

## **IMPROVEMENT OF INDUSTRIAL ENTERPRISES STEADY DEVELOPMENT STRATEGY IN POST-CRISIS ECONOMY**

© 2011 M.E. Tsibareva\*

**Keywords:** development factors, economic stability, industrial enterprises, development strategy improvement, factor system generating, post-crisis period, goals and directions of strategy development, stages, problems.

Definition of the factor system in industrial enterprises development is provided, as well as analysis of problems in stable performance of engineering complexes and state strategies of economic sectors development. There is an author's concept of industrial enterprises development, its goals, objectives, implementation stages in the post-crisis economy.

Factor system in industrial enterprises development is defined as a number of certain goals and objectives in forming the structure of relations to industrial, state and public organizations, which ensure economic stability of industries (and industrial enterprises). Factors of industrial enterprises development is the key point in explaining, coordinating and regulating tendency of changes in the sphere of mutual agreements, system values, steady development of industries and organizations, their economic design - the new format of these should not violate structural and hierarchical interconnections of the system integrity.

Development strategy improvement and factor system generating in post-crisis economy should provide solutions for the industrial enterprises first-priority tasks, such as:

- ◆ competitive recovery and industrial production quality improvement;
- ◆ world market entry and creating new markets for advanced technology products;
- ◆ expansion of science-intensive and advanced technology production;
- ◆ providing the necessary level of equipment renewal and industry modernization;
- ◆ forming new business entities ensuring effective state and private business interaction (private-state partnership);
- ◆ job protection and extension, labour remuneration increase, higher labour productivity;
- ◆ gross Domestic Product increase;
- ◆ due to new in-demand production;
- ◆ increase in significance of engineering industry within the structure of industries.

Engineering complex is an industry of the great scientific and technical potential, production capabilities able to influence development

of technologies in related industries. That is the reason why the leading world nations pay special attention to developing industrial enterprises and give them significant government support.

Forming the system of stable industrial enterprises development factors are based on the programs of socio-economic development in the Russian Federation and its regions; strategies of industrial development, certain industries and industrial enterprises; federal special-purpose programs.

Thus, it is necessary to define the order and duration of events implementation oriented to the introduction of new system of factors in post-crisis strategic planning.

1<sup>st</sup> stage - estimation and preparation work during 2-3 years. Strategic plan development.

2<sup>nd</sup> stage - successive modernization of separate parts of production during 4-7 years.

3<sup>rd</sup> stage - development and manufacturing of innovative production during 3-5 years.

4<sup>th</sup> stage - world market entry during 2-3 years.

5<sup>th</sup> stage - full shift of the enterprise into new system of factors during 1-2 years. At the end of the given period all the events should have been implemented oriented to the shift of production enterprises into condition of vigorous activities. All the enterprises and organizations of the branch should meet modern requirements and ensure the production of hi-tech and competitive products.

Total duration of the improvement procedure of development strategy and system factors forming is 12-20 years.

Then the system work, oriented to the maintenance of scientific and technological and produc-

---

\* Marina E. Tsibareva, a post-graduate student of Samara State University, 443011, Russian. E-mail: tsibareva@mail.ru.

## Strategies of industrial enterprises development in various economic sectors

№	Strategy	Goals and objectives
1	Strategy of ship-building industry development for the period of up to 2020 and in perspective (validated by the order № 354 of the Russian Federation Ministry of Industry and Energy, September 6, 2007)	<ul style="list-style-type: none"> <li>- developing of scientific, technical and production potential, complex modernization and technical equipment renewal in the industry,</li> <li>- legislative and normative legal support of the ship-building industry development,</li> <li>- structural changes and industrial potential optimization</li> </ul>
2	Strategy of chemical and oil chemical industry development for the period of up to 2015 (validated by the order № 119 of the Russian Federation Ministry of Industry and Energy, March 14, 2008)	<ul style="list-style-type: none"> <li>- modernization and technical renewal of the existing and creation of new cost effective and ecological production systems,</li> <li>- development of internal market and export potential for chemical products,</li> <li>- organizational and structural development of chemical complex in order to increase advanced technology production,</li> <li>- chemical enterprise research &amp; development efficiency increase</li> </ul>
3	Strategy of light industry development for the period of up to 2020 (developed by the order of the RF President № Pr-1369 June 3 2008 and by the order from the RF Government № VP-P9-4244, July 15, 2008)	<ul style="list-style-type: none"> <li>- increase of material and technical resources competitive advantages,</li> <li>- increase of competitiveness and production output of advanced technology products,</li> <li>- ensuring a 4,2 - times' export production growth,</li> <li>- developing effective tools to stimulate investment and innovation</li> </ul>
4	Strategy of electronic industry development for the period up to 2025 (validated by the order № 311 from the Russian Federation Ministry of Industry and Energy, August 7, 2007)	<ul style="list-style-type: none"> <li>- improvement of the critical electrical industrial production lagging in comparison with the world level,</li> <li>- development of absolutely new technologies (scientific advancement) in the top-priority directions,</li> <li>- optimization of the existing production capacities in order to integrate and specialize organizations within the industry infrastructure</li> </ul>
5	Strategy of metallurgy industry development for the period of up to 2020 and in perspective (validated by the order № 150 from the Russian Federation Ministry of Industry and Trade, March 18, 2009)	<ul style="list-style-type: none"> <li>- fulfilling the internal market demand for metallurgical products (all necessary product range),</li> <li>- advanced technology production increase,</li> <li>- coordination of plans to develop mining\smelting metallurgical enterprises</li> </ul>
6	Strategy of automobile industry development for the period of up to 2020 (developed by the Russian Federation Ministry of Industry and Trade based on the Decision of the Government Commission on the stable development of the Russian economy, (minutes of the November 10, 2009 meeting № 23, item 2)	<ul style="list-style-type: none"> <li>- stimulation of developing and producing innovative vehicles and components,</li> <li>- modernization of existing production centers and creation of new ones on the Russian Federation territory,</li> <li>- increasing competitiveness and producing vehicles to the highest world standards</li> </ul>
7	Other strategies.	

tion potential of a machine tools complex production enterprise taking into account the post-crisis economics development factors, is implemented.

As a result of introduction of a new system of factors, an increase in the indices of economic stability 8 times higher in comparison with the existing values is expected. Thus, the

competitiveness of industrious enterprises will be fully implemented. All in all, the balanced structure of industry, in which the machine-tools complex will take its place, will be created.

The strategies implemented today are presented in the following table.

*Received for publication on 10.12.2010*