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Continuities and Discontinuities in the Development of Management of an Industrial Enterprise Between the Period of Perestroika and Economic Transformation in the First Half of the 1990s

The long period of transformation from Gorbachev's Perestroika to the reform policies of the 1990s presented a significant challenge to the managerial community. During the late socialist period, the management of industrial enterprises had to address issues such as production inefficiency, rigid decision-making processes due to central planning, labor shortages, global competition, and investment debt.

During the economic transition of the 1990s, management and directors had to contend with the loss of traditional markets in Eastern Europe and the challenge of establishing a proper foothold in Western European countries. In these new circumstances, management had to solve the problem of retaining competent staff, who sought better employment elsewhere. This research focuses on the Czechoslovak shoe factories JAS in Bardejov and SVIT in Zlín/Gottwaldov, examining how their leadership handled privatization, the absence of state patronage and growing competition from Asian producers.

The main focus is on how post-1989 management communicated its needs to the government. The research topic is centered on the fall of the communist regime, followed by the transformation from a socialist to a market economy. A second significant turning point was the disintegration of Czechoslovakia, which resulted in different approaches to economic transformation in the newly created republics. Preliminary data shows continuity in the thinking of managerial leadership. New management in the 1990s still wanted to maintain their position in both eastern and western markets as they had done during the late socialist era. It transpired that, after price adjustment, the Czechoslovak product was considered a luxury item in Eastern

Europe but did not meet quality and design standards in the West. Directors also found themselves in a situation where they were always waiting for government help to negotiate better loans and interest rates, or expecting their mere presence at client meetings to be enough, which often led to hesitation and loss of resources.

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