

DRAFT STRATEGY FOR SELECTED ENTERPRISES

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The aim of the article is putting the reader in its development strategies in companies. If the company does not benefit the functioning of the market, so it is necessary to ask a number of questions, which makes it really badly. Article deals with the analysis of internal and external analysis of the selected company Construction SR. Among the most researched analysis we include PEST analysis, SWOT analysis and internal analysis. The analysis describes the strengths, weaknesses, opportunities and threats, suppliers and customers, threatening emerging companies and competitors and the last analysis is a financial analysis, which points to a bad situation and financial stability of the company. Included in Article results are reviewed analysis of the company SR Construction.

Key words: Strategy, design strategy, development, PESTLE Analysis, SWOT analysis,

1 INTRODUCTION

The aim of the task was to design a framework to approach realistic proposals for the development of the company. In the first chapter theoretically look at the description of the concept of strategy in its division. In the second chapter we will describe the characteristics of the analysis that will be used. The third will focus on the description of the construction firm of SR, and the last two will focus on determining the proposals and their potential for success.

2 CHARACTERISTIC OF ANALYZES

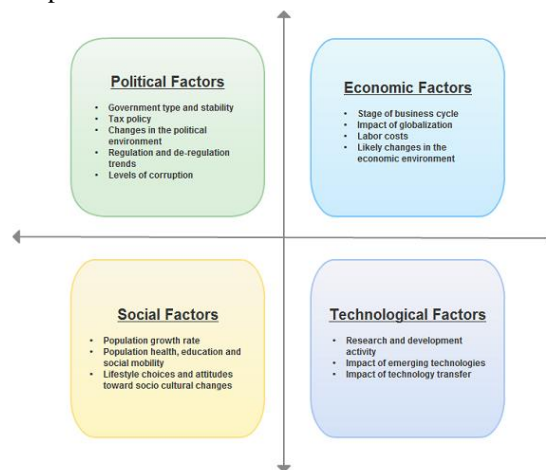
SWOT analysis is a tool that can greatly assist us in formulating its strategy. Based primarily with what was found in the analysis of the internal and external environment. It is a method of analysis, through which can assess the strengths (strengths) and weaknesses (Weaknesses), opportunities (Opportunities) and threats (Threats), associated with a particular project or type of classified as one of the most commonly used analytical methods. Method creates Albert Humphrey, who led the 60's and 70's at Stanford University research project, and its aim was to analyze the shortcomings of planning and creating a new system for the company change management.

"Application of SWOT analysis is a fundamental managed to develop a strong and tackle weaknesses and at the same time be prepared for potential opportunities and threats."

SWOT analysis brings with you the benefits that are clearly defined factors acting on the organization, simplicity and clarity of their limitations in relation to the objectives and strategies.

PESTLE analysis is short for "Political, Economic, Social and Technological analysis, meaning analysis of political, economic, social and technological factors." Serves as a method for examining the external factors affecting the organization. Assuming there on account of the facts relevant to the development of the external environment of the company's past and considering that how these factors change over time. Later it is necessary to estimate the extent to which these modifications increase, or lower their specific level and,

respectively, than the rate varies depending on developments in the external environment on the development of relevant factors.



Obr. 1 Selected factors in PEST analysis Source: 3

Political factory: Areas related to the political situation in the country in which the company operates, legislative regulations for business, regulatory, government, tax policy, trade and customs laws.

Economic factors: the stage of the economic cycle and our global economy, political situation and its impact on the economy, the economic policy of the government, gross domestic product (GDP), momentary state policies.

Social factors: socio - political system and climate in society, the scales themselves and attitudes of people (competitors, customers, suppliers, consumers, employees and partners), lifestyle.

Technological factors: competing technologies (machinery, equipment, systems), strategic developments in products and services, technological developments in technology to increase productivity.

3 CHARACTERISTIC OF COMPANY STAVBA SR

SR Construction has excellent results and a wealth of experience, which is related to its recognized tradition in the construction market at home and abroad.

Has a positive economic results, which are easier to perform and meet their objectives. The company prides itself on highly qualified employees at all levels of governance.

Organizational structure of the enterprise SR Construction, consists of the Director General manager of the company and of 4 sections: personnel, production, sales and technical department.

4 ANALYSIS OF COMPANY

In this part of the article focuses on the analysis has examined a particular company.

4.1 SWOT Analysis

The essence of the SWOT analysis is to eliminate weaknesses and threats acting on the company. The company should focus its efforts primarily on developing their strengths and also used the occasion of its offering. For the detection of strengths and weaknesses , opportunities and threats of the company .

Strengths of the holdings are:

- The quality of produced goods and services
- Long term position on the Slovak construction market
- Certificates IMS
- Quality Technology
- A professional approach to clients
- Special price offers

Weaknesses:

- Poor financial situation
- indebtedness
- Risk Projects
- Weak cooperation with surrounding construction companies

Among the opportunities the company include:

- Possibility to enter new foreign construction markets
- Integrating and firm connection with another construction company
- Overcoming and managing risks in developing new strategies
- Development and deployment of new strategies
- Expanding business activities
- Build new Slovak and foreign branches

Threats are:

- New construction companies on the market
- Competitive
- Increasing material prices and technology

4.2 PEST Analysis

The PEST analysis firm The construction of SR I will describe the political, economic , social and

technological factors companies that I gained from the annual reports and inside information straight from the lead manager of the construction firm of SR

Political factors

- The political situation at home and around the world
- Legislative standards and provisions
- Laws relating to the construction market (eg " Building Act : Act no. 50/1976 Sb. Zoning and building regulations")

Economic factors

The financial crisis has resulted in a reduction projects and jobs in the construction firm SR. Under economic factors to include:

- The decline in investment activities
- Increasing unemployment in the eastern region
- Too expensive building materials needed to perform work
- Rising interest rate
- The euro affects the import and export

Social factors

Among the social factors of construction of SR we include:

- The social system in the east of the country and also throughout Slovakia.
- The standard of living of the population in the east and north of the country (due to high unemployment in the regions).
- Promoting new style " living alone" , which means that the number of young people , widowers, elderly , lonely people who lived together with relatives want nowadays become independent . This style has a major influence on the construction and development of the company.
- Sufficient motivation and higher standards of education staff (training , research , questionnaires) that lead the company forward and the company is progressing so their motivation to perform better.
- With the rising standard of living of the population, the company must constantly deal with new factors that will be of interest to consumers.

Organize for their employees corporate parties, New Year celebrations.

Technological Factors

Technological factors are the construction firm SR is very important, because it is in the construction market, which is constantly growing and producing new technologies and equipment that contribute to the achievement of higher levels of society.

Technological factors, which has a construction firm SR:

- The company prefers to use newer technology before the elders
- The use and availability of mobile and internet networks

5 ANALYSIS RESULTS

The results of the SWOT analysis: The SWOT analysis describes the different strengths and weaknesses, opportunities and threats of Construction SR. For each component is assigned the value that best describes its essence. Values are assigned numbers from 1 – 5.

The resulting value chart SWOT analysis firm The construction of SR us heading into the second quadrant, where the aggressive (offensive) strategy. The red arrow shows us the positive direction of the strengths and opportunities of the company itself, as shown in Fig.2 direction of the arrow, I determined to calculated values of the individual factors.

Results PEST analysis:

Since 2007, decreased work on engineering and traffic construction by 18%.

In environmental and water management structures, the company has over 5 years ranged still on average 20%, which is 1% more than stated in 2007. Conversely rise construction firm SR recorded in the manufacturing process of civil engineering works by 16%. Building construction is a good strategy for the company.

SR Construction Company recorded from 2007 to 2012, a significant decline in earnings and revenue. In 2008, the company prospered for a profit 229,771 thousand euro but by the end of 2008, the global crisis hit Slovakia. Beginning this year, sales declined significantly, and by 2012 about 113,177 thousand euros. What is the equivalent of nearly 50%. Economic activity and GDP are building for 2013 shown in Annex C, showing the various industries and markets, the construction industry this year moves still below the index of 101.5.

Váhostav			
	2010	2011	2012
tržby (mil. eur)	160,27	124,806	113,178
zisk (mil. eur)	2,348	-1,294	-7,429

Tab. 1 Construction management firm SR

Calculations liquidity, debt and profitability:

Liquidity ratio should be between 1.5 to 2.5, and when the numeric value falls below 0, so the company comes to a negative number of business.

$$\text{Liquidity} = \frac{85\,100}{87\,669} = 0,9706$$

The result of the Company's liquidity Construction SR value is 0.9706, which means for the company repay its short-term assets liabilities.

Debt indicator shows us the percentage of assets that are blocked out from its own resources. The optimal value for the debt of the company is moving to a value of 50% use of leverage.

$$\text{Indebtedness} = 137,9 \%$$

The value of debt is 137.9, which the company is high use of leverage. Calculate profitability percentage points us to the success of business efficiency and construction firm SR.

$$\text{Profitability} = 0,817\%$$

Result of profitability construction firm SR is 0, 817%. Value exceeds 0 by less than a percentage. Results indicate that the construction firm SR is indebted, but try to build on its feet with new and advantageous construction projects and new business development strategies.

6 DRAFT STRATEGY DEVELOPMENT COMPANY STAVBA SR

Based on the Integrated Management System certificates you know construction firm SR maintained and provide high quality products and services in the construction market in the Slovak Republic. These products and services meet all the necessary and essential construction, environmental and safety criteria for carrying out further work.

This new strategy should be directed directly to the needs of the construction market and of course substantially to the actual needs of the customer. Individual customers in developing strategies constitute a priority group for the company customers, so it is very important to regain their confidence because of their interest will be driven further activities of the company.

On proposals for the development of strategies companies use construction SR measured and the values obtained directly from the management company and the company's annual report.

Are proposed two new strategies for business development Construction of the Slovak Republic.

The first draft of the new development strategy will cover the exterior design.

The second proposal is devoted to expansion of the range by introducing the construction of high-rise buildings in SR from SR Building.

Proposal No. 1 - external dizajnérsstvo

Implementation would be an exterior landscaping of the area, such as. leveling the disintegration, dredging field, building sewers, water and electricity, planting trees and parks, trails and proposal lastly revised exterior design. Particular emphasis must be given to details and customer service. For the launch of the new strategy is also important marketing alone, it is necessary that the company has just developed every detail strategy.

In planning the project exterior design we have included:

- Choice of exterior project manager and architect who has been developing the exterior
- The proposal for all costs associated with the creation and exterior finish
- Create a schedule and work schedule (number of staff required for particular activities)

Proposal No. 2 - construction of high-rise buildings

Along the proposal for the construction of high-rise building construction company can offer to potential bidders SR and exterior redesign, which describes the first application. It would be a competitive advantage for the company in which the candidate could provide a high-rise building discount external disajn.

In the planning of this project high-rise building, we included:

- Selection of a construction project manager and architect building
- The proposal for all costs associated with the construction
- Create a schedule and work schedule (number of staff required for particular activities)

7 CONCLUSION

It is necessary that the company has streamlined its procedures, because of the financial situation. In the proposal strategies I pursued exterior design tech and construction of high-rise buildings.

Based on the SWOT analysis and PEST analysis I defined the different factors companies that show us what the company has and what should be improved. I analyzed the strengths and weaknesses, opportunities and threats for the company itself proposals, and at the end of which I created a matrix of opportunities and threats, which points us to the fact that the company is still thriving and has a high probability of success that these proposals to be launched and implemented. The No.1 draft final results show that the company has the potential to be a proposal to grip the market, and proposes to streamline its production program. The proposal No.2 results show perfect project because the company has a lot more better opportunities than threats.

The proposed strategy I presented company itself SR Construction.

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