

BUILDING A BALANCED MODEL OF PROCUREMENT PROCESSES IN LOGISTICS ACTIVITIES

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Nowadays, the procurement activity of the organization, as a function of production and economic support of business processes, attracting more and more attention to the shareholders and owners of companies. Organization the process of procurement, not only has a significant impact on the industrial activity of the enterprise, but also serves as an effective tool for the distribution of material flows and the achievement of the strategic goals setting by the company.

Modern targeted approach to procurement requires an understanding of the fact that the effective management has a significant effect on the success of most businesses today. The task of planning of raw materials, assessment of the timeliness of production, focus on quality and performance demanded revision of the traditional approaches to the procurement system. For each type of task it is advisable to allocate its basic functions ranging from the construction of the procurement cycle, "just in time" on the basis of long-term strategic planning through the use of the method of "rapid response" to gain competitive advantage [1].

In terms of operational planning and scheduling deliveries, receipts and posting the stock of products, of course, it is a significant feature of procurement. In strategic terms, the process of procurement management is focused on the development of measures to improve the current financial condition of the company, to ensure the smooth supply chain, interaction with suppliers, increase the reaction rate of the enterprise for change, and the use of competitive advantages and characteristics of the companies.

Construction of the procurement cycle is closely linked with both the external market environment, and the internal environment of the company. In this article, as the buyer will be considered company engaged in procurement activities to meet their domestic needs. In terms of organizational structure can be divided into two divisions concerned: Production (hereinafter - internal customer) and procurement. A typical process of building procurement is characterized by:

transfer of responsibility for organizing the supply of certain stages of the process (choice of suppliers, payment) from the internal customer to the purchase unit;

presence between the internal customer relations and procurement division «customer-service failure of der» regulated distribution matrix responsibility;

absence of subordination relations between them inter-customer and purchasing division [2].

Procurement division in a typical process - a "transparent box" filled with algorithms, which internal customer can put a description of your requirements to after a certain time to obtain the necessary products / services, without the ability to open and modify algorithms at his discretion; tool to achieve economies of acute and fair competition among qualified bidders and objective choice of partners, the consolidation of domestic customers and to obtain bulk discounts and qualified conduct of the negotiation process[1].

The postulate of the current procurement process is failure to internal customers achieve maximum savings. Indeed, the internal customer in the procurement or do not set a goal to achieve savings or are considering such a problem as a low priority. The size of bonuses and career prospects of the internal customer does not depend on savings in the procurement process, and the successful implementation of the global process (sales or development of the network), in which the supply is only one of the sub. This gives rise to a number of factors hindering the achievement of economy, when domestic customer supplies themselves. Transfer of all procurement functional internal customers will be characterized by: speed priority decision-making over their cost; proven commitment to suppliers and they offer commercial terms; the desire to avoid the additional time needed to improve the business environment.

Evaluating the effectiveness of the management of the procurement department, on the contrary, is entirely dependent on the amount of savings and nothing to do with the success of the global process, with the procurement unit has all the possibilities to conduct independent activities, as there are no instruments of direct influence customer decisions in the procurement process. Typical procurement process contains a conflict of interest of the customer and the service provider. Customer service is imposed, which is not focused on its interests, the customer is deprived of effective tools to protect their position, but retains an unconditional responsibility for the global process[1,3].

Participation in the procurement process of the two entities – the procurement department and the internal customer – in practice often leads to a number of conflicts caused by negative factors work together. So, the analysis of procurement in trade identified a number of negative factors impeding the effective implementation of procurement into which the asynchronous purposes, the costs of planning, quality requirements calculation, lack of feedback, commitment to existing providers.

Fragmentary consider the above negative factors both in content and in areas of decision-making, minimizing the impact of these factors on the procurement activities. For asynchronous (and sometimes conflict) objectives arises usually from the inner desire of the customer to stock a wide range of material and technical resources and the possibility of procurement services in the acquisition of goods with a limited budgeting procurement. Consequently, the necessary coherence of internal customers and service procurement in the selection and establishment of local purposes, as well as the timing of their implementation, focused on the successful implementation of the common strategic objectives of the enterprise (organization).

The costs of planning lies in the fact that the service procurement formally mediates between internal customer and supplier, and sometimes potential suppliers, which must be evaluated by a variety of criteria, and choose the best option. Naturally, the service procurement as an intermediary receives a ready-made plan, the content of which does not always meet the needs of domestic customers, so plan procurement and internal customer service procurement should form together. Only then will be linked on the delivery times of products nomenclature groups of material resources with limited possibilities of

purchasing activity with a simultaneous requirement for timely the meeting the needs of internal customers.

The quality factor calculation needs the necessary material and technical resources is a continuation factor cost planning. Practice shows that the lack of expertise of the ordered resources on the part of procurement services, in some cases leads to the finding in the commodity markets mostly innovative products, so the joint review the technical and economic characteristics of the desired products for production purposes will necessarily lead to the emergence of alternative options both products and suppliers that minimize the costs of procurement. Moreover, the procurement staff to obtain comprehensive information about the subject of procurement usually leads to optimal variant of purchase (dates, amounts, price performance, and completeness of supply) and sustainable options to choose supplier.

Factor the lack of feedback from the providers, in practice, a partial control (or lack of) quality of execution of selected suppliers of their obligations, so internal customers and procurement staff are obliged to exercise such control together. It uses the standard indicators to assess the quality of performance of contractual obligations suppliers or (if necessary) to develop additional estimates. As a result of monitoring the performance of suppliers to them can be applied incentive to encourage or discriminatory measures.

Factor commitment to existing providers often occurs in the practice of procurement. This approach is explained not so much by the uniqueness and quality of the products produced by this category of vendors that meet at a certain stage of consumers as the prevailing long-term production and economic relations based on formal and informal relations between the supplier and the consumer. This approach is often justified, but periodically there are alternatives - manufacturers entering the market with better pro by induction, which may not be taken into account by members of the procurement. Therefore procurement unit should carry out constant monitoring of the proposals of new products, the result of which may be alternative choices of potential supplier [4].

Based on the above it can be concluded that the need for a more proactive approach to the functioning of procurement, based on the above proposed solutions that minimize negative factors. It is therefore proposed a balanced model of the procurement process, which is based on joint parity addressing supply domestic customers and supply services[3,4]. This joint action should

cover all steps in the customer's internal material and technical resources under the nomenclature, volumes, timing of deliveries and product quality.

The transition from the existing procurement process to the options based on the use of the balanced procurement model services consists of several iterations showed on fig 1.

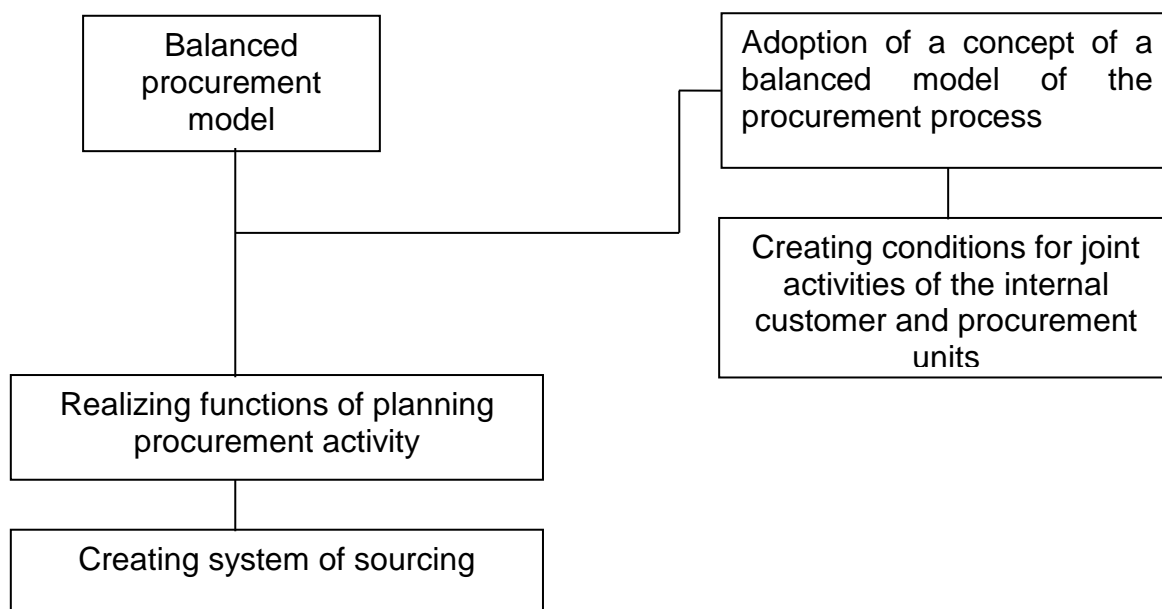


Fig.1. Balanced procurement model services (summarized by authors according [5])

Presented iterations allow passing from the enterprise existing procurement system to a balanced model of procurement. Such a gradual transition to this model is carried out taking into account the existing relationship between the procurement staff and internal customers. At the same time the relationship between them will be transformed into interdependent, interrelated and mutually correct relations.

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