



Identifying and Ranking the Challenges Facing the Development and Providing Strategies to Overcome these Challenges in Small and Medium-Sized Enterprises in the Office Furniture Production Industry

Amir Esmaeil Alami

Masters in Industrial Management, Faculty of Human Sciences and Management, Gilan University Rasht, Iran

ABSTRACT

The production of furniture and other wooden products has grown to be one of the most significant industrial sectors for emerging nations in terms of income creation and employment, as well as an integral component of global trade. Allocation of a high share of small and medium-sized enterprises and their undeniable role, especially in some economic indicators, including the share of exports and added value of production in countries, has shifted the focus of economists' attention from large and industrial enterprises to small and medium-sized enterprises. The main goal of this research is to find a suitable solution for small and medium enterprises to face the challenges of this industry, and the data analysis using the network analysis process indicates that some of the challenges have the most important and others have the least importance. Therefore, the degree of importance of management to each of the main, sub-criteria and related challenges can solve the issues and problems facing this industry. In this research, the main purpose is to identify and prioritize the challenges facing the furniture industry, 6 main criteria, 16 sub criteria and 34 challenges have been identified to prioritize these challenges in the furniture industry. Among the challenges raised are: government macro decisions, marketing and sales, production challenges, raw materials challenges, machines, and new systems, etc.

Keyword:

Small and Medium Enterprises, Furniture Industry, Network Analysis Process

* Corresponding author: Amir.alami131@yahoo.com

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1. Introduction

Small and medium-sized enterprises (SMEs) have an impact on the global economy through four different mechanisms: entrepreneurship, innovation and technological change, industry dynamism, and creating job opportunities and increasing income. Although large companies are still interested in economic policymakers due to the advantages of mass scale effect, production scope effects, experience and organization; However, the advantages of small and medium enterprises due to the effects of transportation, market size, regulation, the effectiveness of selection and the effect of control have made these industries the first choice in the production of most goods. In addition, the intensification of global competition, the increase in uncertainty, and the growing demand for various products have caused interest in these industries.

In the last two decades, there have been many changes in content and quality in global markets; The movement towards regionalization and globalization of markets has accelerated; Parallel to that, the production-oriented period has reached the end of its life and the customer-oriented period is being formed. With the aim of optimal use of facilities and preventing the wastage of valuable resources, industrial producers have thought of arrangements, the result of which will be a change in the industrial structure. Identifying the challenges facing small and medium enterprises is something that will cause the development of this sector of industries.

2. Statement of the problem

Small and medium enterprises are vital components of growth in the world economy, and their importance in the economic development of developed and developing countries is well known. Developing countries especially should consider the power of small and medium enterprises in creating sustainable industrial development in planning. Small and medium enterprises in Iran form more than 90% of the commercial society. For this reason, to use competitive advantages in the priorities of the emerging new economy and to overcome challenges in the local markets, they need to provide appropriate foundation and capacity-building programs.

The main challenges of the country's small and medium industries are the low quality of production products, high production waste, reduction of labor productivity, and low level of technology and the amount of research and development. On the other hand, according to the fourth development plan, about five percent of the growth of the industrial sector is dedicated to the growth of the productivity of all factors, which should be realized with the development of small and medium enterprises (Bahramzadeh, 2009).

As an economist, Penn Rose states in his theory of marginal economies that in conditions of prosperity and economic prosperity, creating growth opportunities for small and medium industries is more possible and easier than developing large industries (Melkinejad, 2006). In our country, despite the significant presence of small industries in the industrial structure, these units face numerous problems and extreme delays. In a way, they cannot play the strategic role expected of them like developed or developing countries (Nazarinejad and Hawa, 2008).

During the last two decades, three major changes occurred in the world economy, which caused the growth of small companies more than large companies; these changes include:

The intensification of global competition, the development of transportation, and the evolution of information exchange and communication technology led to increased trade exchanges and the unity of the world economy.

An increase in uncertainty directly affected the growth of interest rates, inflation and unemployment, the instability of the exchange rate, and the sharp drop in the growth rate of industrialized countries.

The intensification of market segmentation is caused by the growth of consumer demand for diverse products, which forces industries to emphasize the diversity of products (Carlson, 2004).

Currently, the furniture and wooden products industry has become one of the most important industrial branches that generate employment and wealth in developing countries and one of the important branches of international trade. Iran has proven to be competitive in the production and export of furniture. Even though our country does not have enough wood resources, in fact, the technical and engineering knowledge of furniture and interior decoration production has proven its ability to compete in global markets. But the related problems must be removed from the road of this competition, some related to general economic policies and some related to export services. One of the most important institutions that plays a very active role in the production, export, and import of furniture industry in Iran is the Union of Furniture Manufacturers and Exporters of Iran. With these definitions, we tried to identify the challenges in this industry and prioritize them according to their importance and provide the necessary solutions. (Specialized Journal of the Union of Furniture Manufacturers and Exporters of Iran (2010)

3. The importance and necessity of conducting research

The importance of small businesses in the economic development of countries has attracted the increasing attention of policymakers in different societies. Basically, in most of the developed countries of the world, adopting policies related to the support of small and medium enterprises to reduce poverty and create employment is considered one of the most important development priorities of governments. The level of success of governments in providing suitable conditions for the activity of the private sector, most of which operate within the framework of small and medium enterprises. In fact, they form the backbone of industry in most countries; they are considered to be one of the factors that determine the performance of the industry sector. Private sector activists in the framework of a multitude of non-governmental organizations, small and medium enterprises, industrial clusters, and entrepreneurs through innovation and creativity and knowledge-based products are considered the main factors of industrial growth and development in all countries. These activists, as intermediate or final production factors and consumers of services and goods, play a decisive and significant role in creating employment, generating wealth, and attracting foreign capital in the region. (Sadri Niav colleagues, 2009)

4. Small and medium enterprises

In recent years, we have witnessed the emergence of various measures and programs to help and support the growth and expansion of small and medium economic enterprises (SMEs) at the national and international levels. However, the result of these measures will not be measurable until we have a common definition of these companies at the executive, research and management levels. Since each organization or executive body uses a different definition from others depending on its practical needs, this issue has confused the users of statistics and information and the lack of precise definition of the competition situation of these companies. In different countries, the definition of small and medium enterprises has many similarities. However, despite this, it is not possible to obtain a single definition for them, and each country has defined these companies according to its conditions (Achanga et al., 2006).

In many countries, different criteria and standards are used to distinguish small and medium industries from large industries, which include: the number of people working in a production unit, the amount of investment, the value of products, the number of sales, and the like (Lynn et al. , 1996). According to the available statistics of industrial workshops in Iran, industrial workshops with 10 to 49 employees are considered small enterprises, workshops with 50 to 149 employees are considered medium enterprises, and workshops with 150 employees and more are considered large industrial workshops (Seyed Hoseinin and Iranban, 2004).). Of course, beyond the company size category (regarding several employees), SMEs and large companies have significant differences in other categories (Ghobadian and Gallear, 1997). The table below shows the differences between large companies and SMEs.

Larg enterprise	SME
Hierarchical structure with several management layers	Flat (flat) structure with few management levels
Information flow and strict and inflexible structure	Information flow and flexible structure
Low emergence of innovation	High emergence of innovation
Slow response to environmental changes	Quick response to environmental changes
High degree of formalization	Low degree of formalization
Low independence and authority of employees	High independence and authority of employees
Appropriate access to financial and human resources	Limited access to financial and human resources
High resistance of employees to change	Insignificant resistance of employees to change
Individual creativity is stifled	Individual creativity is encouraged
Making non-intuitive and consultative decisions by decision-makers (often the owner)	Making intuitive decisions by decision-makers (often the owner)

Comparison of large companies and SMEs (source: Gobadian and Galir, 1997)

5. The importance of small and medium enterprises

The issue of small and medium economic enterprises is one of the programs that have been experienced in developed and developing countries. Through proper training, graduates and job-seeking youth can turn their new ideas into economic enterprises (UNIDO, 2005). Also, with its correct implementation, people with the power of creativity, high degree of risk-taking and innovation can create jobs for others and create new businesses by relying on their personal abilities and receiving little resources.

It is important to note that according to the position of economic and medium-sized enterprises in the world economy, in our country, only the industry sector, and that too only in the sector of small enterprises, has a trustee for the official establishment, and other economic sectors and micro- and medium-sized enterprises are left without a specific trustee. Among the most important advantages and capacities of small and medium enterprises in Iran, the following can be mentioned (Atherton and Fairbanks, 2006).

6. Pathology of small and medium enterprises in Iran

In most countries, small and medium-sized enterprises face relatively similar problems for creation and development. But how to approach and take necessary measures to solve these problems is very important. Some of the problems related to these companies that can also be true in Iran are mentioned (Valmohammadi, 2010):

1. Lack of a clear and uniform definition of small and medium enterprises (the most important existing challenge);
2. Failure to define policies and a comprehensive framework for the development of small and medium enterprises;
3. Lack of economic, financial and managerial knowledge, especially during the establishment of these companies;
4. Lack of supporting and influential authorities;
5. Lack of access to sufficient financial resources and lack of interest of banks and other financial and credit institutions in granting facilities to these companies;
6. Provision and maintenance of skilled human resources;
7. Failure to provide cheap and free consulting services for starting and developing a business;
8. Financial provision for small and medium enterprises in comparison with large companies;
9. Existence of a close relationship between the owner or manager of small and medium enterprises and its credit and prestige status;
10. Failure to influence the general trend of the market and laws due to their nature;
11. Not having the advantages of mass production;
12. The breadth of information needs of small and medium enterprises and including the most important issues regarding policies, legal policies, opportunities and services, and changes;
13. The adverse effects of changes in government policies on the activities of small and medium enterprises;
14. The growth and development of small and medium enterprises according to the phenomenon of globalization;
15. Marketing factors, financial provision, productivity, green and clean production (production based on the principles of environmental protection), development of human resources, lack of infrastructure, and finally, peace, stability and security;
16. Social responsibilities, cumbersome administrative laws and regulations, financial corruption and bribery, and problems caused by terrorism.

7. The furniture industry

Currently, the furniture and wooden products industry has become one of the most important industrial branches that generate employment and wealth in developing countries and one of the important branches of international trade. This industry accounts for about 2% of the world's trade and increases yearly (Furniture Exporters Union). Any country that can connect its furniture production with this big international market will bring about a big change in its wood industry sector. Currently, the percentage of the country's industrial production units in the furniture sector is equal to 13.9 percent of the total investment in the industry sector, and the share of this industry is 7.8 percent of the country's industrial workforce, which is important in creating job opportunities and security. . In addition to the economic and social point of view, this industry is also important from the environmental point of view. Wooden furniture in Iran is mainly produced with traditional methods and old machines, which are usually more expensive, more user-friendly, more energy-intensive, and also produce a lot of waste. Therefore, it has a high environmental burden per unit of furniture production. In fact, furniture should be produced without harming the environment and humans, using at least natural resources without creating waste and wind, taking into account the needs and desires of the customer. In general, in terms of the furniture industry's economic, social and biological importance, it seems necessary to move towards the sustainable development of this industry (Mohebi et al., 2009).

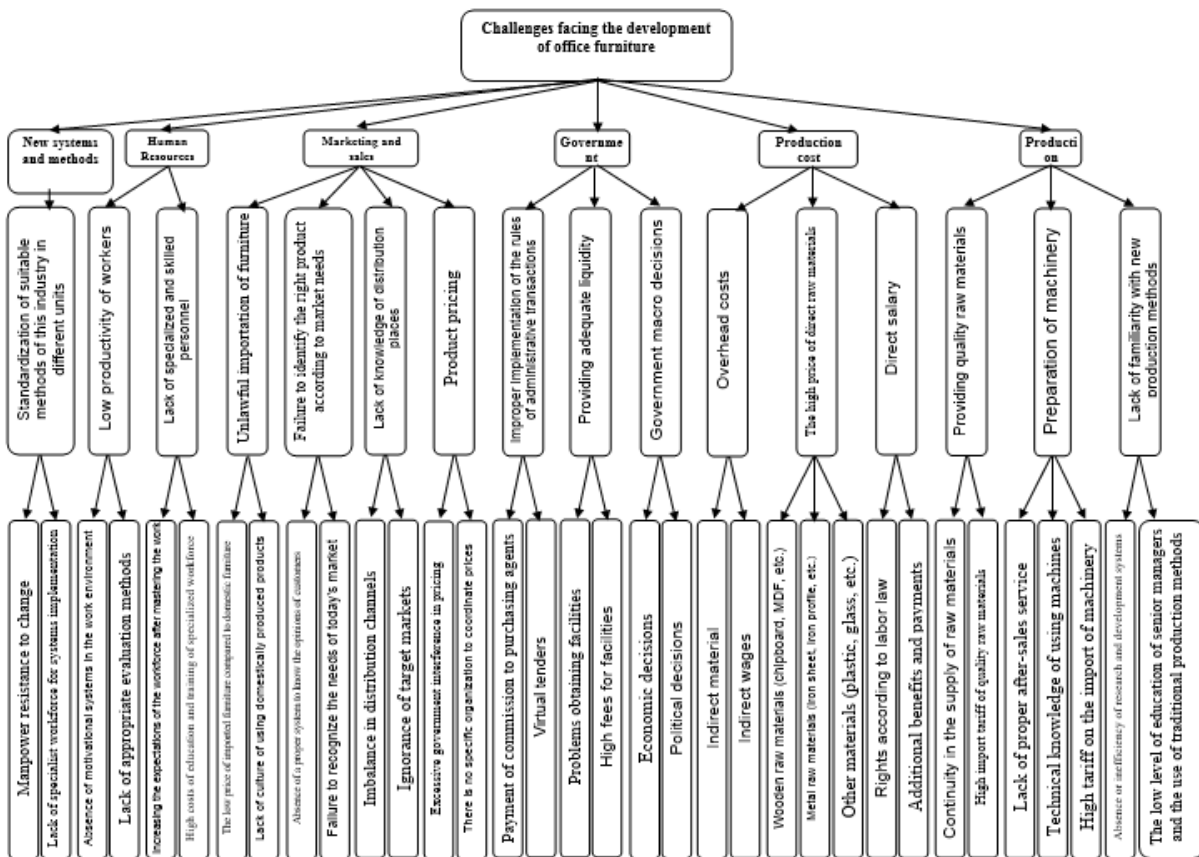
Even though our country does not have enough wood resources, but in fact, the technical and engineering

knowledge of furniture and interior decoration production has proven its ability to compete in global markets. But the related problems must be removed from the road of this competition, some related to general economic policies and some related to export services. One of the most important institutions that plays a very active role in the production, export and import of furniture industry in Iran is the Union of Furniture Manufacturers and Exporters of Iran. Almost a decade has passed since the life of the Union of Furniture Manufacturers and Exporters of Iran and the union continues to move towards the vision and goals defined as a successful and leading organization in the furniture and decoration industry of the country. The exemplary export organization of 2006, the worthy organization of the Ministry of Commerce in 2008, the best export organization of the Chamber of Commerce of Industries and Mines of Iran in 2008, show the forward movements of the union. In line with this, through its specialized commissions, the union has prepared and implemented special programs regarding creating a platform, creating a culture and teaching the basic concepts of industry and export, which will support small and medium enterprises and increase their competitiveness in the global market. . (Professional publication of the Union of Furniture Manufacturers and Exporters of Iran, 2010).

8. Research methodology

8.1. Conceptual model of research

The figure below shows the conceptual model of the research.



8.2. Research objectives

A- The main goal

Identifying and ranking the challenges facing the development of small and medium enterprises in the office and office furniture production industry.

B. Sub-goals

- 1- Identifying the challenges of the studied industry
- 2- Prioritizing the challenges of the studied industry
- 3- Providing appropriate solutions to face challenges

8.3. Research questions

1. What are the most important challenges facing the office and office furniture industry?
2. What is the impact of each of these challenges on the office and office furniture industry?
3. What are the appropriate solutions to reduce the challenges facing the office and office furniture industry?

8.4. Scope of research

8.4.1. The temporal domain of research

The time domain of the research is the winter of 2013, and in other words, it includes the data of a one-year period.

8.4.2. The research area

The local area of research is small and medium-sized enterprises producing office and office furniture located in Tehran.

8.5. Statistical society and sampling method

This research seeks to identify and rank the challenges facing the development of small and medium-sized enterprises in the office and office furniture production industry, therefore, its statistical population should include all or part of this population. Due to financial and time limitations and the requirements of conducting this academic research at a certain point, it is impossible to sample all the experts. Therefore, in this research, in order to get the opinion of the scientific experts of the universities who have studied related matters and are the managing directors, senior managers, middle managers and supervisors of small and medium-sized companies producing office and office furniture located in Tehran. More than 150 companies and small and medium enterprises produce furniture.

Considering the subject of the research and its comprehensiveness, and due to the extent and the uncertainty of the exact size of the statistical population, it is not possible to state the number of statistical samples at this stage. Therefore,

random sampling methods with classification have been used to determine the statistical sample. That these 150 companies are classified into 10 classes (according to the number of employees), and 2 companies are randomly selected from each class (Omidi, 1999)

8.6. Data collection method

In the current research, two methods of library and documentary studies and field studies have been used complementary. In the first stage, we prepared and provided a checklist of the existing challenges by reviewing the relevant literature and studying the articles and books available in this field. In the following, using the Delphi method and taking advantage of the opinions of experts and professors who are knowledgeable about the subject, the existing challenges were collected, and modified, and some of them were removed, and some were added to them. After this expert group's final modification and approval, the identified challenges were prepared for designing the questionnaire. Considering that the next stage of the research is the prioritization of these factors using the opinions of business managers/owners and the analysis method in this stage is the ANP method.

The questionnaire was designed and after the approval of the supervisors and advisors, it was sent to senior managers, middle managers and supervisors of small and medium-sized companies producing office and office furniture.

8.7. Data analysis tool

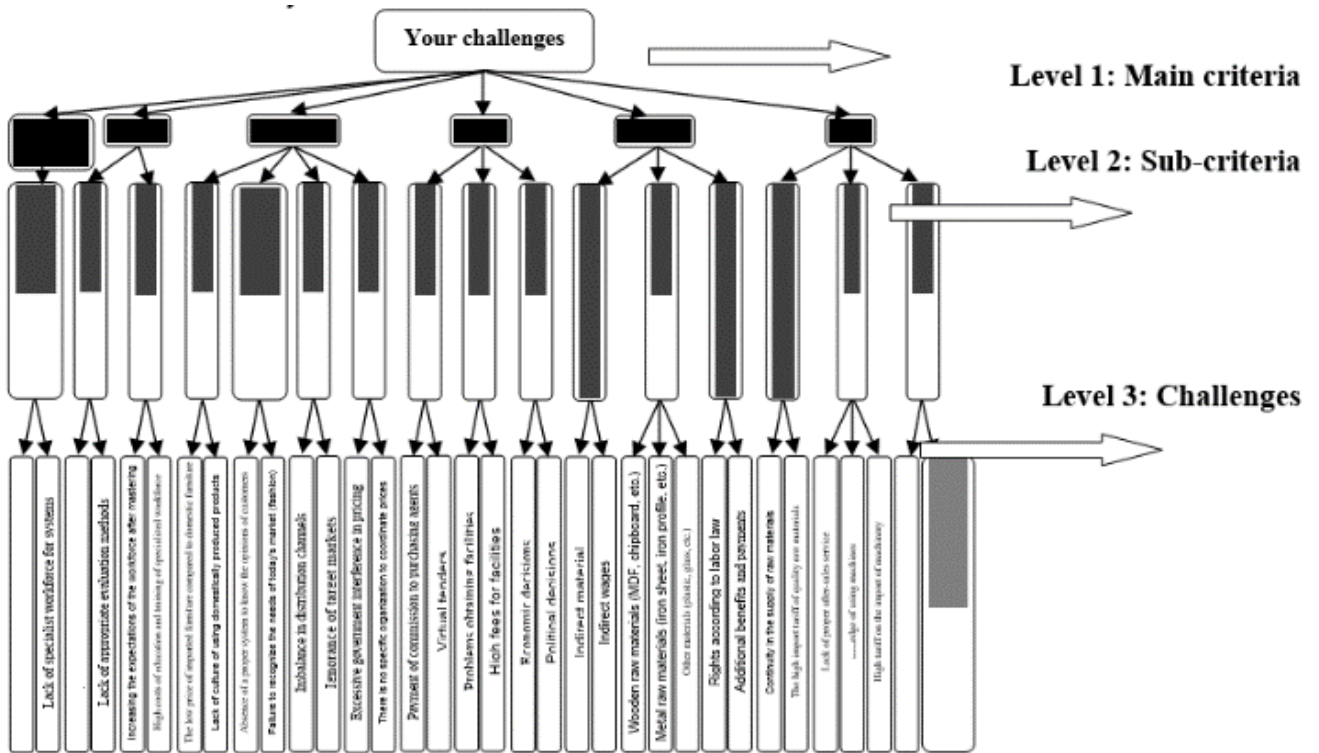
In this research, Excel software was used to sort the data and information obtained from the companies active in the office and office furniture industry in the statistical society. Super Decision software has also been used to analyze the relationships between the main criteria, sub-criteria and challenges presented in the conceptual model of research in office and office furniture industry.

9. Data analysis

As mentioned, we have used Super Decision software to analyze the data obtained from the questionnaires. After collecting the questionnaires, we checked all the given answers carefully and using the geometric mean; we obtained the average of the given answers. After entering the data into the software, the results you see in the following tables are obtained.

The obtained challenges are hierarchically compared, which are clearly defined in the tables.

Below is a smaller view of the research model to show the levels of the model.



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Prioritizing the main criteria according to the development challenges of the furniture industry		
1	Government	0.387
2	Marketing and sales	0.294
3	produce	0.103
4	production cost	0.09
5	Human Resources	0.078
6	New systems and methods	0.046
Prioritization of the main criteria according to the main criteria of production		
1	Marketing and sales	0.395
2	production cost	0.227
3	Government	0.153
4	production	0.113
5	Human Resources	0.065
6	New systems and methods	0.044
Prioritization of the main criteria according to the main criterion of production cost		
1	production	0.476
2	Government	0.274
3	Human Resources	0.153
4	New systems and methods	0.095
Prioritizing the main criteria according to the main criteria of marketing and sales		
1	production cost	0.414
2	Government	0.237
3	Human Resources	0.171
4	produce	0.0898
5	New systems and methods	0.0896
Prioritizing the main criteria according to the main criteria of human resources		
1	Government	0.5
2	production	0.5
Prioritization of sub-criteria according to the main criterion of production		
1	Providing quality raw materials	0.695
2	Preparation of machinery	0.292
3	Lack of familiarity with new production methods	0.075
Prioritization of sub-criteria according to the main criterion of production cost		
1	High price of raw materials	0.593
2	Direct salary	0.249
3	Overhead costs	0.157
Prioritization of sub-criteria according to the main criterion of the government		
1	Government macro decisions	0.686
2	Improper implementation of the rules of administrative transactions	0.186
3	Providing adequate liquidity	0.126
Prioritizing sub-criteria according to the main criterion of marketing and sales		
1	Failure to identify the right product according to market needs	0.456
2	Product pricing	0.221
3	Unlawful importation of furniture	0.214
4	Not knowing the distribution locations	0.107
Prioritization of sub-criteria according to the main criterion of human resources		
1	Lack of specialized and skilled personnel	0.75
2	Low productivity of workers	0.25

Prioritization of sub-criteria according to the sub-criteria of lack of familiarity with new production methods		
1	Preparation of machinery	0.75
2	Low productivity of workers	0.25
Prioritization of sub-criteria according to the sub-criteria of providing machinery		
1	Government macro decisions	0.5
2	Providing adequate liquidity	0.3
3	Lack of specialized and skilled personnel	0.097
4	Lack of familiarity with new production methods	0.085
Prioritization of sub-criteria according to the sub-criteria of providing quality raw materials		
1	High price of raw materials	0.576
2	Government macro decisions	0.205
3	Providing adequate liquidity	0.08
4	Government macro decisions	0.205
The relative weight of the sub-criteria according to the sub-criteria of direct wages		
1	Government macro decisions	0.833
2	Providing adequate liquidity	0.166
Prioritizing sub-criteria according to the sub-criteria of overhead costs		
1	Lack of specialized and skilled personnel	0.412
2	Low productivity of workers	0.235
3	Lack of familiarity with new production methods	0.157
4	High price of raw materials	0.114
5	Government macro decisions	0.076
Prioritizing the relative weight of the sub-criteria according to the High price of raw materials sub-criteria		
1	Government macro decisions	0.673
2	Providing quality raw materials	0.225
3	Product pricing	0.1
Prioritization of sub-criteria according to sub-criteria Product pricing		
1	High price of raw materials	0.258
2	Providing quality raw materials	0.248
3	Preparation of machinery	0.122
4	Overhead costs	0.083
5	Government macro decisions	0.068
6	Low productivity of workers	0.046
7	Unlawful importation of furniture	0.045
8	Lack of familiarity with new production methods	0.0445
9	Direct salary	0.0443
10	Unlawful importation of furniture	0.045
Prioritization of sub-criteria according to sub-criteria Unlawful importation of furniture		
1	High price of raw materials	0.385
2	Providing quality raw materials	0.342
3	Government macro decisions	0.133
4	Preparation of machinery	0.088
5	Lack of familiarity with new production methods	0.047
6	Lack of specialized workforce	0.027
Prioritization of sub-criteria according to the sub-criteria Lack of specialized workforce		
1	Overhead costs	0.341
2	Lack of familiarity with new production	0.208

	methods				
3	Providing adequate liquidity	0.183		Prioritization of challenges aimed at the challenge of continuity in the supply of raw materials	
4	Preparation of machinery	0.162		1	Imbalance in distribution channels
5	Low productivity of workers	0.062		2	The high import tariff of quality raw materials
6	Direct salary	0.039		3	Lack of experts and specialized workforce to implement the systems
Prioritization of sub-criteria according to the sub-criteria Low productivity of workers				Prioritization of challenges aimed at the challenge of low price of imported furniture	
1	Lack of familiarity with new production methods	0.75		1	Economic decisions
2	Lack of specialized and skilled personnel	0.25		2	There is no specific organization to coordinate the price
Prioritizing sub-criteria according to the sub-criteria of standardization of appropriate methods				3	The high import tariff of quality raw materials
1	Lack of familiarity with new production methods	0.633		4	High tariff on the import of machinery
2	Providing adequate liquidity	0.194		5	Other materials (plastic, glass)
3	Overhead cost	0.174		6	High price of raw metal materials (iron and profile)
Prioritization of challenges according to Lack of familiarity with new production methods				7	High price of raw wooden materials (MDF, chipboard, etc.)
1	Absence or ineffectiveness of R systems	0.8		Prioritization of challenges aimed at the challenge of high costs of education and training of specialized workforce	
2	The low level of education of senior managers and the use of traditional production methods	0.2		1	Other materials (plastic, glass)
Prioritizing the challenges according to the machinery sub-criterion				2	High price of raw metal materials (iron and profile)
1	High tariff on the import of machinery	0.761		3	Increasing the expectations of the workforce after learning and mastering the work
2	Technical knowledge of using machines	0.166		4	High fees for facilities
3	Lack of proper after-sales service	0.072		Prioritization of challenges related to Rights according to labor law	
Classification of challenges according to the sub-criterion of Providing quality raw materials				1	Economic decisions
1	The high import tariff of quality raw materials	0.8		2	Political decisions
2	Continuity in the supply of raw materials	0.2		Prioritization of challenges aimed at the challenge of workforce resistance to change	
Prioritization of challenges according to the sub-criterion High price of raw materials				1	Increasing the expectations of the workforce after learning and mastering the work
1	High price of raw wooden materials (MDF, chipboard, etc.)	0.626		2	Absence of motivational systems in the work environment and forced work
2	High price of raw metal materials (iron sheet, iron profile)	0.279		3	Lack of appropriate evaluation methods
3	Other materials (plastic, glass, etc.)	0.093		4	Technical knowledge of using machines
Prioritization of challenges aimed at the challenge The high import tariff of quality raw materials				5	Lack of experts and specialized workforce in order to implement the systems
1	Economic decisions	0.867		Prioritization of challenges aimed at the challenge of lack of specialist workforce for systems implementation	
2	Political decisions	0.142		1	High costs of education and training of specialized workforce
Prioritization of challenges oriented to the challenge Increasing the expectations of the workforce after mastering the work				2	Absence of motivational systems in the work environment and forced work
1	Technical knowledge of using machines	0.39		3	Increasing the expectations of the workforce after learning and mastering the work
2	High costs of education and training of specialized workforce	0.321		Prioritization of challenges aimed at Absence of a proper system to know the opinions of customers	
3	Absence of motivational systems in the work environment	0.142		1	Absence or inefficiency of research and development (R&D) systems.
4	Lack of appropriate evaluation methods	0.089		2	Failure to recognize the needs of the market (fashionable)
5	Manpower resistance to change	0.046		3	Unawareness of the target markets
Prioritization of challenges aimed at the challenge of technical knowledge of using machines				Prioritization of challenges aimed at the challenge of	
1	Lack of proper after-sales service	0.614			
2	High costs of education and training of specialized workforce	0.267			
3	High tariff on the import of machinery	0.11			

High tariff on the import of machinery		
1	Economic decisions	0.5
2	Political decisions	0.5
Prioritizing the challenges of not knowing the target markets		
1	Absence or ineffectiveness of research and development (R&D) systems	0.8
2	Lack of proper system to know customer opinions	0.2
Prioritizing the challenges related to the high price of raw materials (MDF, metal, glass, plastic)		
1	Economic decisions	0.8
2	The high import tariff of quality raw materials	0.2
Prioritization of challenges aimed at the challenge The low price of imported furniture compared to domestic furniture		
1	Economic decisions	0.257
2	Absence of a suitable organization to coordinate prices	0.229
3	The high import tariff of quality raw materials	0.203
4	Wooden raw materials (MDF, chipboard, etc.)	0.097
5	High tariff on the import of machinery	0.095
6	Metal raw materials (iron sheet, iron profile, etc.)	0.071
7	Other materials (plastic, glass, etc.)	0.044
Prioritizing challenges according to the overhead costs sub-criterion		
1	Indirect material	0.8
2	Indirect wages	0.2
Prioritizing challenges according to the sub-criterion of Government macro decisions		
1	Economic decisions	0.8
2	Political decisions	0.2
Prioritizing challenges according to the sub-criterion of Providing adequate liquidity		
1	High fees for facilities	0.83
2	Problems of obtaining tehils	0.167
Prioritization of challenges according to the sub-criterion of incorrect implementation of administrative transaction laws		
1	Virtual tenders	0.8
2	Payment of commissions to purchasing agents	0.2
Prioritizing challenges according to the Product pricing sub-criterion		
1	Absence of a specific organization to coordinate prices	0.8
2	Excessive government interference in pricing	0.2
Prioritization of challenges aimed at the sub-criterion of not knowing distribution locations		
1	Unawareness of the target markets	0.75
2	Imbalance in distribution channels	0.25
رتبه بندی چالش های معطوف به معیار فرعی عدم شناخت محصول مناسب با توجه به نیاز بازار		
1	Absence of a proper system to know the opinions of customers	0.75
2	Failure to recognize the needs of today's	0.25

market (fashion)		
Prioritization of challenges according to the sub-criterion Unlawful importation of furniture		
1	Lack of culture of using domestically produced products	0.8
2	The low price of imported furniture compared to domestic furniture	0.2
Prioritization of challenges according to the sub-criterion of lack of specialized and skilled workforce		
1	Increasing the expectations of the workforce after mastering the work	0.8
2	High costs of education and training of specialized workforce	0.2
Prioritizing challenges according to the sub-criterion Low productivity of workers		
1	Absence of motivational systems in the work environment	0.8
2	Lack of appropriate evaluation methods	0.2
Prioritizing challenges according to the sub-criterion of standardization of appropriate methods		
1	Lack of experts and specialized workforce to implement the systems	0.8
2	Manpower resistance to change	0.2
Prioritization of challenges aimed at Absence of motivational systems in the work environment		
1	Lack of appropriate evaluation methods	0.614
2	Political decisions	0.117
3	Lack of experts and specialized workforce to implement the systems	0.268

10. Research findings

In this research, after identifying the challenges in the industry and prioritizing them using the network analysis process, we chose the most critical challenges as the most compelling challenges at each level and tried to find the best strategies. For this purpose, by studying related sources and publications and interviewing experts in this industry in the form of a questionnaire, we listed the best, and most suggested solutions for each of the mentioned challenges in the table below. The table below shows the solutions provided with related challenges.

Challenge	Strategy	Strategy
Government	Support of legislative institutions and government authorities	Supporting small and medium enterprises in order to use new technologies by the owners of industries
		Supporting educational and training programs
		Support for access to global markets
		Increasing economic stability in the country
		Reduction of import tariffs, including raw materials and machinery
Marketing and sales	Marketing research development	Attention to quality policies and global quality standards such as ISO
		Sustainable design of

		products means to design products based on sustainability indicators from the very beginning and introduce them into the process.		department	and using experienced trainers and professors
		Continuous communication with regular customers in order to know their opinions, criticisms and suggestions and to try to satisfy new customers.			Valuing trained and efficient workers in order to increase productivity
		Effective and timely advertising			Efforts to improve the level of knowledge and awareness of employees by organizing and creating facilities for the use of related educational courses, workshops and seminars.
		Organizing and actively participating in domestic and international, public and specialized exhibitions.			Giving personality to employees in the work environment
Failure to identify the right product according to market needs	Marketing research development	Conducting research on the needs of the market day and using past experiences	Low productivity of workers	Investing in human resources	Ensuring the needs of employees such as job security, health and safety
		Creating a need in customers for a specific product			Using financial rewards in case of good work
		Efforts to conduct research on target export markets and provide appropriate information to members in order to get more familiar with these markets and the opportunities available in them.			Paying attention to the work environment in terms of appearance and public health
					Creating welfare facilities for employees
Product pricing	Supervision of subordinate bodies in pricing	Coordination of the price of products with the price of similar products in the market	Providing quality raw materials	Providing a precise definition of quality in all dimensions	Preparation of a complete list of suppliers in order to evaluate them
		Paying attention to the fact that the prices set for the products fully reflect the value of that product			Buying raw materials at the right time according to the experience and statistics of the past years
		Having the necessary documents and documents (analysis of products) when increasing prices in order to submit to subordinate bodies			Reduction of administrative bureaucracy
Improper implementation of the rules of administrative transactions	A fundamental change in the way of conducting tenders in government agencies	Continuous and accurate monitoring of the correctness of tenders by regulatory bodies	Overhead costs	Using scientific management instead of traditional management	Optimum use of energy resources and control of their consumption
		The completeness and comprehensiveness of the tender documents			Reducing the production time of products using management methods
		Issuing disciplinary directives to deal seriously with people who prevent the correct execution of tenders			Outsourcing some of the production activities that are expensive to set up. (in order to reduce overhead costs)
Lack of specialized and skilled workforce	Serious attention of the relevant bodies to the staff training	Creating motivation in employees to learn new technologies	Direct salary	Support of labor organizations for workers' rights	Increasing production in order to reduce direct wages related to the product
		Investing in education			Valuing the expert and skilled workforce instead of adding to the number

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		of new employees
Absence or ineffectiveness of R systems	Implementation of R&D system by relevant specialists	Management support from the R&D department.
Low education	Continuous communication between university and industry	Holding training classes for managers by relevant government bodies
		Separating ownership from management
Unlawful importation of furniture	Regulation of furniture import tariff and its compatibility with domestic production structure	Creating a competitive environment among domestic producers

The solutions provided with the related challenges

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