

1 The Study of Impediments to Successful Exploitation of Some 2 Industrial Units in Ardabil Industrial Town

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6

7 **Abstract**

8 Industrial towns play an eminent role in industrial expansion of the region and the country
9 (Iran). Moreover, these units increase the rates of employment. Industrial authorities and
10 custodians have established many basic systems and services in these towns. Despite the
11 existence of infrastructural facilities (such as water, electricity, gas, green field sites etc.) in
12 Ardabil industrial towns, most of industrial units have stopped their activities or their
13 activities are not continuous. The aim of this research is to study the reasons for failures of
14 some industrial units in industrial towns of Ardabil province and to suggest some surveying
15 procedures for decreasing these failures. The hypotheses of this research include difficulties
16 affecting some of industrial units in industrial towns of Ardabil province which taken from
17 research literature. The selected tool for testing research hypothesis was questionnaire, which
18 included 30 questions related to designed hypotheses. These questionnaires were distributed
19 among statistical population (production and business administrators of the industrial units,
20 which stopped their activities). We used one-sampled T-test for testing of hypotheses, and
21 Friedman's test for classifying of hypotheses. The results of hypotheses testing showed that
22 some factors like outlet problems, difficulty in reimbursing of received facilities concerning
23 primary investment, working capitals, and technological problems are effective in inactivity of
24 Ardabil industrial units.

25

26 **Index terms**— industrial unit, industrial town, exploitation, Ardabil

27 The Study of Impediments to Successful Exploitation of Some Industrial Units in Ardabil Industrial Town
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41 technological problems are effective in inactivity of Ardabil industrial units.

42 Keywords : industrial unit, industrial town, exploitation, Ardabil I.

43 1 INTRODUCTION:

44 surveying the experiences of countries which have been successful in the case of economical expansion indicate
45 that these countries have tried a lot to create suitable base for attracting investors through procedures like
46 designing and developing industrial towns and equipping this towns with the required facilities. In this regard,
47 according to the Iran's law of establishing industrial towns and for suitable using of facilities in industrial towns,
48 creating more infrastructural facilities, and presenting the required services for suppliants of industrial units'
49 construction, the corporation forIran's industrial towns has established simultaneously with the approval of this
50 law. According to the statute of industrial towns in Ardabil, the goals of establishing this corporation are the
51 followings: construction of industrial towns in different areas of provinces which are of suitable capability, creating
52 infrastructural facilities in these towns, conducting all tasks which provide harmony and suitable base for using
53 facilities of industrial towns in an automatic way, taking possession of land according to law positive, submission
54 of the exact lands or its profits and absolute transferring of the lands to the volunteers of establishing allowable
55 industrial towns, and supplying of public services in the town such as supplying water, electricity, telephone,
56 surfacing lands, creating main and subsidiary road networks, and constructing public buildings such as clinic,
57 masque, school, green field etc.

58 Industrial towns have the following facilities and advantages which make them suitable for investment: the
59 existence of suitable land, requiring no certificate from related organizations, exempting from municipality rules,
60 issuing cost-free and in time construction certificate, easy access to internet, decreasing of investing costs due
61 to using organized common services of these towns such as water, electricity, telephone, refinery, in cash or by
62 installment payment of costs related to exploitation right of installations, tax exemption, possibility to rent or
63 buy halls which are useful in accelerating exploitation of productive units etc. These advantages lead to more
64 information exchange among industrial groups, prevent the scattering of industries and environment pollution
65 (Management & Planning Organization, East Azerbaijan province, 2005, P 31).

66 2 II.

67 3 RESEARCH SUBJECT:

68 In this essay we investigate the reason for the failures of some industrial units in Ardabil province. At the present
69 condition in which the possibility of agricultural expansion is limited but the growth of servicing is very high,
70 also with the growth of population in most of urban and rural area of the country and consequently the growth
71 of unemployment especially among youth,undoubtedly the passivity of these units S .

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73 has a bad influence on Iran's economy. The best option for tackling these problems is to invest in industrial
74 Abstract -Bahman Shareghi , section, preventing industrial units from stoppage, and planning by the related
75 authorities to upgrade these units' activities. A financial problem is one of the main issues that the owners of
76 industrial units face with. On the other hand we cannot ignore the role of other factors like nonexistence of
77 correct and scientific marketing, scant perception of market, technical problems, and over-importing of allowable
78 or contraband goods. In this article we investigate some factors like outlet, financial problems (inability in
79 debt payments to individuals or banks, difficulty in accessing tobank facilities, and shortage of working capital),
80 technical problems (old and out of use machinery, inaccessibility to modern machinery and technicaldeficiency in
81 product line) and irregular importing. Moreover, we identified the related problems tackling which will lead to
82 upgrading of employment level, attracting investors, and preventing industrial units from inactivity.

84 5 III.

85 6 RESEARCH LITERATURE

86 Industrial towns and brunches plays an eminent role in industrial foundation of every country, and are regarded as
87 elements which harmonize regional and national expansion plans. The effects of creating regions, industrial towns
88 and brunches are considerable from different dimensions, and we discussed economical and industrial effects of it
89 in this article which include: 1. Upgrading industrial capability through mutual relations of industries:Without
90 conducting primary and comprehensive studies in all of its related matters, the success of an industrial town is
91 not possible. One of the main issues which must be considered in these studies (Small Industry Organization
92 Publications, 2001, PP 112-113) is the manner of making relationship among industrial units in the town and also
93 between these industrial units and big industries in the vicinity of the town. Therefore, in designing industrial
94 towns, we must consider the manner of these relationships completely. For conducting important productive
95 activities, the neighboring big industrial units can, for example, allocate manufacturing of some of the required
96 intermediary goods or semi-manufactured equipment to the units in industrial town. Meanwhile, the existing
97 industrial units in town can enjoy from specialized and industrial services of these big industries. Moreover the
98 located industries in the town can apply some of the big units' productions as raw materials in industries like
99 petrochemical etc. About the relationship among units inside the town we can say that whatever the existing

100 industries in the complex are more homogeneous, the more services and facilities will be presented and the more
101 extended relationship will be created among industries. In this situation even buying of bulk raw material,
102 common marketing and selling of products etc. are also possible. In fact, these exchanges and relationships lead
103 to saving of place, moreover, another important matter about mutual relationship and cost reduction comes forth:
104 the principle of product specialization. The prerequisite for product specialization in towns is to limit activities
105 in one or two specialized industries. In developing countries, due to nonexistence of uniform and suitable work
106 sharing, the possibility for product specialization is very low, and with regard to the kinds of need if we cannot
107 make a balance between these issues and town specialization, the town may fail in absorbing capital and manpower
108 (Small Industry Organization Publications, P 114). 2. Acceleration of promoting industrial capabilities of the
109 country: Industrial town play an important role in promoting the level of industrialization capabilities of every
110 country. Because by establishment of towns, industrial expansion is followed from different dimension and with
111 lesser costs, and if this is done through study, planning and comprehensive understanding of the matter, the
112 industrial growth will be accelerated. Some factors like needs, facilities and capabilities of the region and also
113 economical and industrial priorities of every country can be suitable guidelines for presenting a comprehensive
114 plan for industrial towns. Therefore, industrial towns play an eminent role in planning and industrial expansion
115 strategy of every country especially in accelerating the process of industrialization. 3. Increasing the level of
116 employment in region and country: Unemployment is one of the main problems in developing countries, and
117 the main part of this unemployment is observed in undeveloped regions. Undoubtedly, establishment of industries
118 in each region has a great effect on employment level, especially when these industries are concentrated in one
119 area or town in the vicinity of the residential place of those unemployed people. In fact, these towns primarily
120 attract labor force from their vicinity because it is economical. Of course, it is obvious that the degree of
121 employment in an industrial town, due to using common facilities and services, is lower than the time when these
122 units are distributed and not concentrated in a single town. But if we primarily localize industrial towns in a
123 place with high number of manpower, we can take a big step toward eliminating unemployment problems. While
124 distributed industries, create scattered and inhomogeneous employment, which is less effective ??Alipour, 2008,
125 PP 101 -102).

126 which are absorbed by sections with low productivity and profitability. If in designing towns the proficiency of
127 industries is considered with regard to region's requirement and towns' flexibility, then industrial towns will be
128 a suitable base for absorbing private capitals. Some factors like suitability of land plots, the lowness of costs for
129 different services such as supplying water, electricity, etc., rapid creation of infrastructural facilities, preparing
130 land and plots, accessing to road networks, transportation and some other services can be very useful in absorbing
131 capitals from the region (Alipour, 1387, P 105). 5. Creating the bases for the growth of small industries: In
132 industrial expansion planning of developing countries, the growth of small industries is very important. Because
133 in these countries due to the weakness of infrastructural facilities, the condition for the growth of small industries
134 is very suitable than heavy industries. On the one hand the applied technology for these industries is very simple,
135 and on the other hand small industries need not to amassive capitals. Therefore, in the case of technology they are
136 relatively independent, and can launch their work simply with absorbing wandering capitals from private section.
137 In fact, industrial towns are a complex of small and medium sized industries which are supplied according to needs
138 and facilities of the region. 6. Transferring of industries to poor areas and its different advantages: Industrial and
139 economical growth and expansion in poor areas are not attained spontaneously and without planning, because
140 these areas have not the required potential for the growth. Therefore, these inequalities create a wide expansion
141 gap between different areas. For tackling such a problem, we must pay an especial attention to undeveloped
142 areas, especially in long term. One of the methods for applying this policy is the establishment of industrial
143 zones and towns in these regions. This is effective in industrial growth of these regions and in decreasing of
144 expansion gap between different areas. Moreover, it is useful in increasing of employment level and upgrading of
145 its potential which totally effect economical growth of the country and act as a factor which establishes regional
146 balance in the country (Management and Planning Organization, East Azerbaijan, 2005, P 30). 7. Creating the
147 basis for decreasing the content of primary investments in industrial units: One of the main factors in attracting
148 industry owners' attention toward these towns is to reduce the content of primary investments. Establishment of
149 common infrastructural facilities like supplying water, electricity, road etc., shares the costs of establishing these
150 facilities among industrial units of the town and consequently reduces their primary costs. Moreover, with regard
151 to created facilities, the purchase prices of the plots become cheaper for the industry owners. These facilities act
152 as a support for the lands, and generally increase their value. Moreover, the existence of common servicing and
153 productive facilities in the towns such as repair shops, laboratories for quality controlling, utilities and training
154 facilities etc., eliminate the need to establish them separately and consequently decrease the content of primary
155 and productive investments. Therefore, we can conclude that, due to the existence of such common facilities and
156 services the costs related to establishment, servicing and productive issues is very low in industrial complex. In
157 fact, by establishing industrial towns we prevent reinvestments and consequently accelerate industrial expansion
158 ??Alipour, 2008 Executing explicit and consistent policies by government with regard to goals of industrial towns
159 and its tendency to motivate investors, the existence of governmental companies which facilitate and accelerate
160 programs related to industrial towns, the existence of financial companies which provide loans and credits with
161 easy and suitable conditions for industrial units, the existence of suitable infrastructural facilities such as water,
162 electricity, and road in the related areas, accessibility to local or near site raw material, accessibility to skilled labor

7 IV. THE IMPEDIMENTS OF EXPANDING INDUSTRIAL TOWNS IN SMALL AND MEDIUM SIZED INDUSTRIES:

163 force and training facilities, vicinity to clients and related markets, the possibility to exchange with corporations
164 in and outside the town, and the capability of system in management and organization of industrial town etc.
165 Moreover, there are some considerations in relation to selecting land usage and identifying the kinds of activities
166 in industrial towns. Generally, these considerations are the following: (Management and Planning Organization,
167 East Azerbaijan, 2005, PP 111, 113): 1. Population and social context of the region: population is in direct
168 relation with employment, and employment is one of the main goals which are followed by establishing industrial
169 towns. Population and social context of the region have a great effect on the manner of selecting land usage and
170 industrial activities of the town. In selecting the kind of activity we must consider the potential labor force of
171 urban and rural population centers around the town as a main factor. 2. Productive tendencies of applicants of
172 establishing industry and industry owners: creating new industries in a region and maximum exploitation of the
173 region's capacities and facilities is among the main goals of establishing industrial towns. Productive tendencies of
174 applicants of establishing industry, which appear in different forms, are one of the most important parameters in
175 selecting an industry. Because these tendencies show the region's capacity in relation to raw material, facilities,
176 skilled labor force, and different bases which are not suitably exploited so far. 3. The region's capacities in
177 industry, mine, and agriculture: Recognizing the region's capacities in industry, mine, and agriculture plays an
178 eminent role in choosing the kind of activity in industrial towns.

179 Because the main part of supplying raw materials, which are among the major tasks of industrial units, is
180 provided by agriculture and mines' sections. Therefore, industrial activities must be in conformity with the
181 region's capacities and capabilities. 4. Preparation and supplying markets: the other thing that we must consider
182 in this regard is the vicinity to supplying centers of raw materials. That is, selecting the place of industries in the
183 town must be in a manner that at least provides the main part of the required raw materials for industrial units
184 from the centers around the town. Meanwhile, the produced material and products in the town must also have
185 markets in the vicinity. Of course, we can not expect that all of the town's products are absorbed by markets and
186 areas around it. But the main part of towns' products can be used by big industrial units around the town in
187 semi-constructed or intermediate form. Generally we must not ignore the economical aspects of the recent method
188 in establishing industrial towns and choosing their activities. 5. Industrial towns' organization and management:
189 In industrial towns, we can apply management in two distinct bases: a) management during construction or
190 project construction; b) management during usage. The function and responsibility of management in these two
191 periods with regard to their identified goals is different. On the other hand, the responsibility of project manager
192 in its primary form can be limited to providing land, primary surfacing, and its submission to applicants and in its
193 final form can include land preparation, road construction, supplying water, electricity, post services etc. Similarly
194 the management during usage in its primary stage can act as a mayor and its responsibility just limited to some
195 services like submission of land, water, electricity etc., and managing town's public places like restaurant, hotels,
196 salesrooms etc. There must be a difference between long term and short term goals, and also among values,
197 policies and activities that must be changed or eliminated and those which must be continued. It is possible
198 that the majority of a corporation accepts a change, but they are not completely aware of its possible benefits in
199 the long term ??Alipour, Ghambari, 2007, P 216). Management of usage period in an industrial town, besides
200 presenting the abovementioned services, in an ideal form can assist the industry owners by the following ways:
201 supplying financial resources, providing the required stuff and tools for operation of industrial units, providing
202 raw materials, providing services about planning and production control, repairing and maintenance planning,
203 and the required courses for training stuffs in industrial units. Industrial towns, due to providing intensive
204 services for industrial units, have a positive impact on decreasing their costs (Asghari, 1998, P 54). Also with
205 regard to the concentration of industries in industrial towns, organizing the services is done

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207 more easily and burden costs of production such as transportation which contain an important value in firms'
208 expenditure, due to neighboring of industrial units eliminated or decrease intensely (Management and Planning
209 Organization of Ardabil province, 2006, P 65).

210 7 IV. THE IMPEDIMENTS OF EXPANDING INDUSTRIAL 211 TOWNS IN SMALL AND MEDIUM SIZED INDUSTRIES:

212 If the firm's tasks and measures are done by its own agents they are called internal, otherwise they are considered
213 external. These measures are invasive, if taken for power increasing and for overcoming challenges, and if
214 are taken for decreasing difficulties and charges, to distance from threats, decreasing or eliminating weakness or
215 deficiencies and for controlling limitations, they are considered defensive (Alipour et al, 2009, P 281).

216 The main bottlenecks on the way of small and medium sized companies are the following:

217 1. Market impediments: There are some impediments in marketing of industrial towns: a. The complex nature
218 of contracts between these industries and big ones. b. The existence of exclusive markets in different sections. c.
219 The fluctuation in supply and demand, especially in food industry which is affected by agricultural products. d.
220 Government's subsidies to state firms which create unequal competition. e. Nonexistence of marketing mechanism
221 and consequently weakness in accessibility to national and international distribution channels. f. Purchasing raw
222 material in small scales, which severely affects product processes by fluctuations in raw materials price (Arah,
223 2001, P 184).

224 2. Financial bottlenecks: These impediments are because of the followings: a. Nonexistence of specialized banks
225 for supporting small and medium sized companies by giving loan. b. Smaller companies have more problems
226 in providing the required bank assurance for taking loan. c. Increasing financial pressure on small and medium
227 sized companies following government's deflation policies of macroeconomics. d. Delay in receiving incomes from
228 soled products, inability of banks in supplying loan and finance for these companies which leads them toward
229 unofficial and more expensive markets. e. Weakness in foreign investment and shortage of governmental facilities.
230 f. Weak business environment for small and medium sized companies (Codbury, 1992, P 71). Sometimes, we need
231 to specify the main objective of our corporation. One of the ways which leads us to this objective is to design a
232 marketing plan. It is happen very rarely that management consultants choose the best way. They can help in
233 the area of design's process and structure, special investigations for supporting the design or presenting scientific
234 and constructive criticisms for improving the plan. General guidelines for small and medium sized industries:

235 **8 Inaccessibility**

236 . 1. Guidelines for removing impediments on the way of small and medium sized industries: Reformation and
237 creation of the required infrastructures for expanding small and medium sized industries (Jester and Hussey,
238 2001, PP 93 -97).

239 **9 Steps in expansion of an organization**

240 Reformation of rules and procedures for facilitation and expansion of small and medium sized industries, assistance
241 in establishing back up nongovernmental organizations and companies like centers which provide consultation
242 services and road maps for investments, transferring technology, reduction in wastage and production costs,
243 increasing productivity and improving the quality, informing, establishing funds for assuring investing activities,
244 expansion of product chains for developing technology, expanding financial resources through establishing the
245 required monetary and financial centers for small and medium size industries, assisting to technology upgrading,
246 etc. 2. Developing small and medium knowledge-based industries: One of the main factors in establishing
247 knowledge-based units is the presence of entrepreneurs who beside their suitable educations have the capability
248 to create an industrial unit. We must consider training entrepreneurs and entrepreneurship as a main strategy
249 in this arena.

250 The costs for establishing such centers, which are done by the cooperation of reliable universities, must be
251 provided by the qualified centers. Establishment and expansion of incubators for increasing the growth and
252 expansion of small knowledge-based units; these centers which act as supporting agents and provide some parts
253 of primary requirements for industrial towns, do the following activities: a. Providing services for improving
254 product quality and increasing productivity in emerging productive units; b. Providing informational services
255 and assisting the expansion of product chains; c. Training services for expansion of entrepreneurship management
256 and increasing technical and specialized skills of staffs; d. Providing laboratory services and services for centers
257 with common controlling (Jester and Hussey, 2001, PP 93 -97). 3. Guidelines for increasing productivity in
258 small and medium sized industries: Creating comprehensive informational centers by government for connecting
259 small and medium sized industries to informational networks, developing instruction in small and medium sized
260 industrial units, upgrading technology and updating technological capacity in small and medium sized units,
261 assistance in creation of nongovernmental companies (Porter, 1980, P 121). 4. Guidelines for connecting small
262 and medium sized industries to big ones and to each other, which include the followings: creation and expansion
263 of industrial branches, establishing native, regional, national, and international industrial branches are among
264 the major ways for connecting small and medium sized industries and they must be considered for empowering
265 industrial units, informing industry owners from the advantages of the existing industrial branches, assistance
266 in creating nongovernmental back up companies, assistance in upgrading systems of quality management in
267 contracting industries, leading supports toward contracting and industrial branches in stead of individual industry
268 (Porter, 1980, P 122).

269 Therefor, following policies are presented for small and medium sized industries:

270 1.

271 Removing obstacles which prevent the growth of productive companies in Iran's small and medium

272 **10 v. OBJECTIVES**

273 1. To study the reasons for failures of some industrial units in Ardabil industrial towns. 2. Presenting some
274 strategies for abating the impediments which prevent Ardabil industrial towns from successful operation.

275 **11 vi. HYPOTHESES**

276 Outlet problems (such as transportation costs, distance from selling origins, and the absence of demands from
277 province) are effective in stoppage and inactivity of Ardabil industrial towns. Problems related to facilities of
278 working capitals (due to their shortage and long period of repayments) are effective in stoppage and inactivity of
279 Ardabil industrial towns.

280 in product line, and technical deficiency in product line) are effective in stoppage and inactivity of Ardabil
281 industrial towns.

282 **12 vii. RESEARCH METHODOLOGY**

283 We use descriptive-surveying method in this research and with regard to obviousness of volume in statistical
284 population (the number of inactive companies) we use the following formula: In which: N is Population volume;
285 n is sample volume; p is proportion in population and $q=1-p$; d is maximum estimated error which is predefined;
286 z is a value of standard normal distribution which is identified with regard to assurance level. Since the value of p
287 is not known, we set it in 0.5 and by this way we obtain the maximum value of sample volume. As stated before
288 we choose 70 companies with simple random sampling, and then commerce and product managers were taken as
289 final sample. We distribute 140 questionnaires, that is 2 questionnaires for each company and collect 108 numbers
290 of them. Research method was in surveying-descriptive mood and the Cronbach alpha is as the following table
291 for each hypothesis:

292 **13 Hypotheses**

293 Cronbach alpha In conducting the present research we faced with different limitations which include: 1. Due
294 to the fact that managers did not trust to the previous researches about the industrial towns they hardly
295 accept to fill the questionnaires in a way that we had to refer several times to the towns for receiving the filled
296 questionnaires and even some refrain from filling them. 2. Geographical dispersion of industrial towns in different
297 areas of the province slackened the process.

298 .

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301 insurance companies which present loan 1. Problems related to repayment of received facilities, accrued liabilities
302 and their penalties are effective in stoppage and inactivity of Ardabil industrial towns. 2. Technical problems (old
303 and out of use machineries, inaccessibility to modern machineries Meanwhile, the analyzer must collect the data
304 related to system's inputs and outputs, and the data related to different components of the system, and must
305 have a close relationship with them. Therefore, he is interested in collecting quantitative and qualitativedata
306 and must choose the required dataand decide whether the data are suitable and acceptable according to his
307 predefined objectives; he must also choose the manner in which the data must be collected ??Alipour et al, 2009,
308 P 268). For proving the hypothesis "Outlet problems (such as transportation costs, distance from selling origins,
309 and the absence of demands from province) are effective in stoppage and inactivity of Ardabil industrial towns"
310 we refer to p-value or so called "sig", and with regard to theoretical mean value which was 3 and the practical
311 or observed mean value we can demonstrate that this hypothesis is proved. For proving other hypotheses which
312 include "Problems related to facilities of working capitals (due to their shortage and long period of repayment)
313 are effective in stoppage and inactivity of Ardabil industrial towns; Problems related to repayment of received
314 facilities, accrued liabilities and their penalties are effective in stoppage and inactivity of Ardabil industrial towns;
315 Technical problems (old and out of use machineries, inaccessibility to modern machineries in product line, and
316 technicaldeficiency in product line) are effective in stoppage and inactivity of Ardabil industrial towns;" we refer
317 to sig value and practical mean value which was bigger than 3. Therefore, these hypotheses are also proved. For
318 classifying the hypotheses we used Friedman's test. The results are indicated in the following table ?? The
319

320 **15 viii. HYPOTHESES TESTING**

321 **16 ix. CONCLUSION**

322 For presenting a comprehensive strategy according to the abovementioned hypotheses and for solving problems
323 related to small and medium sized industries (in comparison to big ones) we present the following model along with
324 some suggestions. With regard to inequality of power in competition between small and big industries, and due
325 to existence of inequality in using financial, technical, technological, and marketing facilities between them which
326 increase the burden on small industries, it is necessary for industrial and economical planners to decrease the
327 gap between these two important industrial sections through developing cooperation and increasing exchanges
328 between them. In this case we presented the following model which includes big industries, small industries,
329 supervisory board on accuracy of contracts, fund for assuring investment in small industries, organization of
330 small industries and industrial towns:

331 **17 Fund for assuring investment in small industries**

332 **18 Organization of small industries and Iran's industrial towns**

333 Paraphrasing and description on components of exchange model between small and medium sized industries in
334 industrial towns, and big industries:

335 Big industries: According to some technical and specialized reasons, not all of the components and pieces of
336 product machineries are produced in product units of big industries, and manufacturing them is delegated to
337 small and medium sized industries.

338 Small and medium sized industrial units, which are specialized in given operations and processes can customize
339 orders of big industries.

340 Organization for Iran's industrial towns and small industries has the following responsibilities: supervision on
341 the accuracy of contracts between small and big industries, decreasing the discrepancy between these industries,
342 and identifying small and medium sized industries which meet the needs of some special big industries.

343 Fund for assuring investment in small industries has the following responsibilities: ensuring the quality of
344 produced goods by small industries, in time delivery of these goods to big industries, ensuring the payments of
345 received goods by big industries, transferring technical knowledge to small industries, and ensuring loan taking
346 by small industries.

347 By presenting the above model, we introduced a comprehensive strategy about industrial towns and big
348 industries. Now we present some suggestions according to research hypotheses: 1. Presenting some encouraging
349 and executive strategies by industrial towns of Ardabil province for establishing counseling units, which provide
350 marketing, technical, purchasing and buying services, etc.; 2. Industrial custodians in Iran must take some
351 serious measures for preventing irregular entrance of cheap and unqualified goods from some countries and also
352 for preventing contrabands which their importers do not pay any charges, taxes and assurance etc. 3. Creating the
353 required mechanisms for producing goods for export and improving foreign relationships through tax free policies
354 and purposive law of subsidies for exporting companies. 4. Correct using of propaganda tools by industrial units
355 like having a codified, comprehensive, and continuous strategy for publicizing, honesty in publicizing, stating the
356 product's distinctness and its competitive advantages etc. 5. It is suggested that some special credited facilities
357 is placed at the disposal of industrial towns, which would be used during financial crisis and prevent the towns
358 from stagnation. 6. It is suggested that management of industrial towns' corporation in Ardabil province takes
359 the required measures for establishing a fund for securing the donated facilities to industrial units. 7. The time
360 for reimbursing fixed capital's (primary investment's) facilities must be identified according to rate of return in a
361 way that during the primary years of product units' activity in which the return is not complete, the reimbursing
362 amount must be small but increases gradually by the increasing of rate of return. Moreover, it is necessary for
363 legislator to take some measures for decreasing and indulgence of reimbursing amount, and remitting penalties
364 related to accrued installments. 8. It is suggested that the amount of working facilities must be large enough to
365 prevent industrial units from stoppage, also the consumption of these facilities must be under the supervision of
366 bank experts, and the amounts must be used in line with the goals. 9. The managers of industrial units must keep
367 the amount of working capital in a favorable level to use it in the arising opportunities for investment purchasing
368 raw materials etc. and managed them correctly. 10. There needs financial supports through special facilities for
369 establishing units of Research and Development (R & D) in small and medium sized industrial units, activating
370 the inactive units, and observing product standards like ISO etc. by industrial units. 11. It is suggested that
371 for prevention and management of unexpected problems, some technical, productive, and qualitative evaluations
372 must be taken randomly and intangibly by technical experts in industrial towns of Ardabil province. 12. It is
373 suggested that for establishing system of value chain in similar, homogeneous, and related industries the level of
374 specialty in producing, and selling of industrial units' products must be increased.

375 x. RESOURCES ¹ ²

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Figure 1: 61

Hypothesis title	Sample n	Sample m	Standard deviation	t-test's statistical	Degree of freedom	p-value	result
Outlet							
problems	108	4.2426	0.1861	69.405	107	0.000	The hypothesis is proved
Working capital's problems	108	4.3611	0.2224	63.606	107	0.000	The hypothesis is proved
Problems of reimbursing facilities	108	4.4870	0.3036	50.903	107	0.000	The hypothesis is proved
Technical problems	108	4.0895	0.1926	58.795	107	0.000	The hypothesis is proved

Figure 2:

1. 3 rd Hypothesis (Problems of reimbursing facilities);
 2. 2 nd Hypothesis(Working capital's problems);
 3. 1 st Hypothesis (Outlet problems);
 4. 4 th Hypothesis (Technical problems).

s sample number

n n

108

H Hypothesis titles (independent variables)

1 st Hypothesis (Outlet problems)

2 nd Hypothesis(Working capital's problems)

3 rd Hypothesis (Problems of reimbursing facilities)

4 th Hypothesis (Technical problems)

T	D	Degree of	p r
Test			p- re-
statis-			v ult
tic			value
C	f	freedom	
Chi-			
s			
square			
101.9973			0.000The
			re-
			jected
C		Classifying mean values	
		2.33	
		2.82	
		3.26	
		1.58	

Prioritization of hypotheses according to Fria
test:

Figure 3:

Figure 4:

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382 [The establishment rule of industrial towns' corporation in Iran ()] *The establishment rule of industrial towns' corporation in Iran*, 1983.

383 [Ghambari] *The specialized and professional principles of consulting in management*, Abbas Ghambari . Nikan-e-Ketab.

384 [Poulad ()] *The studies on the condition of small and medium sized industries in Iran*, Poulad . 1988. 1990.

385 Vahedi. (the corporation of consulting engineers)

386 [The Study of Impediments to Successful Exploitation of Some Industrial Units in Ardabil Industrial Town]

387 *The Study of Impediments to Successful Exploitation of Some Industrial Units in Ardabil Industrial Town*,

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