

## MODELING THE SYSTEM OF STRATEGIC POSITIONING. CASE STUDY: JSC SAMARA CABLE COMPANY

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**Keywords:** strategic positioning of the enterprise, strategic potential, financial potential, personnel potential, industrial - technological potential, innovative potential, quality management, the strategic purposes, structure of success, resources, strategy of growth.

In the paper the complex system of strategic positioning directed on achievement of the strategic purposes of the organization is considered. The offered modelling of system allows to analyze the current position and opportunities of the company, to reveal discrepancy between desirable and forecast development of events, reflects effective strategy of leaders of branch, proceeding from structures of success.

Orientation of the company towards strategic positioning offers a toolkit for the achievement of the strategic purpose of forming a system of corporate management through quantitative key parameters of efficiency (target reference points) and the processes aimed at the achievement of the strategic purposes.

The modern organization of manufacture and management, high level of staff motivation, interesting investment projects made us choose the JSC "Samara Cable Company", one of the largest enterprises in Russia, as a case study. The general analysis of the strategic potential of the enterprise is understood as an estimation of its resources from the point of view of an opportunity of their use for the achievement of certain targets in view of strategic character. We shall define the level of financial, industrial - technological, personnel, innovative potential and quality control systems. The decomposition of the given data into the basic components will allow to track more detailed influence of the basic administrative decisions on the success of the company in the strategic aspect.

The data on the components of the strategic potential of JSC «Samara cable company» are presented in table 1.

On the basis of conversation with some key experts and the analysis of the available program of development of research-and-production activity it is possible to say, that the given managing subject is currently pursuing the strategy of growth.

The development of the JSC "Samara cable company" will depend on the following key factors:

1) the degree of development and realization of comparative advantages of the enterprise in the chosen market segment in the following categories: technology and innovations, quality assurance, personnel maintenance;

2) the changes in the development of the potential, determining both the enterprise investment activity and the competitiveness of the company;

3) the intensity of innovative update of production and the changes in labor productivity;

4) the changes of production quality control system development;

5) the intensity of human capital improvement.

According to the calculations, the first place was occupied by the Sibcable, the second place was occupied by Irkutskcable, the last two places were occupied by Sevcable-holding and

Table 1

The data on the components of the strategic potential

Potential	2004	2005	2006	2007	2008
Financial	7,28	4,31	3,74	5,48	2,71
Personnel	7,52	7,82	7,97	7,63	7,74
Quality management	14,15	14,92	14,38	14,64	14,49
Industrial - technological	1,34	1,79	2,62	28,89	2,53
Innovative	1,59	1,54	1,82	2,34	2,37

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Table 2

## Levels of strategic potential of participants of the cable market

Potential	JS SCC	Sevcableholding	Irkutskcable	Sibcable	Volga cable
Financial	2,71	8,79	8,18	7,26	-22,07
Personnel	7,74	8,46	8,37	8,13	-89,44
Quality management	14,15	15,01	16,43	16,82	13,72
Industrial - technological	2,53	7,78	6,99	7,59	-0,98
Innovative	2,37	11,84	12,75	13,02	0,69
Final rating	29,50	51,88	52,72	52,82	-98,08

JS “ SCC “, accordingly (table 2). The final stage of the estimation consists in the comparison of the structure of success in chosen group of the companies. Knowing it, it is possible to develop the complex of measures directed at the increase of the importance or the full restructuring of business - processes of the enterprise in question. For JSC “SCC “ the following problems are the key ones:

- ◆ Absence of the effective financial system allowing to estimate and supervise the financial condition of the enterprise, to predict the threat of bankruptcy and to avoid it due to an effective financial and economic policy;

- ◆ Fast obsolescence of the assortment of production, slow reaction to the change of demand (it is traced during monitoring the innovative potential);

- ◆ Flaws in manufacturing process (too long industrial and financial cycle, losses, low technological discipline, etc.);

- ◆ Insufficient knowledge of work (about the purposes and problems, and also the true position of the enterprise), etc.

It is possible to receive more constructive conclusions concerning the concrete measures on separate components analytically, moving from the ultimate goals and finding out the most essential deviations from the structure of success

all over again, gradually supplementing the structure of the company with less significant deviations, analyzing the reasons of low performance and formulating the problems, which need to be solved to reach the desirable purposes. The management of the future of the company with the use of the suggested complex system of strategic positioning allows: to define the strategic positions of the company, coordinating the analysis of the current position and the opportunities of the company from the point of view of the factors of value; to reveal the discrepancy between the desirable and the forecasted events; to estimate the strategic potential of the company in different environments; to establish the mechanism of monitoring and controlling the maintenance of the continuity of the process and the effective realization of strategic positioning.

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