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ЛОГІСТИЧНІ ПІДХОДИ ДО ОБСЛУГОВУВАННЯ КЛЮЧОВИХ КЛІЄНТІВ У ПРОЦЕСІ ЗАКУПІВЛІ ПРОДУКЦІЇ ІНДИВІДУАЛЬНОГО ЗАМОВЛЕННЯ

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Розглядаються питання щодо доцільності запровадження та використання логістичних підходів до управління закупівлями продукції індивідуального замовлення, а також з'ясовується специфіка застосування семантичної моделі прийняття спільних рішень щодо закупівлі продукції індивідуального замовлення. За результатами дослідження визначено, що для промислових підприємств виконання потреб клієнта є першочерговим завданням у процесі прийняття рішень про закупівлю продукції індивідуального замовлення. Обґрунтовано, що важливим чинником забезпечення довготривалих зв'язків між промисловим підприємством і клієнтом є забезпечення високого рівня обслуговування у процесі закупівлі продукції індивідуального замовлення.

Ключові слова: клієнт, промислове підприємство, обслуговування, замовлення, продукція.

LOGISTIC APPROACHES TO SERVICE OF KEY CUSTOMERS IN THE PURCHASING PROCESS OF INDIVIDUAL ORDER PRODUCTS

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We consider the question about the introduction and use of logistics approaches of procurement management of individually customized products, and we turn out the specifics of semantic model application of joint decision-making on purchase of customized products. The studies determine that for industrial enterprises execution customer needs is a priority in decision making process about the purchase individual order products. It is proved that an important factor in ensuring long-term relationships between industries and clients is to provide a high level of service in the procurement of individual order products..

Key words: client, industrial enterprise, service, order, products.

Problem formulation. The process of buying and selling of raw materials, materials, components, finished goods (services) is a basis of market relations. Before the material flow, under the guise of finished products, will begin its movement from manufacturer to the consumer there is a necessity of registration of relevant obligations of their relationship – the supply agreement. That is why in distribution logistics, the issues of the effective management of processes of individual production purchase are very important. In this respect, logistic approach offers a formalization of the respective tasks, evaluation and analysis of the long-term commitment during cooperation process between industrial companies and customers.

Logistic approach in managing procurement of the individual order products include: organizing full, prompt supply with information of reliable data on the process associated with the processes of ordering, reviewing the obligations of the enterprise on the duration of the orders of individual products, quality and level of customer service; providing a full range of logistics services related to the supply of the individual order products.

Analysis of current research outputs and publications. Research of issues related to optimization of approaches to procurement management of material resources, did not lose relevance among scholars in

the field of logistics, including the authors Ye.V. Krykavskyy, N. I. Chukhray, V.I Sergeev, V.V. Dybs'ka, S.O Uvarov, O.P. Dolgov, Yu.M. Nerush, V.E Nikolaichuk etc., Particular attention is paid to studies of policy resource support industry, regardless of whether goods (services) these enterprise produce. Today, however, studies of procurement of the individual order products that require special treatment of industrial enterprises to form of the individual order, ensuring the required level of customer service are becoming relevant.

Article objectives. Providing desired rates of industrial enterprises improve sales of individual order products is only possible after implementing of logistics management approach of procurement processes of products and while ensuring a high level of customer service. Opportunities of traditional methods for solving this problem have been exhausted, and it justifies the need to introduce new approaches and models for its solution. One of the newest approaches to the procurement of the individual order goods is the logistics, the main task is to develop proposals aimed at attracting potential customers, expanding markets, providing competitive advantage through the organization of a high level of customer service.

Article objectives. For industrial enterprise which produces and sells goods of individual order it is important to to build of multi-level relationships within key accounts. The importance of relationship management with key clients and industrial enterprise is a component of the interaction "company – consumer," purpose of which – to satisfy individual customer requirements, to support long-term partnerships and constant cooperation with key customers. Under key clients we mean customer of profitability rate of not less than 5%.

Presentation of main materials. Considering that while deciding to purchase of individual goods orders for different stages at least two representatives from the client will be involved, it can be argued on collegiality and complexity of making decisions. So when the company is dealing with the complicated decision-making process process should be divided into certain areas of cooperation (Fig. 1). The semantic model of joint decisions on purchasing of individual goods that reflects interaction and collaboration between the company and a key customer that is at the junction of three zones: zone activity of the enterprise in which the manufacturer, by identifying key customers, makes the task for the system of service including customer expectations; zone of the client, in which key clients realize the need and create order; zone of making joint decisions in which the company and together with customers develop specification of order, discuss the level, and elements of service and items, negotiate the contract and jointly control the order.

The semantic model of the decision to purchase the individual order allows, on the one hand, to evaluate all possibilities of the enterprise, on the other – to take into account the expectations of key customers, and therefore make joint beneficial solutions. To Build long-term, multi-level relationships inside the organization it is possible when a close cooperation will be provided "company – a key client" at all stages of decision-making on purchase the individual order products and conclusion of the relevant contracts. For their construction it is necessary to identify the decision making processes on the part of the customer. Company, the manufacturer must make the list of persons who will participate in the negotiations and further cooperation. The number of persons participating in the decision-making process depends on the complexity of products / services that are sold, the impact of decisions on the operation of the business client, heterogeneity of industries and business segments of the customers who will use the product and the cost of the contract.

Definition of customer's needs is a priority in decision-making on purchase. After receiving information about the needs of the client company needs to offer the necessary goods and the necessary set of services that will meet all the requirements and expectations of key customers. In practice, industrial enterprises that sell products of the individual order are trying to satisfy all customer's requirements regarding the level of price, quality of product and on providing a complete set of services for the supply chain of the individual order products.

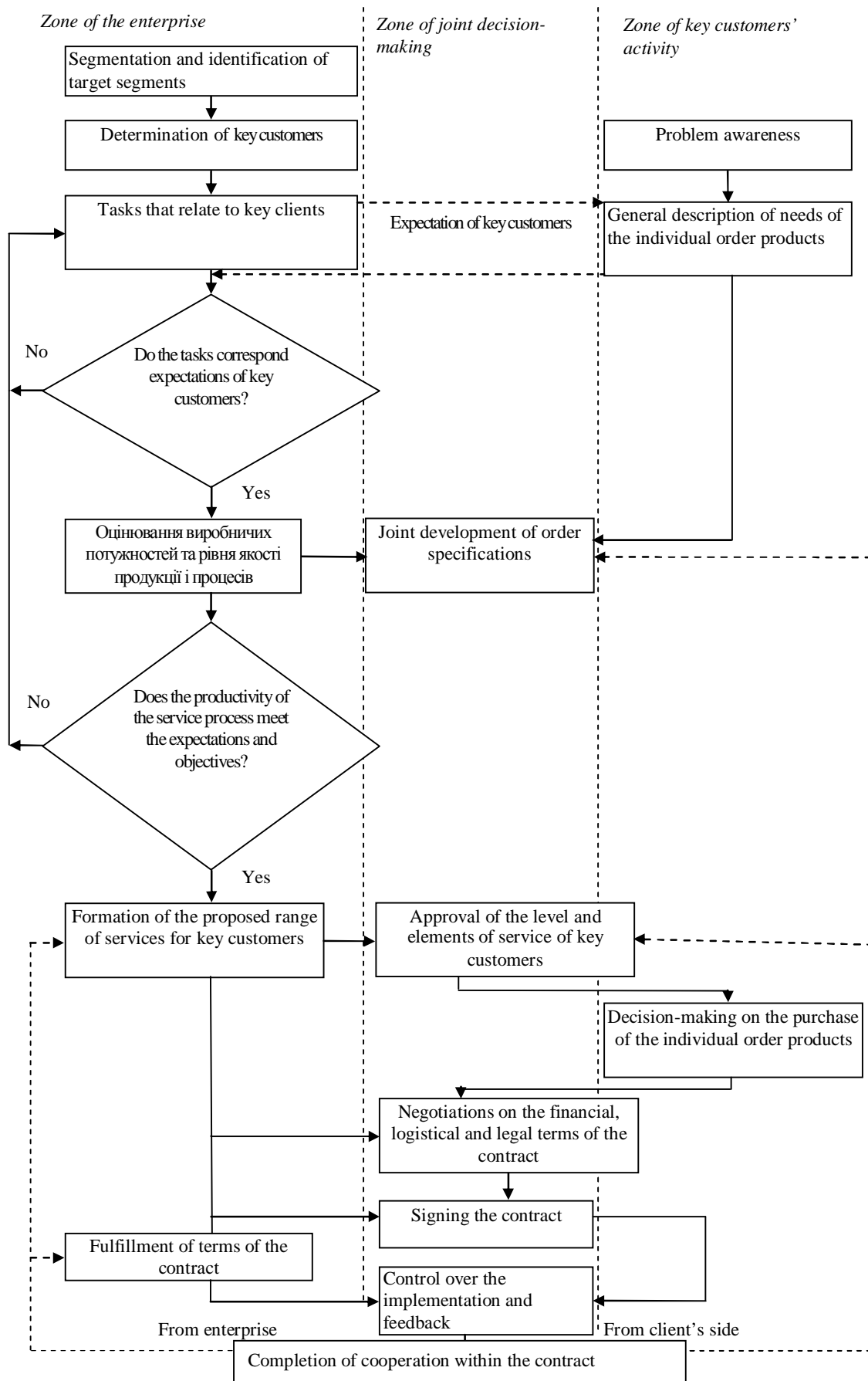


Figure 1. Semantic model of joint decision-making on purchase of the individual order products
 Note: developed by the author

However, the company must determine with level of service as a high level of service is often unnecessary and can generate extra costs for the enterprise. An enterprise should strive for a high level of service in case of service of customers, and when a certain range of services is provided by competitors as a lower level of service to encourage customer interest in collaboration with other companies that produce similar products. With the high level of service it is necessary to interest clients so that he had not a wish to cooperate with others, so it is expedient to guide all available means to create the necessary values for the consumer.

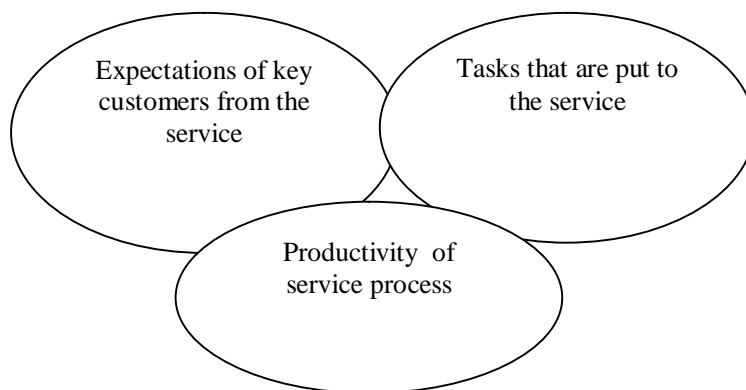
The decision of a key client to purchase the individual order products is based on such assumptions as the need and cost of purchase, elements of service, which will be offered by a manufacturer. Integrated development of service standards begins with the rationale of the level of service based on cost in accordance with the expectations of customers.

It should be noted that in any case, the company should not offer a low level of service, as in today's highly competitive struggle, it is unacceptable: first, the low level of customer does not deserve a bad service, and secondly, a high level of service allows to retain your competitive market position. Therefore, to determine the required level of service, industrial company needs to develop a strategy, which in turn will help to determine, to implement and to hold an appropriate level of service of individual customer groups.

First of all, the company needs to find an answer to question: "What level of service is acceptable?" It should be considered whether the client received the appropriate level of service when customer's level of satisfaction is so high that the customer comes back and carries out the followings orders, to use appropriate level of service. In order for the company to develop and to implement a strategy of service with a reasonable level we need to analyze:

- Key elements and maintenance tasks;
- The effectiveness of implementation of the strategy of services;
- Application of measures as keeping an appropriate level of service.

Servicing strategy is at the junction of three main elements: tasks that are put to the service from a company; expectations of key customers from the service; productivity of service process (Fig. 2).



*Figure. 2. Key elements of the service strategy of key clients
Note: developed by the author*

Analyzing the elements of customer service strategy it should be noted that for the enterprise it is an important tool to ensure a fulfillment of all the expectations of the client's expectations by providing high level of service to achieve the planned objectives. Such targets for companies may be: strengthening competitive position on the market by improving customer service, increasing market share by increasing the values of propositions for clients and accordingly growth of sales, maximizing profits, thanks to possibility to increase prices due to providing the higher level of customer service. Service strategy for the company has to become a matter of conscious choice, but if it is selected there can be a number of issues that should be resolved (Table 1.).

**The main issues that arise in the process of selecting
the key customer's level of service strategy**

The main elements	Questions the answers to which should be found when choosing a service strategy
1. Tasks that relate to the service from the side of enterprise	What is the strategic priority of customer service for the company? What position on the market the company is trying to achieve?
2. Expectations of key clients from services	What value will we obtain during the service process? What is the level of service that is offered now? Which factors affect expectations of customers?
3. Productivity of service process	What is the current productivity of service process at the company? To what extent and how it is possible to improve a productivity level of service process?

Note: developed by the author

Getting answers to questions about key elements and objectives of the services, the company has information that will determine the approach to customer service.

Assessment of offers of an enterprise as a supplier is an important both for the enterprise and for key clients. At this stage, the company shows all the capacities and capabilities in the pre-sales, during-sales and after-sales service. So when it comes to cooperation with key customers, it should be noted that the company even during negotiations often follow the steps relating to rapid optimization of service processes and adaptation to customer's requirements.

In the zone of joint decision-making between the company and the client, the level and elements of service should match. Enterprise at the time should form the proposed range of services for key customers, assessing compliance of productivity service process with expectations and goals. Productivity of the process is the limiting factor, as the development of new standards of service and increasing the level of service is meaningless if the level of employment, the company's resources will not allow the possibility to keep the service and will not be able to implement those standards. Planning of customer service, explanation of power of service system to carry it out – is quite a complex process that requires significant time and resources. In addition, during the client servicing it is often observed as massive as individual processes that are constantly changing during the period. The set of factors that affect the process of customer service form distinct peaks and lows, but the company under any conditions should fulfill all obligations to the client, taking into account expectations of customers and providing the appropriate level of services, minding the capacity of explanation of power of service system. Therefore, developing service standards should take into account productivity of the process and adjust it in such a way that fulfillment of the standards was possible at full load system capacity.

Identifying of effective factors of bringing current capacity of the system to the required is at the center of research of functioning of the industrial enterprise and can be obtained by means of three blocks of management decisions: remove 'bottlenecks' in the system of service; streamlining of queue in the process of the stochastic nature of customer service, using the effect of experience to improve individual processes and service standards.

The process of making a decision on the purchase of the individual order products, talks about financial logistics and legal terms of the contract, signing and execution are final phases in the process of deciding on the purchase of the individual order products. Contract administration occurs both from the company and from the client, thus there is a feedback and information sharing.

Conclusions and perspectives for further research. Growing competition enforces the industry to make more efforts trying to discover new ways to achieve competitive advantage. An important direction of gaining competitive advantage is the use of logistics management approach to procurement of the individual order products and ensuring a high level of services and appropriate quality of service for key customers. After all a set of elements offered to customers plays an important role in shaping customer's expectations and their understanding of the industrial enterprise. Orientation of activity on a high level of service in practice maximizes the needs of key customers and provide them with maximum value, and then –

the achievement of high loyalty from consumers, creating high barriers to market entry for new players and forming a sustainable competitive advantage over competitors on the market.

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ІНФОРМАЦІЙНА АКТИВНІСТЬ СПОЖИВАЧІВ НА ПОЛЬСЬКОМУ РИНКУ ХАРЧОВИХ ПРОДУКТІВ У КОНТЕКСТІ ІНТЕГРАЦІЇ ПОЛЬЩІ ДО ЄВРОПЕЙСЬКОГО СОЮЗУ

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Інформаційна асиметрія між споживачами і виробниками послуг виступає як іманентна властивість на ринку харчових продуктів, особливо у сегментах функціональних і органічних харчових продуктів. Показано інформаційну активність польських споживачів на ринку продуктів харчування, особливо акцентуючи увагу на зазначених сегментах. Проаналізовано вплив законодавства Європейського Союзу та способу комунікацій виробників продуктів харчування зі споживачами.

Ключові слова: інформаційна асиметрія, інформаційна діяльність, поведінка споживача на ринку харчування.

CONSUMERS INFORMATION ACTIVITY ON THE POLISH FOOD MARKET VS. INTEGRATION OF POLAND INTO THE EUROPEAN UNION

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Information asymmetry between consumers and manufacturers appears as an immanent feature of the food market, particularly in the functional and organic food segments. This article is to present the information activity of Polish consumers on the food market, with special focus on the mentioned segments. The analysis takes account of the impact European Union legislation and programs have on the manner food manufacturers communicate with consumers.

Key words: Information asymmetry, information activity, consumers' behaviour on food market.

Problem formulation. Contrary to the assumptions of neoclassic market theories, there is no such market, the participants of which would demonstrate perfect knowledge. Neither the manufacturer, nor the consumer has a full package of information, thus their knowledge is imperfect. In addition, the scope of