

IMPORTANCE OF THE STRATEGY IN THE MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES, WITH THE AIM OF REGIONAL ECONOMIC DEVELOPMENT

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Abstract: Vision of the development of a country and its economic development starts from considering the real needs of the employed, unemployed and total population with faster development, increase of employment, growth in the living standard... It is necessary that the application of one country achieves a competitive and profitable export of products and services, produces only those products that can be well-placed in the market, create good conditions for adequate investing, higher employment, creates an attractive environment for the investors, improves standard of living, provides the GDP growth of the entire economy, growth of the export of products and services with a significant participation in GDP. Prudence of government investments and policies, as well as autonomous decisions of enterprises is a contribution to the increase of international competitiveness, and each enterprise needs to have this in mind when developing its business plans for the future period i.e. when making decisions on types of strategies.

1. INTRODUCTION

Strategies define the direction in which one enterprise is going and the means that it uses in order to accomplish its goals. Hence, the strategy is means for accomplishing a goal. The overall objective of the strategy is to with the position that is better than competitor's position in competitive struggle. Strategy is a desire to win a position. When speak of strategic intent when the strategies aim towards the future and there they find a position for which the enterprise struggles, they define and activate their resources in order to reach the desired goal.

2. STRATEGIC MANAGEMENT CONCEPTS

Strategic management concepts are:

1. Analysis of the environment – environment in which enterprise exists is highly changeable. Environment needs to be understood. A record of the environment is made and based on it an image of the opportunities and dangers that the environment provides is created. Not before there is a clear analysis of the environment do we approach the decisions on our own actions.
2. Analysis of internal environment – each enterprise has its positive and negative aspects. Well done analysis of internal forces gives us an idea on whether our goals are realistic and whether they can be realized.
3. SWOT Analysis - analiza – is a methodology of linking the threats and opportunities provided by the environment, and weaknesses and strengths that are characteristic for the enterprise.
4. Allocation of resources – an enterprise puts all of its resources in the function of its goals. Each enterprise strives for optimal allocating, and that means that is about such an intention that results in maximal results.
5. Distinctive competence – discovering unique abilities, areas that are the best, developing the abilities of enterprise.

6. Competitive advantage – in order for an enterprise to be in competitive advantage in relation to other enterprises it has to create quality, reduce the costs, own as much as possible innovations, choose a good market etc.

3. FORMULATION OF THE STRATEGY

Important stages in the process of formulating the strategy are:

1. A record of important guidelines for the strategy – an enterprise is always in the given state of disposing the material, human and financial resources. Enterprise has all of those resources at its disposal in particular configuration, in particular qualities and relations with other factors. An insight into the aspects of availability is always a good base for beginning to think about the strategy. Each enterprise has its own stakeholder matrix. That matrix provides as many advantages as limitations for particular inspirations.

2. Preparation of enterprise's profile – in the written form is an expression of all its major characteristics. And there also the answers to the questions of enterprise's character, its products, competitive position, management values... When preparing the enterprise's profile, we start from the previous period, if the enterprise does not know where it was; it does not know where it is now, and how it will know where it will be. More precisely, the enterprise needs to be aware of the past and present so that it could determine its attitude towards the future. Enterprise's profile provides the answers to the questions such as: What is the enterprise dealing with? Who are its clients? Which needs does the enterprises satisfy?... There should be a measure in everything, because as the number of questions is of no importance, so is not the number of answers as well. The most important is to maintain strategic perspective, i.e. strive to the answers that are important. In the process of creating a profile of the enterprise, the following is important:

a) List of products – all the enterprises create material or non-material products, which satisfy particular needs. The products that an enterprise creates, it creates them on the basis of the decision made in the past and they are the answer to the questions which needs, on which area, in which amount and quality should be offered.

b) Geographical positioning of an enterprise – it is always necessary to consider the geographical concentration or dispersion, before anything else. If the advantages of the concentration of production facilities are observed, they are certainly in one place, if the advantages of the division of capacities in order to use various benefits are observed, the capacities are in geographical dispersion.

c) Market position of the enterprise – if the enterprise is well-positioned on the market, if it has its place on the market, if a large number of customers prefer its product, if the customers have the habit to buy that product, then all those assumptions also speak about the value of the enterprise. The enterprise needs to be aware of its current position and the reasons for it. Then, a comparison needs to be made, a comparison with the competition, in order for the enterprise to become aware of its advantages and disadvantages as well. All of this is necessary in order to find the ways for the enterprise to expand its position on the market. If it about a bigger enterprise, there is a wider range of activities both in production and in geographical areas, and the analysis of enterprise's market position is more extensive. Major resource of an enterprise are the customers, and therefore they deserve special attention, their requirements, demands and complaints need to be constantly observed because the enterprise survives as long as it is able to satisfy the customers.

d) Management profile – Enterprise is people’s creation. Management of an enterprise consists of the owners and managers. In the management, the initiatives are created, decisions are made, implementation of enterprise’s objectives is controlled... When we speak about the profile of the management, we need to have in mind the current one and the one that is necessary for the future. Value of the management is appreciated in two directions, as it follows:

- the staff – what are those people like, which are their values, abilities, qualities, achievements... and
- what they create – which strategies do they apply, which policy and practice do they initiate and implement.

3. Analysis of the environment – there is a wide range of phenomena that exist out of the enterprise.

There is:

a) Economic environment – the same environment has different effects on different enterprises. The determinants of economic environment are:

- The character of economic environment – market freedom or limitation of freedom, measures of the state regulation, concept of competition, structural compliance or non-compliance of the capital fund.
- The degree of the development of the economy in the society – if the degree is low, we need to have in mind that the enterprises do not have a high level of technical equipment, low level of customers’ demands, lower purchasing power, and irregularity in the payment...
- Measures of economic policy – they can give some opportunities or restrictions for business undertakings. It is a set of short-termly directed effects of the government with the aim of operative leading of the economy.
- Monetary stability – is there inflation or not? In terms of inflation, everything is “foggy” and the consequences of action in the economy are never clear enough. In terms when there is no inflation, everything is clear because all the participants can be long-termly oriented in productive way and the effects of economic undertakings can be clearly measured.
- Phases of the economy – if the economy is in the recession phase, then there is no investing. If the economy is stable, in the boom phase, then the expectations are higher, as well as the investments, it comes to the inflow and investment of foreign capital.

b) Social environment – social pressures expressed through labor legislation. They can also be expressed through the requirements for modern technology, higher safety at work...

c) Demographic factors of the environment – movement, migration can sometimes significantly change the social and economic picture. New people are coming, with different habits and needs, and that means that the enterprises need to adapt to it if they want to survive on the market.

d) Market and competition – market position of an enterprise needs to be constantly and continuously observed and it is also necessary to react on time. The enterprise creates an image of its competitors: who are they, which are their advantages and disadvantages, which are their strategies, but it has to pay attention to the emergence of a new enterprise i.e. a competitor and react on time.

e) Technology and product’s quality – technology determines the quality of the product. Enterprises are trying to keep the information on technology away from the public i.e. the competitors until the moment when it can be seen from the products.

- f) Other elements of the environment – infrastructural conditions, availability of the material, energy, corresponding knowledge and skills...
4. Internal environment – it is a set of the characteristics that make the company and that should be analysed altogether with the characteristics of competitors so that an enterprise could have an idea about its advantages and disadvantages in comparison to the competitor. Some of the characteristics are:
- a) Management – is a non-material phenomenon that consists of the staff. An enterprise has an advantage on the market if it owns a high-quality management that operates effectively and efficiently, sets good directions, inspires the people, determines the strategies of the enterprise, and if it is also imbued with the spirit of unity, then it is a true unity of actions.
 - b) Organization – is a material phenomenon, for one part, and that is in the way in which management regulates the relationships in the system. It is an invisible phenomenon that has its structure and processes. The structure needs to be adapted to the needs and habits of people. We should always have an evaluation of advantages and disadvantages of organization and it always needs to be subjected to review and improvement.
 - c) Operating system – is a set of harmonized operations organized by particular phases. The tendency is to produce more for the same period (productivity), to spend less (cost-effectiveness) and faster turnover (profitability).
 - d) Finance – include the structure of capital, system of financing, taxation system, accounting system, system of financial planning, budgeting and control system. If an enterprise has a strong financial system, if it has financial structure, balance, good profitability, good system of financial reporting and forecasting, it all contributes to its better positioning on the market.
 - e) Other- there is a series of other features that can be a subject of analysis such as: image of the enterprise, specific knowledge, innovation, entrepreneurial skills, patents...
5. The development of strategic alternatives – the future is always uncertain and it is followed by many risks, what we can do is to plan the future, to define the goal we want to reach and to be ready to predict the risks and react on time. There is a series of strategies that can be a subject of source and those sources can be divided into types as follows:
- a) Specialization or concretization – the question whether to decide for one or more jobs is always asked. To be specialized and focused means to choose one strategy that brings a narrow orientation and risk of getting excluded from the game, but on the other hand, there is a possibility of great benefits.
 - b) Backward or forward integration – backward integration strategy includes putting the source of supply under control and creating safety. Forward integration strategy means the annexation and control of the next phase (the next phase of the development of products or inclusion of trade in our own circle).
 - c) Diversification – developmental opportunities are sometimes significantly improved when the diversification starts, because it brings new profitable opportunities. The strategy is executed through the acquisition of external units or through internal diversification. It mostly leads to conglomerates, the state in which one company is a group of a big number of various activities and enterprises.
 - d) Focus on innovations – answer to the question of how to succeed in particular circumstances may point out to the innovation, which means the

implementation of new products and processes. There are activities with a high innovation rate, which implies the emergence of new products and new ways of serving the customers. In that case, the products quickly become obsolete, and if there are no innovations then there is a danger of exclusion from the business. On the other hand, the decision on adopting this strategy implies very high investments and high risks of failure. The book of failures made while attempting to make an innovation is not at all thin.

- e) The strategy of changing – in the situation of general commotion, the enterprise will decide to apply the strategy of waiting, until it sees what happens and where do the changes lead. Such a strategy leaves the risk of experimentation and speculation to the others, but it is also risky because it can occur that the course of events makes the enterprise obsolete and unnecessary.
- f) Strategy of internationalization, i.e. globalization – internationalization/regionalization is mark for the limited penetration outside of your country, and globalization for intercontinental spreading. It is possible that an enterprise has a significant capacity or significant specific skill or specific product that can be marketable outside of the country. In that case, the enterprise only widens its geographic scope and not the scope of its production effects.
- g) Strategy of burial in the existing position – in this case, an enterprise remains with the same orientation, keeps all that it has with simultaneous undertaking of the series of action for costs reduction, limitation of the operation scope...
- h) Strategy of liquidations – partial liquidation is a liquidation of particular activities or facilities. Total liquidation is shutting down of all activities. This is undertaken when all the analysis indicate that there is no survival and that the continuation of activities means new losses only. As soon as a part or a whole of the enterprise is liquidated, there is less damage.
- i) Strategy of combining – previously given strategies are pure possibilities, and they do not have to be necessarily chosen as one possibility with the exclusion of all the others. On the contrary, there is a series of the possibilities for combining the strategies, which increases the complications of evaluation and selection of these. The task of the strategy gains in complexity in this way, but it also gains in the possibility of a fruitful combination.

6. Evaluation and selection of strategic alternatives – large number of strategies implies the possibility of choice. An enterprise must own a strategic focus, the direction of moving, and when selecting a strategy, it needs to try to create a connection between external chances and threats and internal advantages and disadvantages, on the other hand. That means that we have a set of alternative strategies that are further analysed, evaluated and selected, and there are a few moments in that process:

- Each strategy is a result of a process which has led to it – the appropriate strategy is a result of vision, analysis, imagination, weighing between many factors...
- Strategy is dependent in relation to the circumstances for which it is created – and that means that the strategy has been created for particular external or internal circumstances, and the change of those circumstances will inevitably lead to the change of the strategy i.e. its adaptation.
- Risk – when adopting a strategy, high or low-degree risks can occur

- Time dosing – we need to start the realization of strategies on time, not too late or too early, and that will bring us the positive effects and the best initiative.
- Reaction of the competitors – reaction of the competitors can sometimes be predicted and sometimes not, and depending on that, an enterprise will be more successful or it will find itself in an unenviable situation i.e. it will be threatened.

7. Testing the validity of strategy – each strategy should be tested in all its stages (acceptability of the strategy, agreement with enterprise's profile, environment, resources and all relevant characteristics of the enterprise).

8. Alternative strategies – when we are planning, we tend to predict the future, and based on that we are making plans in order to accomplish certain goals. Those plans can be effective sometimes, and sometimes not. For that reason, it is very frequently worked on the implementation of alternative plans, and that means that they are based on „different from the most probable development of events“. For example, it is possible to change the monetary policy of the country, to change the credit terms (inflation, high interest rates...), to come to the glut of the market with certain products, to change the position of the country for better or worse on a global level, and it is possible for the prices to rise enormously...

4. ENTERPRISE DEVELOPMENT GOALS

Enterprise development goals are one of the most important fields, activities and chapters in drafting programs and plans for the development of enterprise, because the quantified enterprise development goals are the basis for drafting the Enterprise Development Plan, namely:

- Projection of sales and procurement markets,
- Projection of production and production capacities volume,
- Projection of investments and investment inputs,
- Projection of staff and necessary number of employees,
- Projection of organizational and management structure of the enterprise,
- Projection of financial results of business operations.

Determining and projecting the goals of production enterprises development is a very important developmental activity, and especially for the enterprises that belong to the states – countries in transition and which find the best developmental solutions. Enterprise development goals imply projected developmental and business results that an enterprise should achieve in the following three years. If we start from the fact that the profit is a primary goal of the enterprise, in that case all the other relevant goals of enterprise development are secondary because they mostly serve for its accomplishment. Maximization of profit – gain (as a primary goal) is the most realistic synthetic economic indicator of the efficiency and effectiveness of development and business of the enterprise. In market economy. Based on the analysis of business operations in the previous period, achieved level of development, available resources and potentials of the enterprise, today's position and competitiveness on the market, expected effects of investment projects, new vision of enterprise development, the enterprise development goals for the following period are established:

1. Growth and development of the enterprise, which is primarily referred to market expansion, especially foreign market, and participation increase at the same, increase in production and sales volume, winning new products and technologies, modernization of production capacities, increasing the number of professionally creative staff.
2. Increasing the total volume of sales and production.

3. Increasing the competitiveness of the product in the international market, concerning the quality, product range, price and delivery terms to customers.
4. Exports increase.
5. Modernization and expansion of the existing and construction of new production capacities.
6. Increasing the employees' standard of living, i.e. increase of the average net earnings.
7. Povećanje ulaganja u razvoj preduzeća.
8. Increase of the business efficiency and financial stability of the enterprise through the increase of productivity, cost-effectivity and profitability in the long period, continuously.
9. Professionalization of the management as the key factor in accomplishing the planned goals of development – team work, motivation, bonifications, managerial actions.

Designed and defined in this way, the basic development goals at the level of enterprise should be a foundation for setting the goals of organizational units and business function. It can be accomplished if every manager, while working, always takes into account the goals of his specific organizational unit and if he actively and responsibly participates in their definition and implementation.

Achieving the mentioned designed development goals, the enterprises will provide a continuous growth and development, long-term stability in business and enterprise's competitiveness in the market by the quality, design and prices of the products, for which it is necessary to make and realize a specific number of concrete –detailed designs from all the relevant fields of development and business of the enterprise.

In order for the enterprise to successfully achieve its basic goals of development, it has to determine the adequate number of strategies for the implementation of those goals and developmental designs in the following three-year period.

4.1. STRATEGIES OF ACHIEVING THE ENTERPRISE DEVELOPMENT GOALS

Starting from the situation analysis – achieved level of development in all the functional fields and evaluation of the available developmental resources, accepting the future changes in the environment, the enterprise plans and designs its future desirable position and achievement of a series of specific goals.

Competitive advantage of one enterprise will depend on the power of impact on the:

- Size of the target market,
- Superior approach to the factors of production and customers,
- Predicting and limiting business actions of the main competitors.

4.1.1. STRATEGIES OF GROWTH AND DEVELOPMENT OF THE ENTERPRISE

One of the most important goals of the enterprise is its continuous development and qualitative growth. Continuous development and growth of the enterprise in a long period have the advantage in relation to the other development goals, because the enterprise that does not have an adequate development and growth is not competitive in the market and it cannot successfully maintain its position for a long time. If it cannot provide a continuous development, growth and successful survival in the market for a long period, it cannot be expected to make an adequate profit, as one of the primary goals of the enterprise.

4.1.2. STRATEGIES FOR INCREASING THE VOLUME OF PRODUCTION AND SALES, AS ONE OF THE MOST IMPORTANT ENTERPRISE DEVELOPMENT GOALS

The goals of sales and production volume and the strategies for accomplishing the same, are determined on the basis of:

- Accomplishment analysis of the sales and production volume and the level of competitiveness in the market in the previous period,
- Analysis of demand and supply in the market of product sales for the following period,
- Analysis of the available resources and potentials of the enterprise,
- Analysis of the expected changes in the market,
- Competition analysis,
- Analyses of the expected growth in the purchasing power of citizens in our country, habits of the customers, possibility of creating a market and such,
- Analyses of the abilities of available technological and production capacities,
- Analyses of the investment needs and possibilities,
- Analyses of human resources.

4.1.3. STRATEGIES FOR ACHIEVING THE COMPETITIVENESS IN DOMESTIC AND FOREIGN MARKET BY THE QUALITY, DESIGN, PRICES AND DELIVERY TERMS OF THE PRODUCTS

An enterprise constantly needs to create and produce final products with the highest quality level, according to the international standards, appropriate design and selling prices and the shortest delivery terms. That is the most difficult creative and working task for the enterprise and its each employee. In order for an enterprise to be for a long time competitive in domestic and foreign market by the quality and prices of its products, it should apply a certain number of strategies that are divided into two groups:

- Strategies of accomplishing the competitiveness of the products in the market by the quality and
 - Strategies of accomplishing the competitiveness of the products by the selling prices.
- In order for the enterprise to continuously produce the competitive products in domestic and foreign market on the base of the quality, it is necessary to apply the following strategies:
- Absolute application of the quality standard of the products based on the highest world regulations.
 - Continious improvement of the structure of existing production program, technical characteristics of the products, use values.
 - Constant improvement of technological and production solutions in all phases of the production process, which would guarantee the designed uality of the production of final products.
 - A complete control of input raw material, intermediate goods and packaging according to the applicable standards.
 - Comprehensive control of the products according to the applicable standards.
 - Systematic control of whether the controlling instruments, equipment and standards that are used in laboratories and quality control are in order.
 - Continious control of the application of all the applicable procedures and instructions by the management quality system and standards ISO 9000.
 - Permanent update of equipment, instruments and devices used in laboratories and quality control.

- Application of the system of responsibility for poor quality in all work places in the production process and in the process of business operations of the enterprise as a whole.
- Update of production capacities, which enables a high quality of technological process and products.
- Development, conquest and production of new products with the most modern technical, technological and aesthetic solutions and the best use values, with the realization of the planned profit.
- Constant creating of the trust climate with the customers and citizens concerning the quality of the product on the basis of determined marketing idea for the quality of products.

In assessing the competitiveness of the product in the international market, two elements have the greatest influence: competitiveness based on product quality and competitiveness based on the selling prices. Determination of the actual cost of the product is a very complex and responsible job, in which the professional services need to be more professional, precise and to work more, primarily because of the competition in the market that is growing bigger and more severe. The amount of gain (profit) per the unit of product and financial result of business operations largely depend on the acquired difference between the actual factory cost and selling cost of the product. When determining the policy of selling prices of the products on the level of enterprise, it is necessary to have in mind the following:

- Size and structure of the supply and demand in the market,
- Market goal,
- Measures taken by the competitors in the market, based on the analysis of strong and weak sides of competitors and other business information,
- Expected presence in the existing and new market,
- The own inner reserves, in order to reduce the cost of products on that basis,
- Price elasticity,
- Methodology of price formation,
- Size of rebate and bonifications,
- Plan of acquiring gain-profit per the unit of product.

4.1.4. STRATEGIES OF ACQUIRING THE EXPORT GROWTH

In order for the enterprise to become a successful exporter of its products in a long period, it is necessary to apply the following strategies:

- Application of all international standards in development, production, quality control, transport and placement of final products in international market.
- The introduction of the system for the latest processing-monitoring of the regional market for timely segmentation and performance in those market segments with weaker input barriers.
- Penetration of the products on the existing export markets.
- Training of the entire enterprise for the complete competitiveness of the products in the regional market, on the basis of quality, prices, design and delivery terms, with the realization of the planned profit.

4.1.5. STRATEGIES OF THE REALIZATION OF THE INVESTMENTS IN THE DEVELOPMENT AND CONQUERING OF NEW PRODUCTS AND TECHNOLOGIES

An enterprise has to be very capable, as a business system that recognizes, accepts and reacts to all the relevant changes in the environment, to adapt itself to the

situation in the environment, with the aim of preserving the competitiveness, growth and survival in the market. In order to realize this, it is necessary to constantly monitor the state of available resources and potentials of the enterprise, so that it would be possible to promptly react to the stimuli from the environment. In order for the enterprise to realize the necessity to increase the investments in its development, i.e. the increase of the allocation of funds for the overall development of the enterprise (in the direct investments and other developmental projects), it is necessary to apply the following strategies:

- Determination of the achieved level of enterprise development in all the relevant fields from the aspect of technical and technological development and the introduction of the continuous basic and operative development planning system.
- Determination of the long-term and medium-term needs of enterprise development.
- Defining the developmental priorities, which should be financed in the following period.
- Determination of the sources for financing the developmental needs (programs, projects) of the enterprise.
- Drafting investment programs with all the accompanying projects and dynamic realization plans.
- Monitoring and control of the realization and acquiring the effects on the basis of invested funds in the enterprise development after the technical reception and releasing to the exploitation of the equipment and facilities that are the subject of investment programs.
- Update and expansion of production capacities, which should provide the planned increase of production and selling volume through the realization of the planned investment programs.
- Development of the new products and technologies and their introduction to the regular production.
- Adapting the organization to the tasks of leading and realization of investment programs, in order for the investment programs to be realized in the shortest terms and with the lowest costs – project management.
- Providing the funds for research and development of the new products and technologies.
- Realization of the planned investments, which should enable the planned increase of the profit and total capital of the enterprise.

4.1.6. STRATEGIES OF THE REALIZATION OF THE PROJECTED PROFIT GROWTH

The increase of profit enables the adequate development of enterprise, preservation and increase of its value. Profit is a primary and main goal of development and business of the enterprise. Long-term profit increase should be at least at the level of projected return to the capital of the investment project.

In order for the enterprise to acquire the planned profit growth, as one of the most important goals of development and business of the enterprise, the following strategies should be applied:

- Maximum use of the available resources and potentials, with the emphasis on the optimal use of the existing production capacities and all other internal reserves..
- Upgrading and improving the work efficiency in all the sectors and in every work place, primarily in the field of better use of working hours and labor resources.
- Reducing the consumption and costs per product unit, on the basis of previously determined internal rules and standards.

- Acquiring the planned increase of sales volume and physical volume of production, as a precondition for a successful realization of other projections of development business operations of enterprise and especially for the profit growth.
- Development, conquering and placement of new profitable products.

4.1.7. STRATEGIES OF INCREASING THE CAPITAL VALUE

Capital of the enterprise, as its value and economic indicator of its growth and effectiveness of its business operations, belongs to the group of the most important goals of development and business. Thus the interest of each enterprise is to preserve and constantly increase the value of available capital. Realization of this goal has as an assumption the application of the following strategies:

- Profit increase,
- Realization of the investment plan,
- Preservation of the capital integrity through the balancing of profit distribution in the part for the payment of dividends and part for new investments and development,
- Combining the payment of dividends in part through the issuing of dividend shares,
- Payment of premiums and bonuses to the management in dividend shares.

4.1.8. STRATEGIES OF INCREASING THE LIVING STANDARD OF EMPLOYEES, I.E. THE INCREASING OF AVERAGE NET SALARY PER EMPLOYEE

In order for an enterprise to acquire the increase of average net salary per employee, it is necessary to apply the following strategies:

- Growth of productivity per rate in which the planned rate of salary growth will fit.
- Increase of the degree of using production capacities, but also reduction of other costs to the relatively low level.
- Modernization and expansion of productive capacities by acquiring the planned investments, that should enable the increase of the physical volume of production and reduction of the costs per unit of product.
- Increase of practical and theoretical knowledge of a certain number of employees by the specially devised program of education for the enterprise in the field of cost efficiency.
- Improvement of internal work organization and determining the program of measures for efficient use of working hours and acquiring as higher work efficiency in every work place.
- Introduction of incentive awards for separately given solutions for reduction (saving) of costs and costs per unit of product. Then, for the maximum loyalty to the enterprise, timely detection of the causes of possible accidents, delays.

4.1.9. STRATEGIES OF THE REALIZATION OF THE PLAN FOR SETTING ASIDE THE FUNDS FOR DEVELOPMENT AND INVESTMENT OF THE ENTERPRISE

In order for the enterprise to provide the developmental financial resources, it is necessary to apply the following strategies:

- Achievement of the planned growth of the physical volume of production and selling and all the necessary conditions that provide it directly or indirectly.
- Achievement of all the mentioned goals and strategies of enterprise development, which enable the achievement of the three-year projection of business results.

4.1.10. STRATEGIES OF INCREASING THE BUSINESS EFFICIENCY AND FINANCIAL STABILITY OF THE ENTERPRISE, BY THE INCREASE OF PRODUCTIVITY, COST-EFFECTIVITY AND PROFITABILITY IN THE LONG-TERM CONTINUITY

The continued increase of business efficiency and financial stability represents a key goal to which an enterprise aims. In order for an enterprise to accomplish the continuous increase of business efficiency financial stability by increasing productivity, cost-effectivity and profitability, as the main goal of enterprise, it is necessary to apply the following strategies:

- Increase of work productivity on the basis of planned increase of physical volume of production per employee.
- Improving the cost-effectivity of business operations, on the basis of the increase of the total income and relative reduction of total costs and efficient control of consumption and costs.
- Increase of production profitability and business operations on the basis of profit maximization and minimization of the resources engaged in the production and business.
- Increase of financial stability of the enterprise, through the increase of capital and net revolving fund.
- Increase of business liquidity on the basis of the increase of turnover of the working capital (stocks of intermediate material, stocks of finished goods, cash turnover).

4.1.11. STRATEGIES OF PROFESSIONALIZATION OF THE MANAGEMENT AS THE KEY FACTOR IN ACHIEVING THE PLANNED DEVELOPMENT GOALS – TEAM WORK, MOTIVATION, BONIFICATIONS, MANAGERIAL ACTIONS

Professionalization of management, as a goal, is possible to realize by using the following strategies:

- Preservation of complete mandatory management.
- Introduction of managerial agreements with all the elements of participation in the result as the motivation without limits.
- Creating own HR database.
- Encouraging team work and fostering the leadership of the teams.
- Introduction of special bonifications and premiums for extraordinary results of the managers at lower levels.
- Introduction of managerial actions or actions on the term sale for top management.

5. CONCLUSION

The best solution is that each enterprise owns an alternative plan, i.e. that it knows how to do business in current conditions, and how if those terms are drastically changed for better or worse. In terms of global economic crisis that affected the whole world, it is necessary for all the enterprises, not only small and medium, but large enterprises as well, companies, holdings, to adapt quickly, to change their business plans and strategies that were valid so far and adopt new development strategies, and all that with the aim of accomplishing the goals of the enterprise. The goal of each enterprise should be to have business with maximum profit, i.e. efficient, economic, profitable, productive business for the benefit of the enterprise, employees and the entire country, because only such business will benefit everyone (owners, employees, population, state).

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