

Cuban Companies Links

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Peculiarities state companies

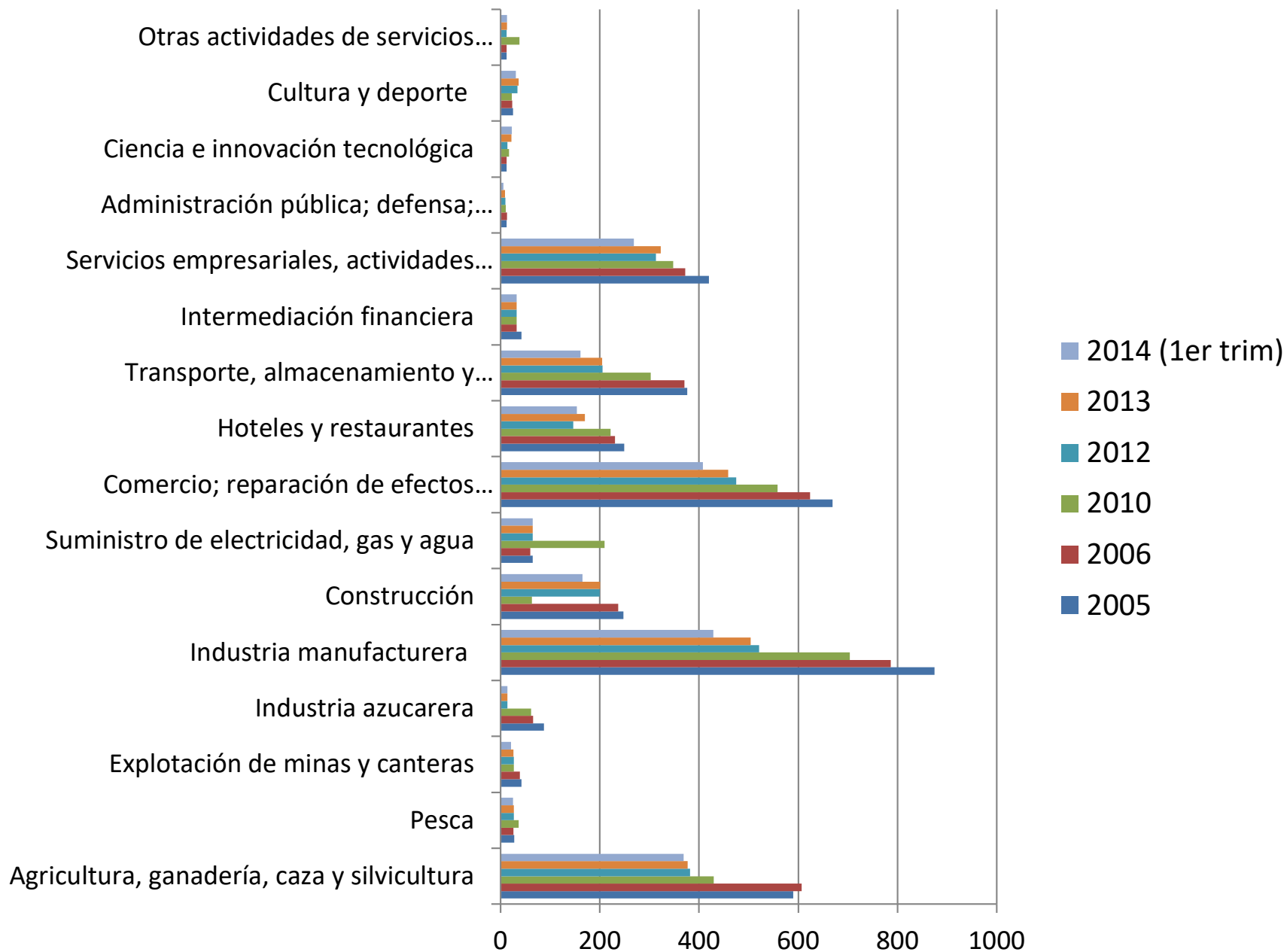
Several administration systems

Big size as average

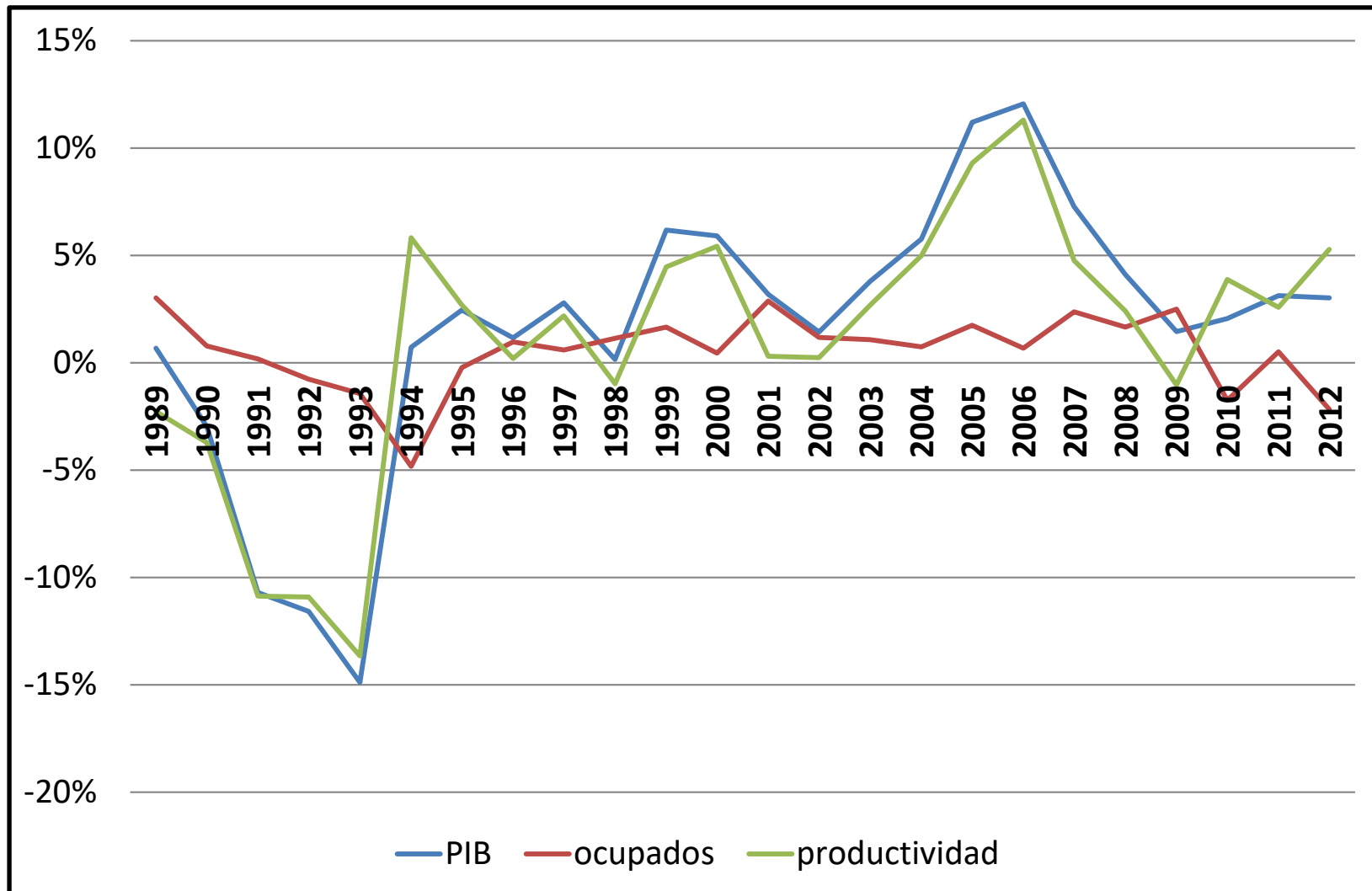
Changes in management criteria

Constant restructuration





Results



Changes in Autonomy



State order and sales in surplus of the state order

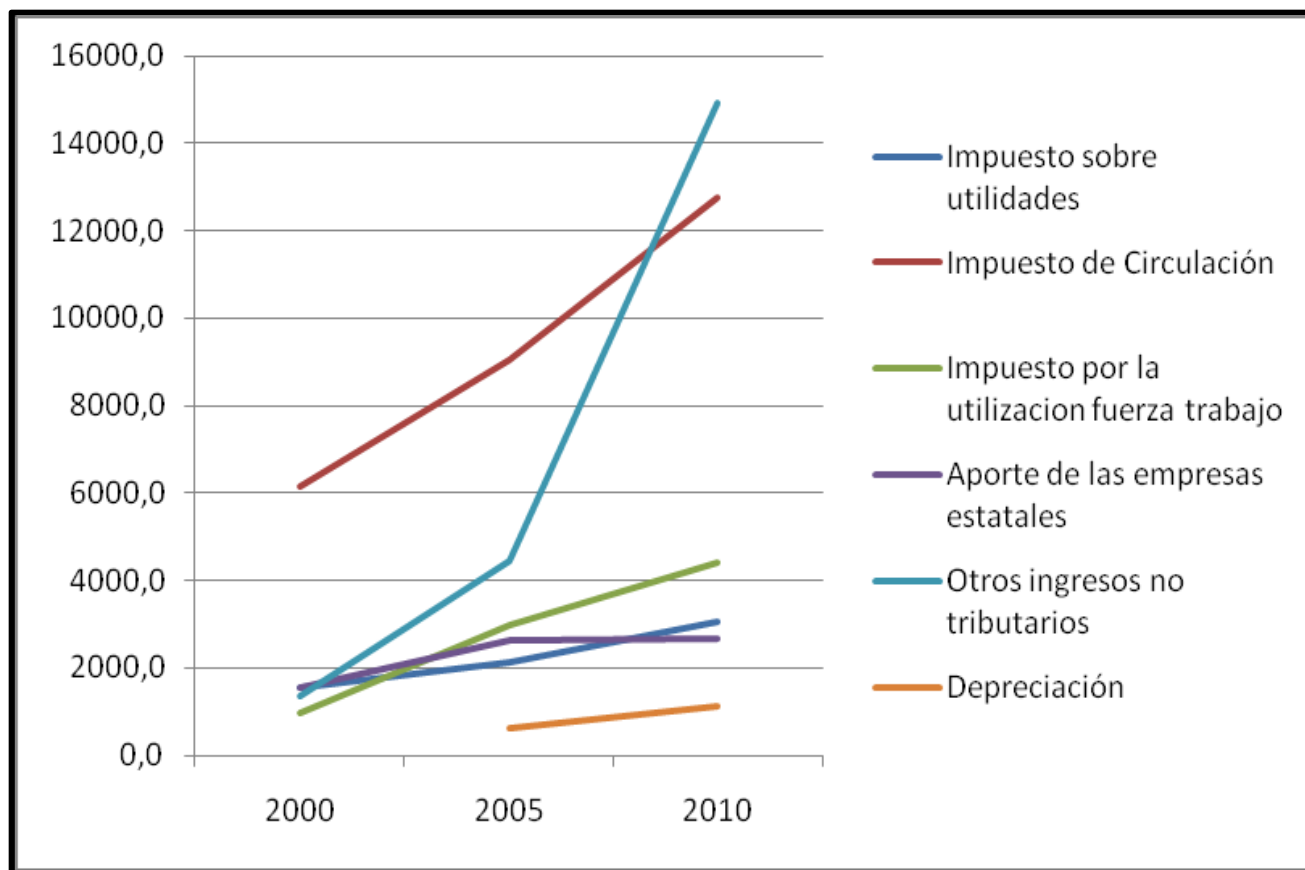
Amortization is not contributed and approved investments can be financed

Elimination of wage limits.

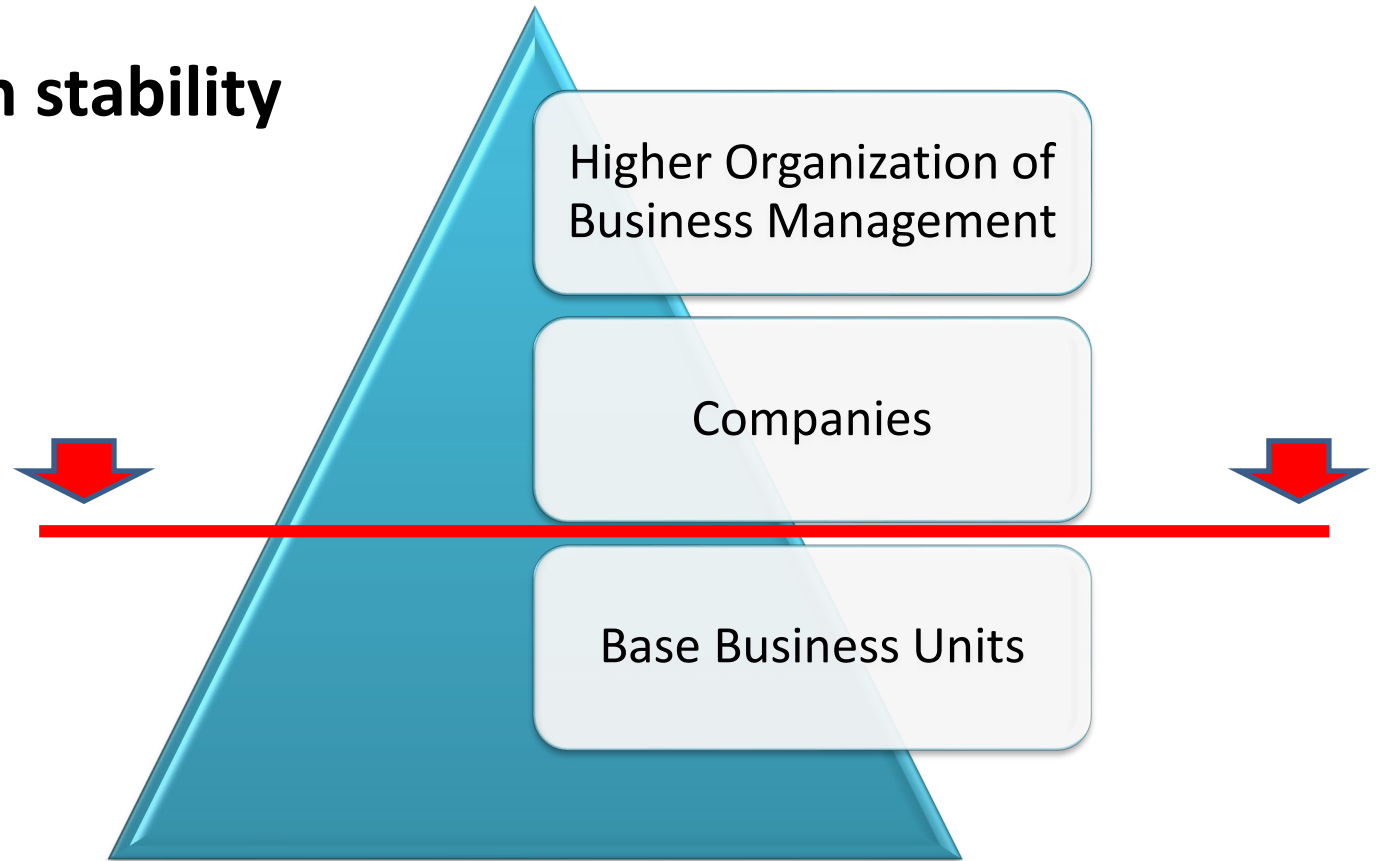
Business restructuring (OSDE, UEB)

7 directed indicators

Minimum contribution of 50% of the after tax profits.



Organization stability



Higher Organizations add more management levels. They are imposed from “above”, are not created from the business development.

Many companies became Base Business Units, which do not have decision power.

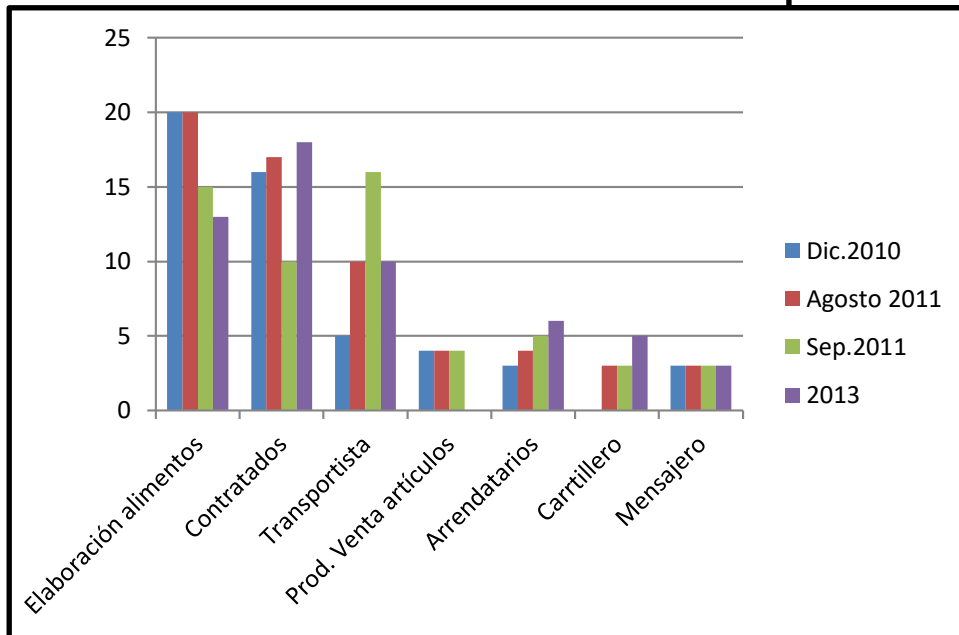
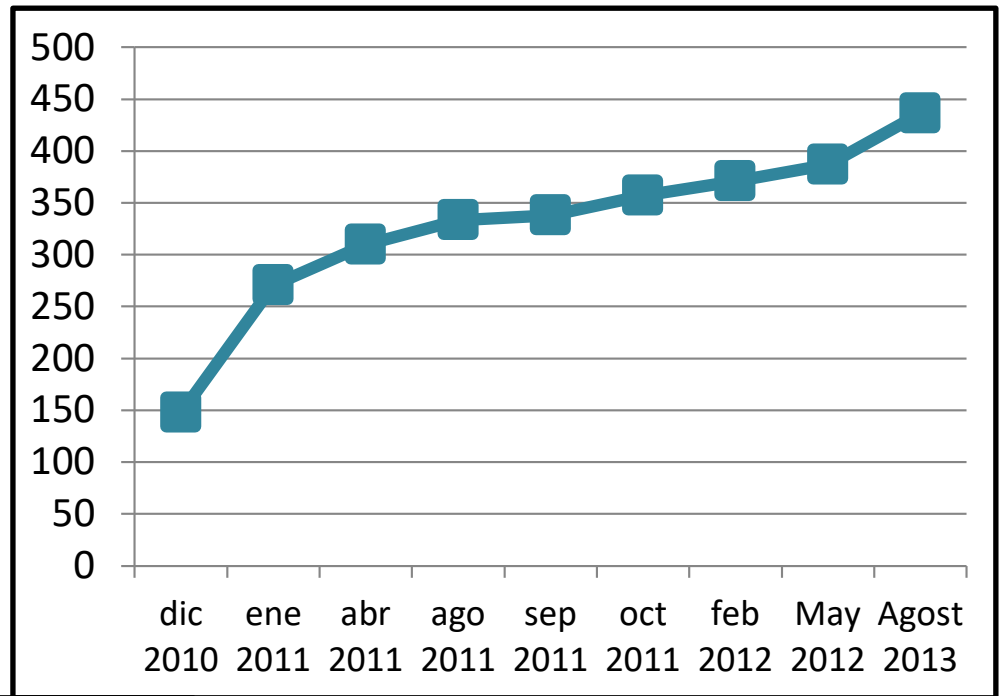
Approved at the highest management level



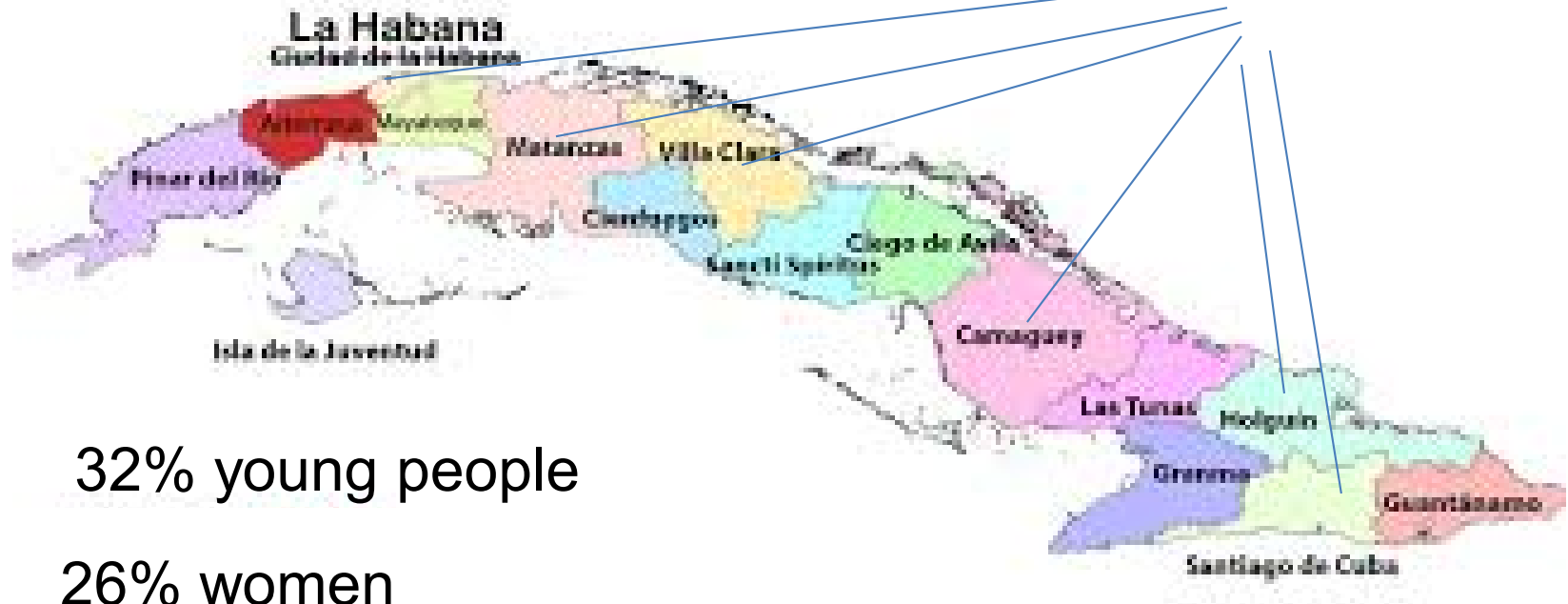
498: gastronomy,
Construction,
transport, etc

Government prefer
cooperative form of
ownership vs others
non state form

High percentage are created from
the state sector



65%



32% young people

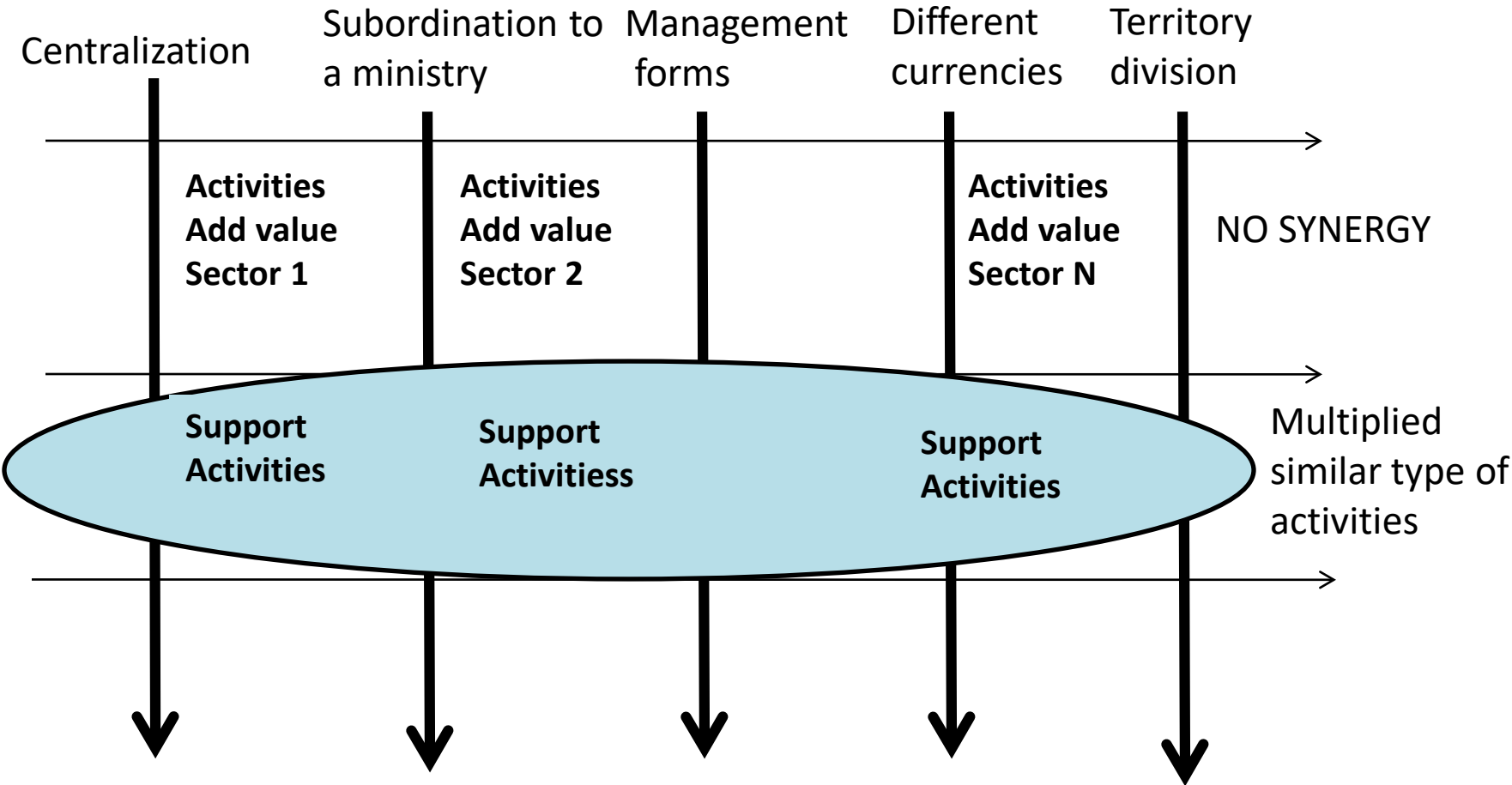
26% women

3% income to the Budget

+ 25% mortality

Links between state ownerships

BARRIERS



Besides

Obsolete
Technology

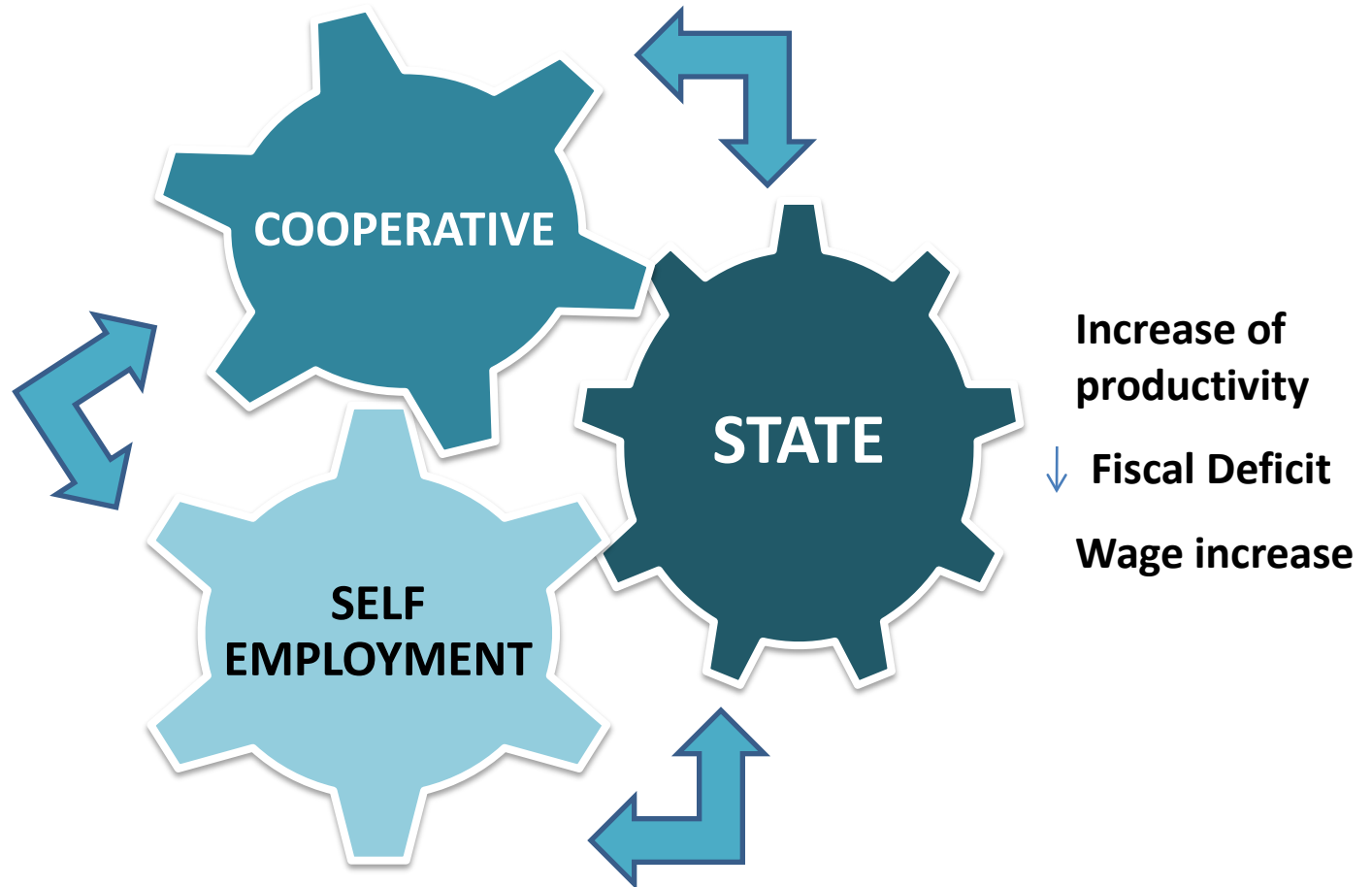
Access to material
and financial
resources

Non motivated
Work Force

Absence of
logistic platforms

Articulation with other non state ownerships non promote

VIRTUOUS CIRCLE



Employment
Flexibility of the market
Voluntarily alternative choice to consumption
Income to the state via taxes