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## STRATEGIES OF THE INDUSTRIAL ENTERPRISES ECONOMIC DEVELOPMENT WITHIN CITIES INFRASTRUCTURE DEVELOPMENT

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**Abstract.** *The article deals with author's proposals concerning development of the partner relationships in the socially significant problems sphere, particularly in the regional infrastructure. The local community represented by citizens and authorities, enterprises and workers are considered to be interested parties by author. The article presents researches on strategic partnership peculiarities in social and economic sphere; systematizes methods to stimulate enterprises to realize infrastructure projects from state; suggests complex approach to develop industrial regions, based on clustering, using of tech parks etc.*

**Key words:** *enterprise strategy, strategic partnership, social infrastructure of the enterprise, state stimulation, clustering approach, tech park.*

**Problem statement.** It is commonly known, that the Ancient Rome history was built on the systems of management, law and infrastructure. With empire extending the infrastructure was improving, the system of the Roman law was spreading and was able to work for future generations, confirming the thesis: "People will not complain, if they feel good".

The firm infrastructure development is based on the principle, that its whole personnel share its goods, and everyone becomes its part. The self-government is started with each worker's opportunity to influence the infrastructure of either enterprise, or region: parents influence the children's place in the kindergarten or at school, retired persons – the service in the hospital, automobilists – road quality and so on. And all together they influence the condition of yards, squares, cleanness of beaches, parks and other places for rest. During three quarters of the last century many primarily agricultural (rural) countries from Eastern Europe (particularly Ukraine, Belarus, Russia, Bulgaria, Georgia, Armenia, and Azerbaijan) became industrial (urban) states. The infrastructure of many cities was spread together with introduction of new enterprises and was strictly connected with them. But since on the cusp of II-III millennium many

industrial enterprises decreased overall production, many workers lost their job, the enterprise infrastructure improving was out of the question. On the other hand the costs growing for the service provides the necessity to renew and modernize not only exhausted production assets of the enterprise, but city infrastructure objects in whole. In this situation both living conditions and regional production potential are got worse. That's why it is important to make complex decisions concerning problems of joint social and economic enterprise and populated areas development, where they are situated.

**Analysis of the recent investigations and publications.** Such Ukrainian and foreign scientists as: Berezin A.V., Bezpartochnyi M.H., Nikileva L.O. [1], Romanov P.V. [9], Oleinik O.A. [4], Pchelintsev O.S., Minchenko M.M. [7], Luhovoi A.V., Maslak O.I., Onishchenko V.V. [3] devoted their attention on the regional social problems solving. Various approaches to solve contradictions in the infrastructural management sphere involving enterprises, local authority and society were suggested in sources [5; 6; 8].

The lack of attention was paid to the concrete practical proposals to improve partnership relations of the enterprise and city in the public significant projects realization sphere; that is the urgent topic of the research.

**The aim of the article** is to observe main directions to improve infrastructure in cities owing to agreement of authority, industrial enterprises and population interests. During the research there will be such tasks to solve: motivation of the social infrastructure development on the level of enterprise; main directions of enterprise and public authorities cooperation within strategic partnership; joint economic development of the region through clusters and tech parks creation and support.

**Main material.** Nowadays each country is characterized with its own specific to realize projects in the local community development sphere. For example, in such developed countries as Great Britain and Japan, authority and business concentrate their efforts on cooperation in large projects, including hospitals, stadiums etc. In the developing countries there are infrastructural projects – transports, roads, systems of water-, heat- and electric supply. Countries, which have not large enterprises (business is mainly presented with small firms), develops new format of two-side partnership – small projects, which are realizes by small business («small scale PPP»). Such variant is popular in the leading countries of Africa and Latin America. These are projects in the sphere of local transport, waste recycling, cultural and sport events, IT-projects [6].

As for the Ukrainian enterprises, one of the market reforms main mistakes in their social sphere is that fact that the motivating economic paradigm was suggested, which excluded social constituent. It was thought, that market nature will form motivations to grow labour efficiency. But in practice it was not so; market transformations were beneficial firstly for those, who possess small and medium business. Most of employed workers were sunk in poverty and social

insecurity. Fig. 1 demonstrates stages of social infrastructure development in Ukraine with distinguishing of such periods, during which as experts (scientists-economists, representatives from enterprises and local authorities) suppose, most social objects were municipalized, liquidated and privatized etc.

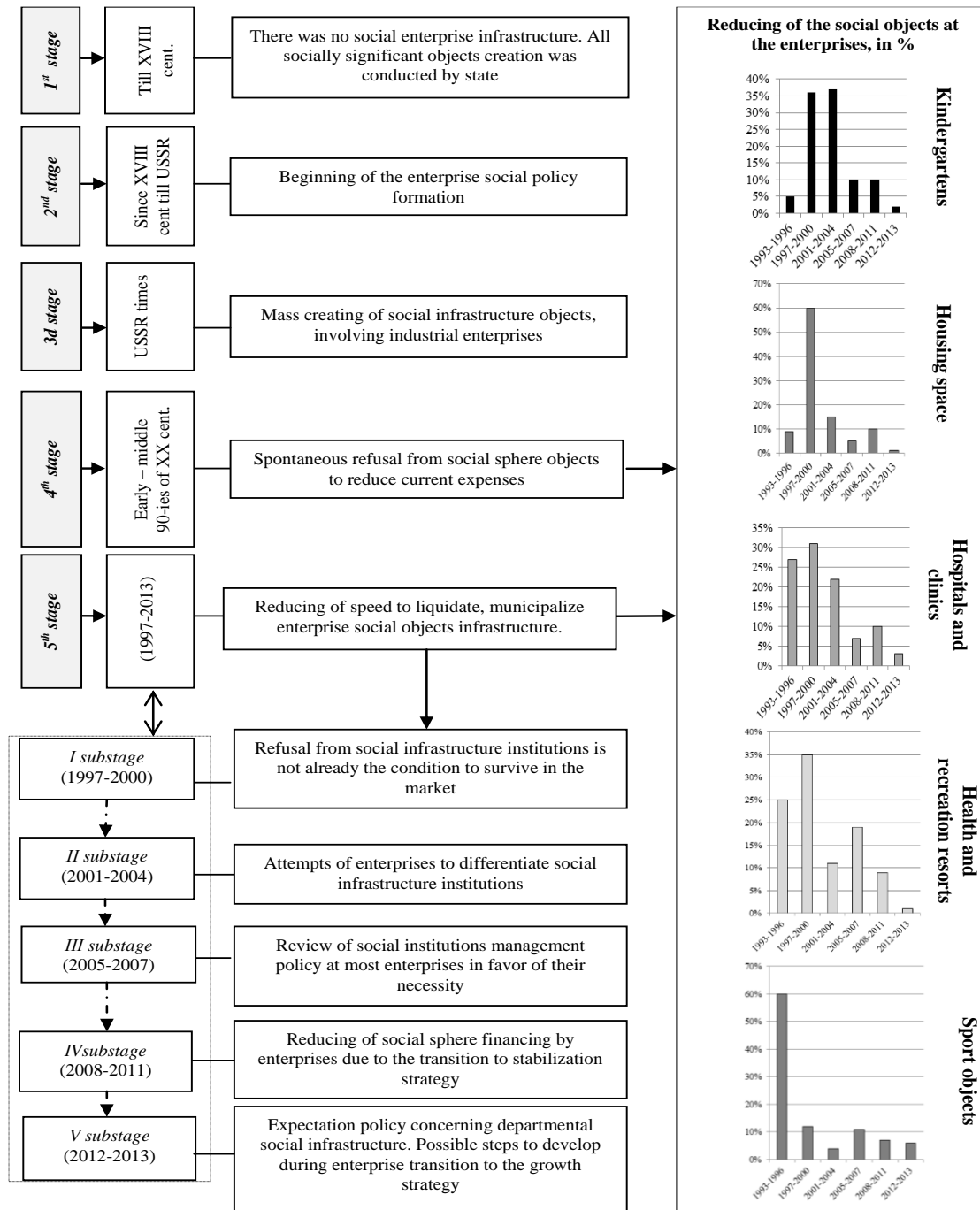


Fig. 1 – Development of the social infrastructure at the Ukrainian enterprises (expert’s analysis), (it is formed on the bases of [1; 10])

Experts suppose, that industrial enterprises have the most speed losses of the social objects on the 4<sup>th</sup> stage and on the first and second substages of 5<sup>th</sup> stage, moreover, about 55% of experts mentioned, that through giving of social

infrastructure objects to municipality balance, they are useless for exploitation without renovation [1]. It is expected, that reducing of enterprise social objects will be continued, which is caused by poor economic situation of many economy subjects in Ukraine. That's why the providing of regions with social objects gets worse that is harmful for provinces and so on.

Today every enterprise has right to decide the future of the social objects, which are on its balance sheet. Moreover, modern market conditions are changed very fast, and it makes owner to conduct detailed "selection" of social infrastructure objects concerning investment and organizational and physical efforts into their further development.

Enterprise strategic orientation in the proper stage of its development significantly affects its social policy priorities: by survival strategy (it was characteristic for enterprises at the end of 90ies XX century) economy subject tries to refuse social support by his workers, maximum reducing his social programs. By the growth strategy, he tries to satisfy staff social demands, to improve social policy in whole (fig. 2).

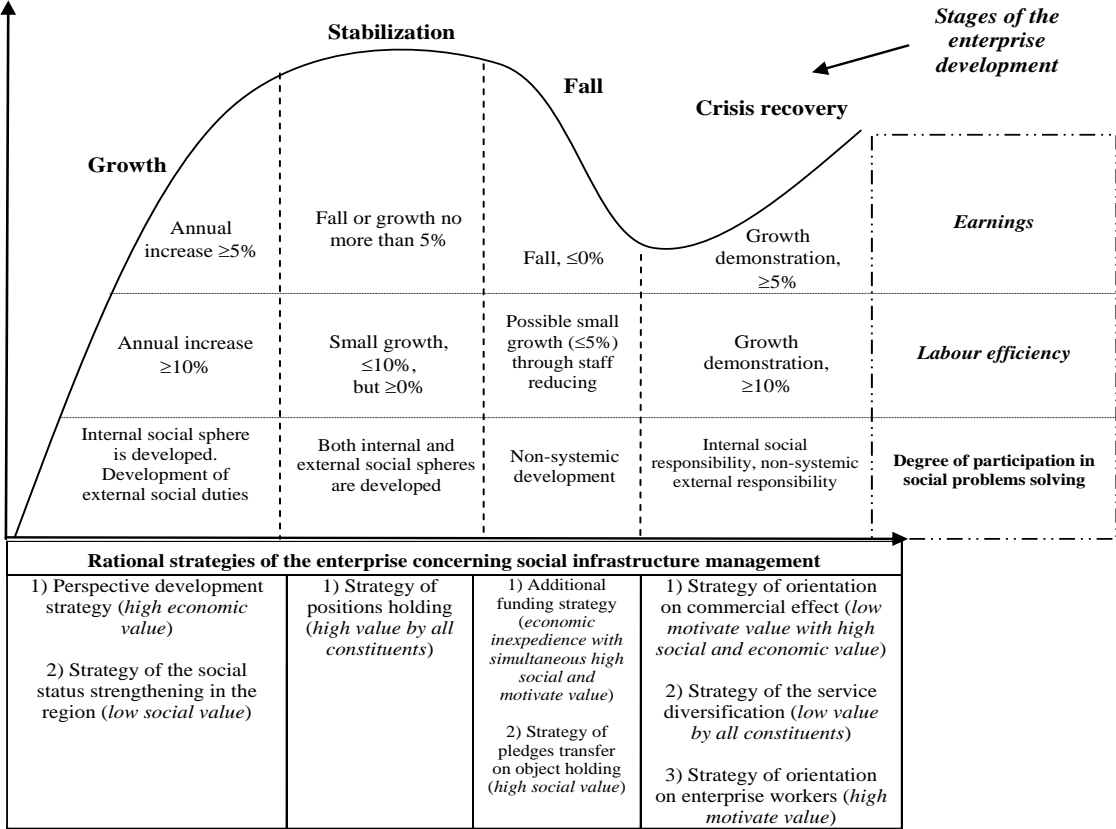


Fig. 2 – Strategic directions of the large enterprise in the social infrastructure management depending on the development stage

If the object is economically beneficial for enterprise, there will be no questions to keep it on the balance sheet of the enterprise. If it is not so, there will be contradiction questions, how to act to solve consequently problems of

its socially significant objects on the proper development stage. To take into account all social policy subjects' interests we suggest three components: economic (management and owners of the enterprise), motivate (workers of the enterprise) and social (society). The economic constituent shows the reasonability to keep social infrastructure, i.e. it includes income or almost payoff factors, which gives information to the enterprise management whether concrete infrastructure object is self-financed. Motivate constituent consists in support of social infrastructure objects, not always profitable by enterprise staff. Social constituent is most contradictory, because the enterprise management doesn't see the direct benefit from its high value. It consists in real providing of society with social object set, which are necessary due to their absence or lack on the concrete territory, where social infrastructure of the concrete enterprise functions.

Consistently, on these stages of growth and stabilization the enterprise is oriented to strengthen its social duties towards society, whereas on the loss stage decreases any social expenses even to its duties transfer. Crisis recovery means that anticrisis measures of the enterprise concerns also social sphere control. The enterprise optimizes its social policy, the tangible benefit is very important for it.

Unfortunately, many modern enterprises are directed to that fact that their social infrastructure activity should be beneficial, primarily for its owners. They try to avoid principles of established during planned economy term "paternalism" (special management practice, based on the system of mutual expectations and actions from the manager's and workers' sides [9]). Enterprises are redeveloped into differential approach to give services by departmental social institutions. Therefore free of charge services even for their workers they range as partially paid and common character to give social services is substituted with addressed, that would be rational to increase social infrastructure service quality simultaneously.

About 50% of the Ukrainian enterprises realized social programs on data for 2013. Consistently, the largest company, the highest level of its social responsibility it has. Among big enterprises most companies are oriented on social programs, moreover the systematic approach character to solve social programs at the enterprise with 200 workers is higher. В почти половине случаев расходы на социальные проекты компания оплачивает самостоятельно. Ealso a quarter of companies is oriented on adequate help of workers (more often charitable projects have such format), 17% of companies realize social projects, involving "the third side": state authorities; charitable organizations etc. Tenth of companies suppose that one may be useful without money, with help of volunteer activity or with informational support [15]. The best illustration is the support of football clubs (keeping of middle Premier

League Championship club in Ukraine comes out 20 million dollars per year). But today half of these clubs are on the verge of bankruptcy due to the crucial situation.

Small enterprises point up charity, workers' social providing in their social policy. Middle enterprises are engaged in ecological projects. Large enterprises can allow also to participate in the local infrastructure development. Only in 4% of the Ukrainian enterprises, which solve social problems, social programs are realized on the constant base with strategic planning, when 35% of companies with regular realization of social projects are not involved in strategic planning; in 45% – social programs have irregular character, there is no strategy to realize and state long-term tasks; in 16% – social programs are only one-time projects [15].

Business plays significant role in the society social development, and it is admitted in developed countries, where in spite of the fact, that most social responsibility is laid on the state social institutions, enterprises also show initiative concerning social providing, initially of its workers. In the French concern Renault" in the target development program in plan of human resources development the important role is paid for health protection policy, housing problems etc. Extracting European company Placer Done supports and develops medicine: medicine services are used by either enterprise workers, or local inhabitants. State bodies carry out various initiatives concerning support of the social sphere development policy, conducted by enterprises. For example, in Spain regional authorities regulate the tax system, give subsidies to the socially active enterprises, teach staff of the economy subject in social sphere effective management, and control social business activity consequences. In Sweden municipalities have departments of regional development, which provide socially responsible enterprises work [8].

It means that business and society in western countries have passed evolution stage from initial storage without complete social policy to the social partnership with three relatively equal participants – enterprise, workers and authorities. Only the effective interconnection of these social policy subjects is able to provide the economy transfer to such development stage, which will take into account human needs.

In Ukraine the process to regulate both interested sides interest (state and entrepreneurs) is just started to develop. Enterprise managers understand that to refuse some even unprofitable social objects, which are on their balance sheet, makes no economic sense from the point of view either of motivate factor (object plays an important role in staff motivation system), or social factor (high social value of the object in the presence region) etc.

There are such interconnection forms between state and enterprise in the sphere of departmental social institutions management sphere as:

- *separate management* (it is conducted due to the principle “I act as I wish, you act as you wish”. State realizes its social policy, and business controls its own social sphere in its discretion);

- *interconnection at the level “tutor – doer”* (state determines priorities in regional social infrastructure management, and enterprises undertake functions to realize management);

- *social partnership* (joint determination of the social institutions development priorities, spheres, within which the enterprise is able to take “social duty” taking into account its own interests. All-around possible support of enterprises from the state side).

Interested enterprise in realization of social programs (owing to state bodies’ influence (fig. 3) injects capital in its own staff, forming the necessary human capital, social demands of which are satisfied, and also into the presence region infrastructure.

Recent events, occurred in Ukraine, became the reason to discuss development disparity and economic freedom of regions. It is understood by practically all political powers, public organizations and society at whole. Way to development should be common: on the one hand, local self-government, which will be able to receive finance by means of taxation system changing in favour of taxpayers from enterprise location, not from registration place. On the other hand, it is industry development by means of three strategic development constituents at each enterprise (partnership marketing, clustering of tech parks use branches). Such formed social and economic regional strategy will give opportunity to avoid global dependence and global risks, relying on the own intellectual, industrial and agricultural potential.

Social and economic development of the middle and large populated places depends in many facts on three main sides’ interests agreement: local authorities, large local economic industrious mainstay, citizens. That’s why it is necessary to find common aims for separate sides and priority realization of the projects, which will be useful for society, but therefore they will not disrupt enterprise economic success.

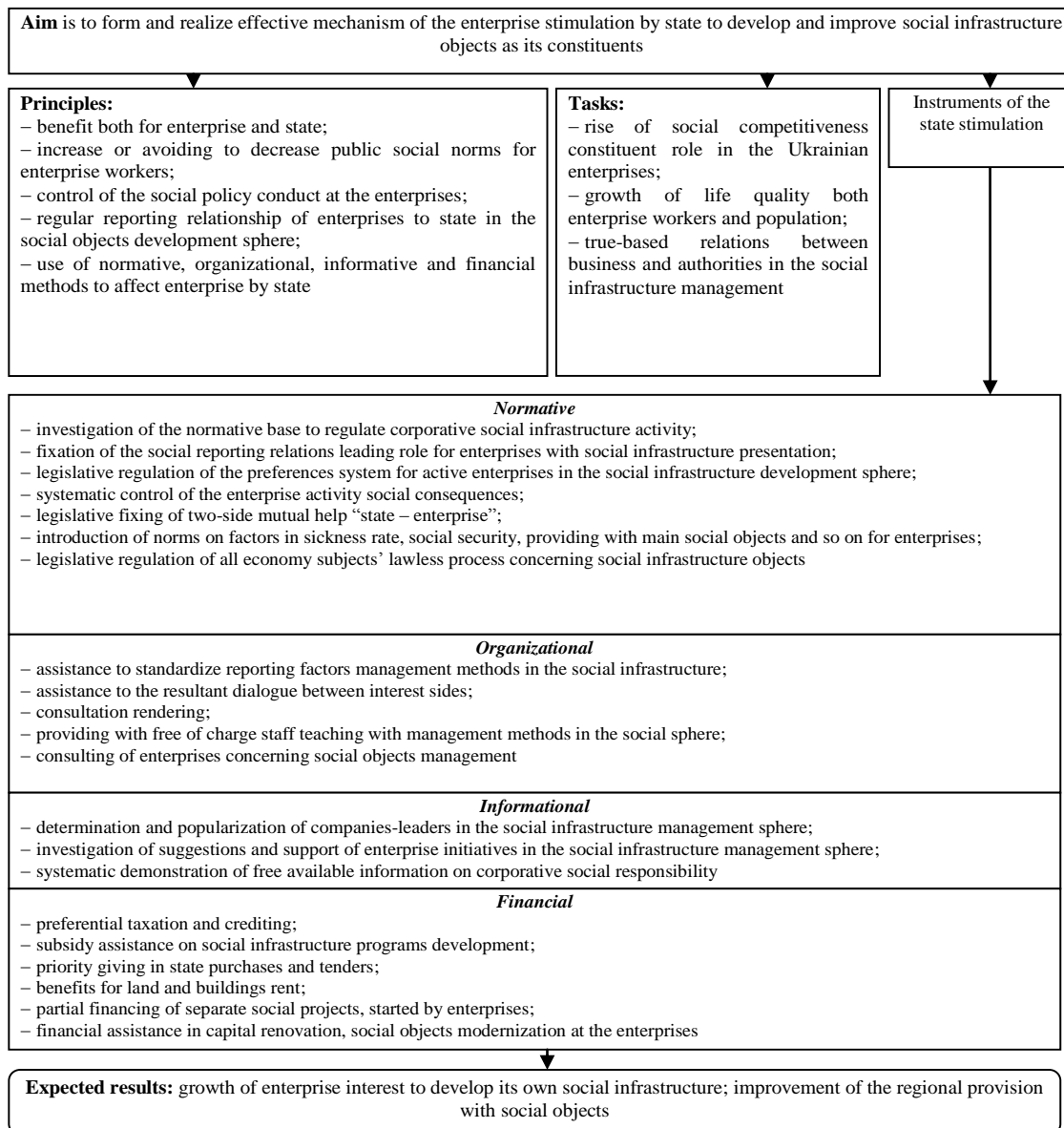


Fig. 3 – Scheme of the enterprise stimulation to develop social infrastructure by state  
(formed with help of [4])

*Aims, which may be priority for local authorities:* smooth functioning of Housing maintenance and utilities board (HMUB) system in city; solving of the housing problem for citizens and visitants; optimal transport supply; absence of regional ecological problems; providing with food security, qualitative fresh water etc; development of the cultural and historical tourism objects, rest establishments, entertainment etc.

*Aims, which may be priority for large industrial enterprises:* manufacturing and product realization volumes growth; reducing of common costs and profitability growth at the enterprise; workers’ qualification increase; enterprise intellectual capital, its innovative potential growth; social and economic security



from external negative factors; cleanness of the taxation system; another strategic and tactic tasks for enterprise collective.

*Aims for citizens (including enterprise workers):* salary growth and consumer prices decrease; providing with social security of citizens (including right for education and medicine service); provision with housing for underprotected and people in desperate need; providing with rest (city “green zones”, parks, sport establishments, beaches etc); another private questions of citizens.

Obviously, that there is proper aims conflict (enterprise income and worker’s salary growth; reducing of total expenses and financing of cultural and massive rest establishments, tourism sphere) but their goal is not to agree all interests, only those where it is possible. All sides of interconnections should exist under mutual agreed conditions in future. The scheme of relationship is simply presented in fig. 4.

One enterprise is not able to finance all social projects in the city (accept large local economic mainstay in relatively small town), and there is a necessity of their all or part cooperation. The efficiency of some enterprises social activity will be grown, if they act together, within strategic partnership. Such partnership may unite not only industrial enterprises, but also other establishments and organizations, involved in the producing process or service providing for inhabitants. Such cooperation implies investigation and realization of the joint (under city authorities’ control) development plan concerning infrastructure objects in the city. First of all, these are objects, which sustain local producing development, i.e. transport providing, effective heat and power supply systems, reliable communications. Their development to different extent is necessary for both enterprises and local authorities.

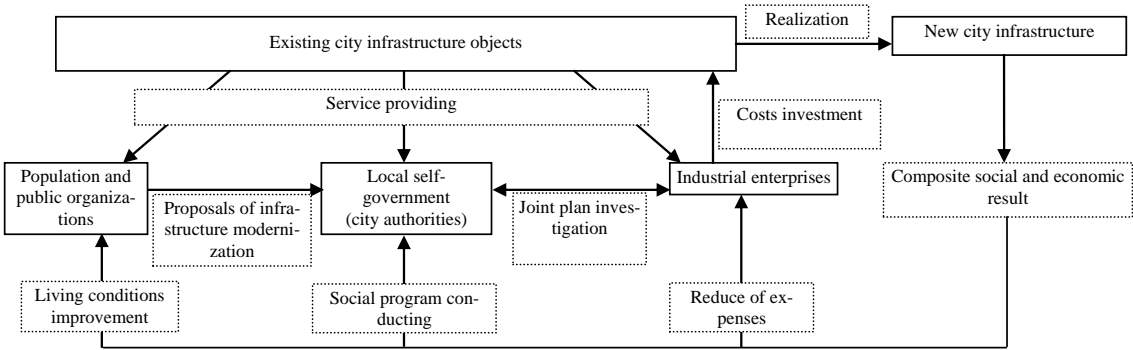


Fig. 4 – Scheme concerning development and realization of city infrastructure development plan

To fulfill ecological, social, organizational obligations of enterprises may have such benefits: decrease of entrepreneur risks; increase of the business activity; growth of enterprise nonmaterial assets; growth of the workers’ moral state; optimization of social expenses; extend of market recognition; new commercial possibilities.

It should be mentioned that starting projects concerning effective interconnection between business, authorities and local community is under way. Among them created in 2013 communicative web-platform “Open city” to optimize communities’ urgent problems solving. Such platform allows to describe public problem, distinguish it on map and form electronic request. The platform is launched in some Ukrainian cities, including Zaporizhia, Lutsk, Nikolaev, Sumy etc. Such projects will provide the effective self-organization of region around territory problem solving, and local business has opportunity to plan its beneficial initiatives and social projects, basing on real needs of the local society [5].

Joint plan to develop city infrastructure objects may bring to enterprise direct economic benefit in middle- and long-term perspective. Decrease of the energy resources prime cost allows to reduce goods prime cost, and it will increase its competitiveness. Optimal transport system will reduce transport expenses and may reduce time of necessary materials or ready production delivery, that will favourably affect business reputation of enterprises and regulate producing process.

Joint plan of city infrastructure objects development will not allow to form social objects in unsuitable places for it, without correspondent transport supply, HMUB services etc. in long-term plans it is necessary to determine capacity development of productive and scientific and technical potential. It means that one needs to modernize infrastructure and to create conditions for joint economic and social city development. It will provide to realize regional opportunity to give long and sustainable character to economic growth [7]. For this purpose regions need inter-branch complexes with technological innovations and partnership marketing system – long-term mutually beneficial partnership relation with materials suppliers, producers, mediators and consumers, that is called “cluster”.

The necessity to apply economic cluster at regional level is formed on the basis of complicated interconnection and cooperation forms, which create conditions to form reasoned strategies of the proper scientific and productive connections and together with it further development of market relations new type. In future it is necessary to cooperate between country regions, to improve relations with state authorities for effective social and economic changes in society interests. New type of economic relations between subjects and introduction of innovative processes intensive organization forms will provide the existing economic system clustering. Generally in the city administrative and managerial structure guarantees the whole complex functioning as a unit (specialized control of the regional state administration, region, powerful regional company etc), objects of the supporting infrastructure (transport, household and specialized communal).

The enterprises, which were able to establish relations with their consumers, possess great market advantages. Reliable partner is guarantee of the future orders and long-term existing at the market. Partner marketing advantages

within enterprise may be strategic partnership within cluster creation. Moreover there is an experience to have such relations. There are many common things between constantly active economy relations (CAER) during economic mutual help integrative council (EMHIC) and long-term mutually beneficial partnership relations, which are the subject of partnership relations marketing [13]. What is the difference of the modern trim line, when motor comes from one country, frame – from other country, bulk – from the third, and wheels from the forth, produced by third generation of electronic computers of series “Range”, when the trim line process occurred in Soviet Union (Russia, Belarus), magnetic tape device was brought from German Democratic Republic, disks – from People’s Republic of Bulgaria, printing device – from Czechoslovak Socialist Republic?

Concluding the last market economy globalization tendencies in the world, one may define clustering concept as a system of views concerning separate branch with closed cycle: *investigation* → *producing* → *realization* of this or that industrial, agricultural product, realization of cultural sphere services, tourism etc.

The directions of the cluster main activity are formed on the *first* stage: development territory, mission is the aim and tasks of the cluster development, possibilities and dangers are estimated in the direction concerning cluster competitiveness increase.

On the *second* stage after having agreed with local self-government, the main aim is decomposed on the secondary target to develop the definite industrial production type on the territory; necessary documents to plan and support the cluster model are confirmed.

*The third* stage consists in marketing concept use, which determines the level of region correspondence to the necessary changes and state development strategy, agreement of all industrial cluster synthesis participants’ interests.

*The fourth* stage – is resource support of the regional development cluster concept, e.g., preferential taxation, infrastructure provision, research investigations creation etc. [2].

Formed clusters in different Ukrainian regions have to become “points of the innovative break”. For example, *scientific and technical cluster* may have scientific and research establishments and powerful productive and experimental enterprise. *Building cluster* may be oriented on project organizations, state bodies and mining industry enterprises, building materials enterprises, organization of the material and technical supply and distribution, transport enterprises, repair and service enterprises. *Educational cluster* means optimal unite the specialization of study and its scientific, methodic, material and technical development: the qualitative training of the specialists in educational sphere, guaranteed providing with the first job, the system of timely and enough postgraduate education system, possible correspondence of budget scientific themes and thesis topics to the regional needs. Tourism cluster is unite of various regional, rural, green tourism ways with Ukrainian ways etc.

In this direction we need marketing provision of the regional economy clustering. During the last decade marketing activity practice in Ukraine proves that marketing concept introduction into enterprise activity as a rule leads to its competitiveness growth and increases organizational and economic factors concerning its activity. On the state and regional level marketing concept is applied not so often. The complexity is caused by the necessity to agree producers', consumers' and local self-government interests and also rivals' actions from neighboring regions or countries.

Clusters creation should rest on the common monitoring of territory environment and on the making of managerial decisions in society interests. The monitoring resulted in that fact that one should realize complex marketing events on the correspondent territorial level. Clustering, as the factor to increase competitiveness of economy branches, should take into account each Ukrainian regions' interests unlike the existing disproportion in separate regions development priorities. Thus, marketing approach on the bases of market tendencies determination gives opportunity to define clustering concept as a system of views on the separate branches or regions as on the closed cycle *investigation* → *producing* → *realization* of this or that industrial or agricultural product, service sphere etc. The resultant meaning of cluster functioning is to grow common economic efficiency for all participants: industrial enterprise (producing of only necessary goods, due to the regional needs and providing of guarantee outlets owing to right regional marketing); local self-government (population occupation, financing of social projects, infrastructure development); inhabitants and enterprise workers (providing of guarantees and cultural and social development conditions).

**Conclusions.** Thus, the most effective form of interconnection between state and enterprise in the local social institutions management sphere while modern Ukraine development is social partnership. It is agreement of enterprises, particularly local economic mainstays, local self-government and citizens' interests. Therefore it is necessary to consider benefits for all interested sides, including enterprise (stage of its development, targets of its social policy, and peculiarities of its activity, which is especially urgent while making decisions by local bodies concerning economy subject's support measures), enterprise staff, local community.

City infrastructure also has to suit citizens' needs. It will stable workers and will give assurance in the future: "people will not complain, if they feel good". The cluster approach should be used for the industrial regions. Tech parks have to be created to develop business.

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