for the consequences of adverse events. Without developing the essential skills and decision-making expertise related to defining resilience, identifying its influencing factors, and developing methods to assess, maintain, and improve it over time, organizations may find themselves ill-equipped to deal with the impacts of adverse events. Five key weaknesses were identified: increased costs for information systems and related personnel, disruption of senior management due to the shift from financial priorities to technology priorities, difficulties in adapting business practices and organizational structures to ensure alignment, pressure on functional departments to redesign business processes for greater efficiency and effectiveness, and additional concerns mentioned by respondents. IT and business managers have different perspectives on organizational strategic objectives. Since strategy selection plays a key role in the planning process, CEOs were asked to indicate their overall business strategy by choosing from options such as low-cost producer or supplier, high-quality producer or supplier, time-based producer or supplier, or other strategy. Family businesses serve as the foundation of both the local economy and community life in many rural areas. These businesses operate in the same places where their owners and employees live and make their personal livings. Because of their deep family involvement and strong connections to the community, these companies often adopt a unique approach to socially responsible business practices, shaped by their commitment to both their business and their hometown. Although managing uncertainty in international business is a constant challenge, there is currently no comprehensive framework that integrates the different types of uncertainties, their causes and consequences, as well as the coping strategies used by managers and their effects. The integration of technology, data-driven decision-making, and innovation plays a key role in modern management practices. In addition, effective business management involves problem-solving skills, collaboration, and ethical decision-making, ensuring sustainable business operations. One of the essential aspects of business management is the ability to optimize resources while maintaining productivity and efficiency. To drive success, managers must focus on employee engagement, customer satisfaction, and financial sustainability. By implementing strategic planning and operational excellence, organizations can enhance their competitive advantage and achieve long-term profitability. Overall, business management serves as the backbone of any organization, guiding it to achieve its objectives through structured decision-making and resource utilization. Be it small businesses or large corporations, effective management ensures sustainable growth, innovation, and success in an ever-evolving market.

2. MATERIYALS AND METHODS

Given the complexity of modern business environments, decision-making requires a structured approach that evaluates multiple criteria. The MOORA method helps managers analyze and rank multiple alternatives based on various performance criteria. It simplifies complex decision-making processes by normalizing data and calculating ratios to determine the most appropriate option. This method is particularly useful in supplier selection, project evaluation, investment decisions, and resource allocation, where multiple factors need to be considered simultaneously. One of the main advantages of MOORA in business management is its simplicity, efficiency, and adaptability. Unlike other decision-making models, MOORA requires fewer calculations while providing clear and objective rankings. This makes it a useful tool for managers who need to make informed decisions quickly. By incorporating MCDM techniques like MOORA, businesses can improve their decision-making capabilities, optimize resource allocation, and

improve overall strategic planning. This method ensures that organizations can effectively balance multiple objectives while achieving their long-term goals. **ALTERNATIVES:** In business management, decision-making plays a crucial role in ensuring organizational success. Managers often face challenges and thus have to evaluate multiple options before choosing the most effective course of action. Identifying suitable alternatives is essential for optimizing business operations, resource allocation, and strategic planning. A well-structured decision-making process involves analyzing various alternatives based on key factors such as cost, efficiency, risk, and long-term benefits. For example, when selecting a supplier, a company may consider pricing, quality, reliability, and delivery time. Structured evaluation methods help managers identify the most appropriate alternative that maximizes value, rather than making decisions based on intuition. Similarly, in investment and project selection, comparing different options using a systematic approach ensures better results. The ability to identify and implement the best alternative is a key factor in business success. By using analytical methods and strategic planning, companies can improve efficiency, reduce risks, and improve overall performance, leading to sustainable growth and competitive advantage.

Lean Manufacturing Methodology (A1): Aims to improve efficiency by reducing waste and eliminating non-value-added processes. It prioritizes continuous improvement, streamlined operations, and cost reduction, while ensuring that high quality standards are maintained.

Agile Manufacturing System (A2): Prioritizes flexibility and responsiveness to rapidly changing customer demands. The system adapts quickly to market changes, technological advances, and customized production needs.

Agile Manufacturing System (A3): A hybrid approach that combines the efficiency of lean manufacturing with the adaptability of agile manufacturing. It aims to balance cost-effectiveness with the ability to respond quickly to changes in demand.

Flexible Manufacturing System (A4): Uses automation and modular systems to allow rapid reconfiguration of production lines, enabling efficient production of a variety of products with minimal downtime.

Computer-Integrated Manufacturing System (A5): Integrates computer technologies such as CAD, CAM, and robotics to automate and optimize the entire manufacturing process, improving accuracy, efficiency, and coordination across operations.

EVALUATION PARAMETER: When evaluating different business alternatives, several key parameters should be considered to ensure optimal decision-making. The following parameters help assess the suitability of different options: **Quality** - Measures the standard or excellence of a product or service. In the given data, A5 has the highest quality rating (7.00), while A1 has the lowest (1.00). **Cost** - Indicates the financial outlay required. A lower value indicates the most cost-effective option. A1 has the lowest cost (1.00), making it the most budget-friendly, while A4 has the highest (4.00). **Product Category** - Indicates the range of products. A higher score indicates the most diverse offerings. A3 has the highest category (3.00), while A4 has the lowest (1.00). **Durability** - Indicates the ability to function under varying conditions. High durability ensures stability and reliability. A2 and A4 have good strength (2.00), while A1, A3, and A5 have the lowest (1.00). By analyzing these parameters, businesses can select the most suitable alternative that effectively balances quality, cost, variety, and strength.

3. ANALYSIS AND DISCUSSION

TABLE 1. Business Strategies

	Quality	Cost	Product variety	robustness
A1	1.00	1.00	1.00	1.00
A2	5.00	2.00	2.00	2.00
A3	3.00	3.00	3.00	1.00
A4	5.00	4.00	1.00	2.00
A5	7.00	3.00	2.00	1.00

The bar chart illustrates the contribution of five factors to four key aspects of business management: quality, cost, product type, and strength. Quality has the highest overall value, with A5 contributing the most (7.00), followed by A4 (5.00) and A2 (5.00). This indicates that these three factors are very important for maintaining quality in business management. Cost is the second highest aspect, with A4 (4.00) being the largest contributor, indicating that it plays a significant role in managing costs. Product type has moderate values, with A3 (3.00) having the most influence, while A4 (1.00) contributing the least. Finally, strength has the lowest overall value, indicating that it is the least prioritized factor. A2 and A4 contribute the most to strength (2.00 each), while A1, A3, and A5 have the least impact (1.00 each). Overall, the chart highlights the varying importance of these factors in different business management aspects.

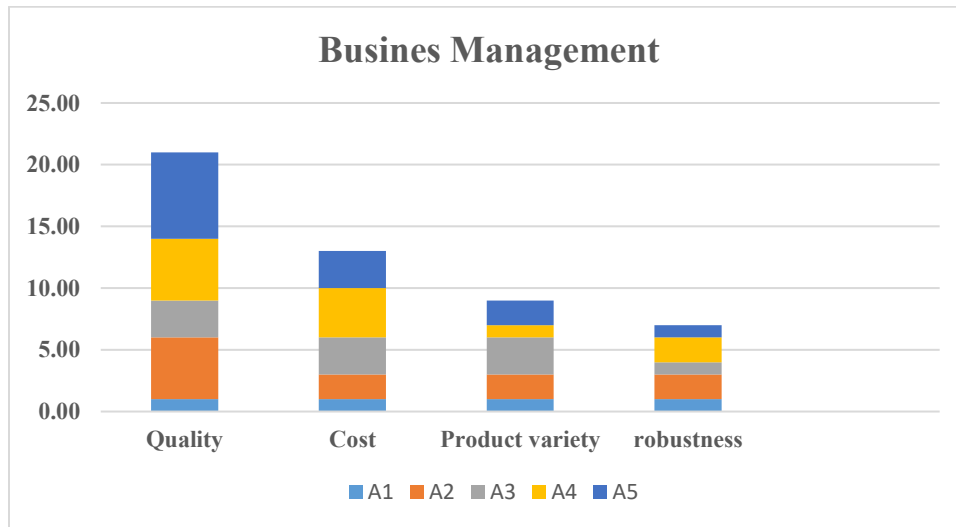


FIGURE 1. Business Management

The given bar chart represents various aspects of business management, including quality, cost, product type, and strength. Each bar is divided into five categories: A1 (blue), A2 (orange), A3 (gray), A4 (yellow), and A5 (light blue), indicating their contribution to each factor. Quality has the highest total value, with significant contributions from A5 and A4. Although A5 and A4 have large portions, cost follows with a relatively even distribution across the five categories. Product type shows moderate values, with A3 and A4 being the most important. Strength has the lowest total value, indicating that it is the least emphasized factor of the four. Additionally, there is a typographical error in the chart title: “Business Management” should be corrected to “Business Management.” The stacked bar format effectively shows the composition of each factor, allowing for a clear comparison of the contributions from the different categories. However, adding numerical values to the bars could improve clarity

TABLE 2. Normalized Data

	Bat. Avgas	Bat. SR	Bowl. Avgas	Bowl. SR
A1	0.0958	0.1601	0.2294	0.3015
A2	0.4789	0.3203	0.4588	0.6030
A3	0.2873	0.4804	0.6882	0.3015
A4	0.4789	0.6405	0.2294	0.6030
A5	0.6705	0.4804	0.4588	0.3015

The table 2. presents normalized data for five segments (A1, A2, A3, A4, and A5) on four performance metrics: batting average (Bat. Avg.), batting strike rate (Bat. SR.), bowling average (Bowl. Avg.), and bowling strike rate (Bowl. SR.) A5 has the highest value in batting average (0.6705), indicating its strong batting performance, followed by A4 and A2 (0.4789 each). In batting strike rate, A4 leads with 0.6405, indicating its quick scoring ability, while A3 and A5 follow closely. In terms of bowling average, A3 dominates with 0.6882, indicating its efficiency in controlling runs, while A2 and A5 provide moderate contributions (0.4588 each). In terms of bowling strike rate, A2 and A4 (each 0.6030) show better performance in taking wickets quick!Overall, A4 and A5 teams perform better in batting metrics, while A2 and A3 teams excel in bowling. This data highlights the balance between batting and bowling abilities across different categories.

TABLE 3. Weight

	Weight			
A1	0.25	0.25	0.25	0.25
A2	0.25	0.25	0.25	0.25
A3	0.25	0.25	0.25	0.25
A4	0.25	0.25	0.25	0.25
A5	0.25	0.25	0.25	0.25

The table 3. provides a weight distribution for five categories (A1, A2, A3, A4, and A5) across four different factors. In each category, all factors are assigned an equal weight of 0.25, indicating a balanced approach in which no single factor is given more importance

than the others. This equal weighting implies that all aspects are considered equally important in the evaluation process. This ensures fairness and impartiality, preventing any bias towards a particular factor. Such a distribution is common in cases where all factors contribute equally to the overall evaluation, making it a simple but effective method for decision-making. The absence of any variation in the weights implies that changes in any factor will have an equal impact on the overall result. However, if some factors are more important than others, adjusting the weights accordingly will more accurately represent their importance in the analysis.

TABLE 4. Weighted normalized DM

	Weighted normalized DM			
A1	0.0239	0.0400	0.0574	0.0754
A2	0.1197	0.0801	0.1147	0.1508
A3	0.0718	0.1201	0.1721	0.0754
A4	0.1197	0.1601	0.0574	0.1508
A5	0.1676	0.1201	0.1147	0.0754

This table 4. represents the weighted normalized decision matrix (DM) for five segments (A1, A2, A3, A4, and A5) on four factors. The values indicate the relative importance of each segment in the decision-making process after applying both normalization and weight adjustment. A5 has the highest value in batting average (0.1676), indicating its strong impact on this aspect. A4 dominates in batting strike rate (0.1601), indicating its effectiveness in scoring quickly. A3 leads in bowling average (0.1721), making it more effective in controlling runs. In bowling strike rate, A2 and A4 have the highest values (0.1508 each), indicating their strong wicket-taking abilities. Overall, the data shows that different segments excel in different aspects, with A5 and A4 performing well in batting, while A3 and A2 stand out in bowling. A weighted normalization process refines the assessment by balancing the contributions of each factor, ensuring a fair comparison across all segment

TABLE 5. Assessment Value

	Assessment value
A1	-0.0688
A2	-0.0657
A3	-0.0555
A4	0.0717
A5	0.0976

The table 5. provides the evaluation values for the five categories (A1, A2, A3, A4, and A5), which represent the final evaluation scores after applying weighted normalization and decision-making techniques. These values indicate the relative performance of each category, where positive values indicate strong performance, while negative values indicate a lower ranking. A5 has the highest evaluation value (0.0976), meaning it performs best of all categories. A4 follows with a positive score of 0.0717, indicating a strong performance. On the other hand, A1 (-0.0688) has the lowest value, indicating the least favorable preference. A2 (-0.0657) and A3 (-0.0555) have negative values, meaning they are less optimal compared to A4 and A5. Overall, A5 and A4 stand out as the best performing categories, while A1, A2, and A3 may need improvement. These assessment values provide a clear ranking system for decision-making purposes.

TABLE 6. Rank

	Rank
A1	5
A2	4
A3	3
A4	2
A5	1

This table 6. provides a ranking based on the evaluation values of the five categories (A1, A2, A3, A4, and A5). A lower ranking number indicates better performance, while a higher ranking indicates a lower position in the evaluation. A5 ranks highest, ranking 1, meaning it is the most favorable option. A4 ranks 2, indicating strong performance but slightly behind A5. A3 ranks 3, indicating moderate performance. A2 ranks 4, while A1 ranks last at 5, making it the least optimal option. This ranking system is derived from the evaluation values, where A5 and A4 had positive scores, indicating better performance, while A1, A2, and A3 had negative values, leading to lower rankings. Overall, this ranking provides a clear hierarchy for decision-making, helping to identify the most and least favorable options in a given context.

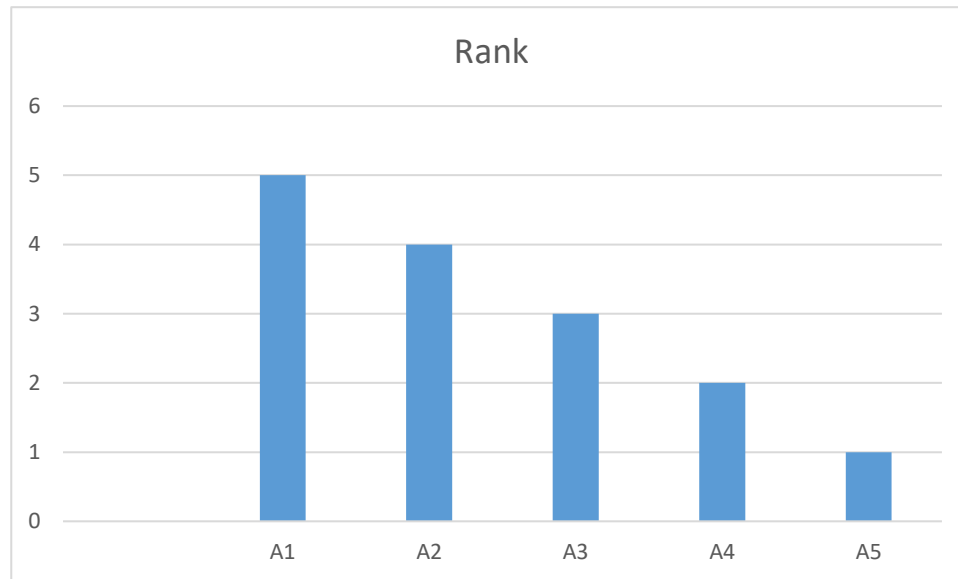


FIGURE 2. Rank

The bar chart illustrates the ranking based on the performance of five categories (A1, A2, A3, A4, and A5). The y-axis represents the ranking values, where a low ranking (closer to 1) indicates excellent performance, and a high ranking (closer to 5) indicates poor performance. A5 has the lowest ranking value, making it the best performing category. A4 follows as the second best performer, while A3 is in third place. A2 is placed in fourth place, and A1 has the highest ranking value, meaning it is the least favorable option of all the categories. The descending trend in bar heights visually confirms that A5 is performing better than the others, while A1 is lagging behind. This ranking is based on an evaluation measure, such as rating value, and provides a clear comparative analysis of the options. The chart effectively communicates the ranking hierarchy, helping with decision-making by highlighting the best and worst performance

4. CONCLUSION

The multi-criteria decision-making (MCDM) approach is widely used in business management to improve decision-making by analyzing multiple conflicting factors. One of the most effective MCDM techniques is MOORA (Multi-Objective Optimization Based on Ratio Analysis), which helps simplify complex business decisions. MOORA provides a structured approach to ranking alternatives by evaluating various criteria. In business management, it is commonly used for supplier selection, project evaluation, financial performance analysis, and investment decisions. This method involves normalizing decision matrix data and using a ratio-based structure to identify the most suitable options. This allows decision-makers to objectively compare multiple options and select the most suitable one. One of the main advantages of MOORA is its simplicity, efficiency, and flexibility. Unlike other MCDM methods that require complex calculations, MOORA is easy to implement and provides clear results. Furthermore, it can be adapted to different business situations, making it a valuable tool for managers and analysts. The MOORA method, used in business management, provides a structured approach to decision making based on multiple criteria, thereby improving efficiency and accuracy. Its ability to handle complex data and provide accurate rankings makes it a suitable tool for business decision-making processes.

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