

I am confident that the future lies with such multi-profile cluster enterprises operated on leasing principles. It seems that the supervisors of the Cherpovetsk furniture factory have understood this. Five cooperatives have been set up there. And they are all in different areas of specialization. The agreement with them is drawn up in such a way that the factory's sales plan takes into account the consumer goods and various consumer services produced at the cooperatives. The benefit is substantial - the furniture makers are flourishing.

In general, the lease-and-cooperative fly wheel has moved from the dead point and is beginning to revolve. Given the general situation in the felling areas, where the raw materials base is becoming increasingly impoverished, it is very important to include these forms of management so as to make use of what is still called waste. This is where genuine managers will find plenty of scope for activity. Suffice to say that at "Krasnoyarsklesprom" alone, in a single year about 4 million cubic metres of waste are obtained. And until now the lion's share of this has been burned at dumps. It has been estimated that millions of dollars worth (in export terms) are consigned to the flames. Is this not a rather grand gesture for a combine where almost half of the enterprises are losers?

Yes, we are learning to manage in the new way. But we mustn't drag our feet. Life betrays slogans. Already the slogan "Cut more - with lower costs" is becoming obsolete. Another slogan presents itself ever more insistently - "Cut less - with higher yield". And there is someone from whom we can borrow this capacity. Our good neighbour Finland has the same forest area as Arkhangel'sk Oblast. Whereas in Finland they harvest more than 54 million cubic metres of timber, in the Arkhangel'sk Oblast it is only 24 million. And the forest resources of the Finns are barely diminishing at all. Why? In the first place, they use mainly non-clear cuttings at logging enterprises. In the second place, they use only wheel technology. Thus they are able to take out three or four forest crops before complete maturity. Moreover, they do not remove the slash: they leave it to rot as a natural fertilizer. This is why the young stands grow more quickly - two or three times more in a few years. These "Finnish style" fellings are now being done successfully by the "Enso Guttseit" joint-stock company at the Itkyarantsk integrated logging enterprise of "Karellesprom" by crews of only 3 men.