



## Analytic Hierarchy of the Stagnant Model Components of Industrial Enterprises with the Aim of Presenting a Strategy

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### **Introduction**

Today, due to fundamental changes in the competitive environment of industries, such as the globalization of trade, short product life, rapid technological change and increasing competition, there is a lot of competition between industries worldwide. Industry plays an important role in economic growth and job creation and is recognized as a major source of innovation. Industrial growth is a multidimensional phenomenon, and when the decline in the performance of an industrial enterprise is accompanied by a reduction in the size or scale of operations, growth stops and the so-called industrial enterprise stagnates. Analysis of empirical background showed that most of the internal researches have not been able to establish a proper connection between the research model and the existing theories, have not fully identified and examined many factors and variables, and lack sufficient examples for generalization and analysis. Also, Foreign research needs to be localized to be usable for the business and production environment in Iran. So that, Analytic hierarchy of the stagnant model components of industrial enterprises, whose spatial domain is Kermanshah province, has performed in the present study.

## **Objective**

The importance and advantage of research can be stated as follows; Stagnant industrial enterprises are an accumulation of unused capital, facilities and equipment that have resulted in a waste of human, material and time resources, an increase in the unemployment rate, and a shortage of domestic production. The above-mentioned issues have led to the creation of an unstable and uncertain environment for applicants for investment in the industrial sector. Also, since reviving stagnant industries requires less time and capital than a creative plan, and will lead to youth employment, addressing this area as a first step in revitalization is an inevitable necessity.

## **Data/Methodology**

The present study is an application-development from the point of view of purpose and is an exploratory mix in terms of method; The purpose of the qualitative part is to identify and model the effective categories as components of the stagnation model of industrial enterprises and the purpose of the quantitative part is to prioritize the components with a AHP technique. For data gathering, by combining library and field methods and using first-hand and second-hand sources were used. Also for data collection, in the qualitative part of in-depth semi-structured interviews and notes, comments and documents; in the quantitative part of the researcher-made questionnaires extracted from the qualitative part was used. In the first step, to select the sample, judgmental and snowball sampling methods were used and a total of 31 people were interviewed. Adequacy of sampling was obtained by data theoretical saturation. In the second step, by quantitative method, prioritization of the components of the stagnation model of industrial enterprises that were modeled in the qualitative part was done by the AHP technique. In this step, 20 experts were tested for validation and prioritization of model components using a researcher-made questionnaire extracted from the qualitative section.

## **Results/Findings**

Based on the analysis of the findings, in open coding, 230 codes were extracted. By comparing and classifying similar codes, 118 concepts were extracted and finally, by classifying similar concepts, 32 subcategories were obtained. Then in axial coding, one of the categories of open coding was selected as the axial phenomenon and other categories were related to it. Finally, selective coding complemented the previous two stages of coding by integrating and refining categories into a theoretical and narrative framework. In the second step, the components of the recession model of industrial enterprises are prioritized and their hierarchical analysis is done. According to the prioritization, "legal problems and differences of partners" is the highest priority of causal conditions; "Funding" is the highest priority of the interventionist; "Economic challenges" is the highest priority of "underlying conditions"; "Communication Challenges in Sales" is the highest priority of strategies / actions; "Motivation of industrial activists" is the highest priority of macro-level consequences; And "intensifying differences between key partners" were the highest priority of business-level outcomes. Importantly, the inconsistency rate in all prioritizations was calculated to be less than 0.1, indicating confirmation of the results obtained.

## **Implications**

Finally, the proposed strategies arising from the research to improve the situation of stagnant industrial enterprises as implications include of: monitoring the management system and organizational structure of the enterprise; Relocation (if possible) and empowerment of managers

and owners of the enterprise; Establishment of specialized marketing and sales services agencies, such as marketing accelerators; Using the empty capacities of factories for production without factories; Launching a venture capital fund and crowd funding.

**Keywords:** *Analytic Hierarchy Process, Prioritizing, Stagnant Industrial Enterprise, Strategy.*

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