

the extracting and preparatory sites, underground and surface electric transport, an air conditioning, water outflow, lifting, ventilation, a technological complex of the surface, the manufacturing of air compressed, the conveyors etc.

The peculiarities of extraction acquire technology specifications for the equipment work on the basis of the electric drive. So for the water shaft the significant amount of powerful pumps is necessary. The abrupt falling mines should have the branched network of compressed air with a compressor economy in tens thousand watt. The deep mines require more powerful elevating complexes with multirope elevating installations by depth over 1500 m with nominal loading more than 50 t and lifting speed over 15 km/s.

On the other hand, more than 10% of the total amount of a power consumption of the underground enterprises lay down on electric locomotive haulage, which is the main type of shaft transport for ore and coal delivery from the extraction place to the lifting on the surface. However the international standards keep this indicator at the level of 5.6 %, which is almost twice less than the real indicators of the domestic enterprises [2].

The reason of such phenomenon is the increasing distances of the extraction transporting on the one hand and the efficient electric and energy using of the contract-and-resistor tractive electric drives on the other hand.

One of the ways of solving this problem is the working out and the practical applying of the tractive electric drive of an alternating current on the basis of the IGBT-inverter and tractive asynchronous engines with a k.z. rotor, investigated in I.Synchuck's works [2]. The author's ideas were approved at the "Rodina" mine and the "Kryvyi Rig Iron-Ore Combine" (Kryvyi Rig).

The structure of two-impellent asynchronous tractive electric drives with relatively rigid through rails communication of shaft of the wheel pairs between tractive modules functioned in parallel, which is the IGBT inverter, the asynchronous tractive engine approved by the author gave the opportunity to reach an economic benefit, which is 15,07 thousand grn. for one locomotive in a year.

The literature analysis of the electric drives using in the mining industry has revealed a great variety of approaches, priorities of certain type of the tractive electric drive (variable or direct current), ways of frequency transformation, rational operating mode etc. In any case all existing working out are directed on the decision of power savings problem and increasing of extraction efficiency. By the experts' estimation the improvement of the installation working on the basis of the electric drive will allow to save about 30-40% of the electric power together with simultaneous increasing of reliability, durability and safe manufacturing.

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#### BUSINESS AND STRATEGIC ADAPTATION TO RECESSION

Economic development depends on industrial development in terms of both its pivotal contribution to economic growth – a key element of sustainable development – and its role in the structural transformation and diversification of a country's economy. Indeed, economic development and economic well-being of people are largely regarded as being synonymous with industrialization.

#### Growing Sustainable businesses

Three key areas of required domestic legal and regulatory frameworks to grow sustainable businesses are (1, 4):

- opening and closing a business – bureaucratic requirements to start up a business are excessive and time-consuming in many countries and laws and

regulations often restrict the ability of enterprises to restructure or shut down.

- property rights – in many developing countries a large part of land property is not formally registered, limiting access to credit and improved land values, especially for small enterprises and the informal sector; reducing the size of the informal sector should be a prime objective of public policy.

- effective enforcement of contracts and protection of creditor rights, which needs a well functioning court system backed by effective enforcement.

Through industrial development, business is:

- creating jobs and contributing to capacity-building

- building and maintaining infrastructure (important for energy and water, among others)

- growing new opportunities for economic growth at local and regional levels

- promulgating accountable and transparent environmental and other management systems, cleaner production and eco-efficiency

- generating resources needed to finance social needs, for example, tax revenues to public authorities

- providing goods and services at competitive prices

- sharing good practices and contributing to capacity building

- engendering technological innovation and cooperation.

Business is not possible without strategy.

Business strategy is essentially about two questions: what kind of business is the firm in and how do firms compete? Strategic management is concerned with how firms generate and sustain competitive advantage in order to generate superior profit. In developing strategy, firms undertake three sets of activities: strategic analysis, strategic choice and strategic implementation. Typically, businesses are reported to assess their strategic position by: (a) scanning the environment for potential market opportunities and threats; (b) evaluating their strategic capability; and (c) assessing the enablers and constraints of strategy. Firms differ in how they undertake these activities. In large enterprises, strategic analysis, choice and implementation are often distinct activities, carried out by

different people, whereas in small firms, a single person might perform all three, often at the same time (Curran 1996; O’Gorman 2006).

### **Empirical Research on Strategic Adaptation to Recession**

*Creative destruction.* For some analysts, recessions are regarded as periods of «creative destruction», during which some businesses and industries decline, often terminally, while new ideas, technologies, products and industries emerge and become the driving forces of subsequent economic activity and growth. Recession conditions contribute to this economic restructuring through stimulating business churn, the entry and exit of firms, and by motivating incumbent firms to adapt products and business processes. Think-tank participants believed that dynamic, innovative new businesses have an important role to play in leading the economy out of recession.

*Organisational inertia and opportunity.* Adapting to environmental shocks, including recession, is a capability business leaders have to develop in order to survive. One view argues that, during recession, incumbent firms tend to suffer from organisational inertia, which prevents them from adapting appropriately to environmental shocks. Conversely, the ‘pit-stop’ theory of business behaviour in recession treats firms as more willing to innovate because the opportunity costs of *not* undertaking such action are lower than during more buoyant times.

*Business strategies.* Recessions present businesses with a dilemma: whether to cut costs to conserve resources, or to invest in new products and processes to exploit competitor weakness. In general terms, the literature identifies three broad categories of strategy in recession conditions: retrenchment, investment, and ‘ambidextrous’ strategies (2, 7)

*Retrenchment strategies* involve cutting operating costs and divestment of non-core assets. These appear to be the most common approaches adopted by businesses to deal with recession conditions, especially in the short-term. Analysts report divestment of businesses, closure of establishments, reductions in employment, expenditure cuts on a wide range of activities including R&D, marketing and employee training.

*Investment strategies* involve expenditure on innovation and market diversification. Recession is regarded as an opportunity to implement strategic change that would otherwise not have occurred. Many of today's household names launched successful businesses during recessions. The evidence on businesses adopting investment strategies to manage through recession, however, is patchy. Such strategies are risky and many firms are likely to be too preoccupied with short-term survival to think about innovation and growth, or lack the resources to implement such strategies effectively.

«*Ambidextrous*» strategies combine retrenchment and investment. It is likely that most firms adapt under recession conditions through judicious cost/asset-cutting behaviour *and* through investment in product innovation and market development. Choosing the appropriate investments to make and costs to cut takes on additional importance during recession when market selection pressures are at their most severe.

#### Strategy and Performance (2, 8)

*No single strategy.* Business performance is highly variable under recession conditions, and no particular strategy can guarantee survival and success. Much depends on contingent factors, for example, business resources and relations with other stakeholder groups – partners, competitors, customers, suppliers, government and others.

*Business characteristics and performance.* The literature suggests that business performance under recession conditions does not map closely on to organisational characteristics such as business size or sector. Small enterprises are not necessarily more vulnerable to recession than larger organisations, despite media headlines that often present a contrary position.

*Past and future performance.* Individual business performance rankings differ across the economic cycle. Pre-recession performance is not a reliable indicator of within or post-recession performance. This suggests that businesses might be able to adapt to recession conditions in superior ways that lead to advantages over competitors.

*Cost efficiencies might not be sufficient.* Think-tank participants argued that business strategies should involve more than simply securing cost efficiencies. Firms adopting an ambidextrous approach, combining cost efficiency drives with significant innovation and exploration activity, might be more likely to create, or take advantage of, market opportunities during recession.

*Business size* can affect how recession conditions impact on businesses and their ability to respond. The more limited resource base of small enterprises compared with larger firms, particularly in terms of finance and management capabilities, can affect their ability to scan, analyse and respond to major environmental change. Conversely, small firms often possess the flexibility to adjust resource inputs, processes, prices and products quickly in response to environmental shocks. Strategic flexibility, the ability to respond quickly to changing competitive conditions has a positive influence on performance after a crisis.

*Current business strategies.* Commentators report both retrenchment and investment strategies in the period up to early 2009. Sources identify various cost-cutting activities, including reduced staff levels, owners working longer hours, and pay freezes and pauses. Others describe the recession as an 'unexpected opportunity' to identify new markets and develop new products to secure a competitive advantage. Understandably, commentators are less able to explore the outcomes of firms' actions. Data is lacking as to the long-term, and even the short-term, consequences of firms' adaptations under recession conditions.

Thus, it is very important for firms to choose such business strategy which would correspond the real economic state and current recession.

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#### **APPROACHES TO AN ESTIMATION OF INVESTMENT APPEAL THE HEAT SUPPLY ENTERPRISES**

The enterprises constantly face necessity of investments, that is investments of means in separate programs and actions for the purpose of the organization new, to maintenance and development of operating manufactures, technical training of manufacture, profit reception, and other end results. Housing and communal services (housing and communal services) are not an exception. It is that sphere which demands large investments [2].

The basic problem of housing and communal services consists of the fact private investments the municipal infrastructure continues to grow old and collapse, its updating does not occur [4]. Hence, the theme urgency is caused by ageing of a municipal infrastructure, necessity of maintenance of the weighed strategy of activity of the housing-and-municipal enterprises for the competitive environment for the purpose of increase of general efficiency of housing-and-municipal branch, optimization of economic and industrial structure of leading participants of investment process – investors, contractors, the enterprises and the organizations.

Into housing and communal services structure: housing and communal services, municipal power system, water supply, water removal (water drain), city electro transport, city light (external illumination), sanitary clearing, the lift's economy, a hotel economy, ritual service enter. In housing and communal services branch function about 5 thousand enterprises, is maintained 25 % of a fixed capital of the country, are involved about 5 % of able-bodied population of Ukraine. [1]

In consideration of enough wide question of investment appeal of all housing and communal services it is possible to take advantage of an induction method that is the analysis and the problematic permission from the particular to the general. This process will be considered an example of the enterprise of the centralized heat supply of housing and communal services.

Object of research – processes of attraction of investments into the heat supply enterprises. An object of research – the preconditions defining conditions of attraction of investments.

The primary goals of an estimation of investment appeal of the enterprises of the centralized heat supply are:

- to reveal major factors of investment appeal;
- to analyze influence of factors on activity of the enterprises of a heat supply;
- to investigate methods and tools of formation of an investment policy in a heat supply;
- to show recommendations according to economic efficiency of increase of investment appeal of the enterprises of the centralized heat supply;

The analysis of last publications. Studying of investment appeal at level of the country, regions, branches were engaged in Nosova O. V, Faizov A.V., Zhurba N.M., Kojuda A. P, Krasnokutskaja N.S., Evtushenko S.O., the Pie of Island B, etc. to Problems of formation of financial resources in housing and communal services paid Vorotyntsev V. A, Veretennikova O. V's attention, Vysotsky B, etc. At the same time demands the further research the factors defining level of appeal at the enterprises of housing and communal services.

Thus, a work main objective – complex research of the questions connected with increase of investment activity, improvement of an economic condition and formation of factors of appeal to investors of the enterprises of housing and communal services on an example of the enterprises of the centralized heat supply.

The basic concept for consideration of the offered theme is the concept «investment appeal». The analysis has shown that there are various variants of