

MANAGEMENT OF RETAIL CHAINS

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Abstract

Background: Despite the diversity of theoretical and methodological approaches to the formation of customer focus in the management of companies, theoretical and methodological provisions are necessary, including approaches to the management of consumer value of trade service, assessment of efficiency of trade networks, personnel management system, which allow us to implement customer-oriented approach in the trading networks taking into account specifics of trade service.

Methods: In this article, based on comparative analysis and sociological study, the analysis was carried out as to 5 trading networks in Russia and Moldova.

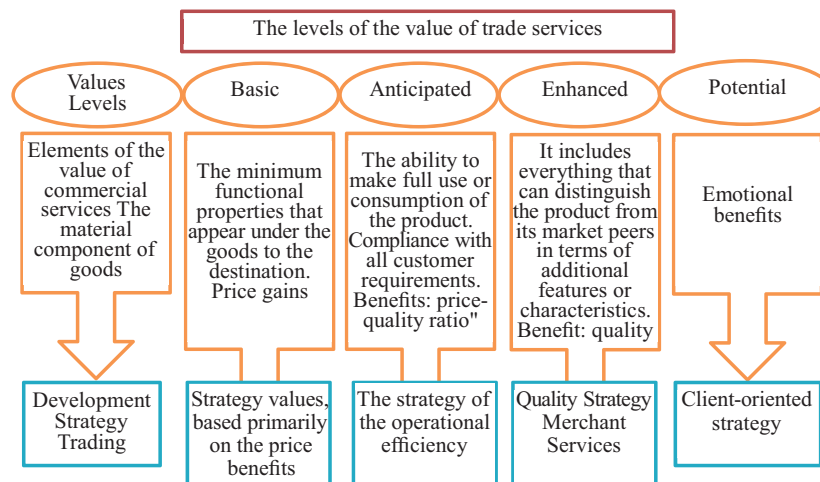
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World experience of development of services shows that one of the most effective management technologies became the customer-oriented approach. Particularly successful when implemented in the areas where the competition for the buyer is the most acute: banking, insurance and telecommunication fields. Because of this, modern, scientific researches are mainly customer-adapted to these areas and do not address particularities of a specific organization.

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Figure 1. The levels of the value of trade services

Source: elaborated by authors.

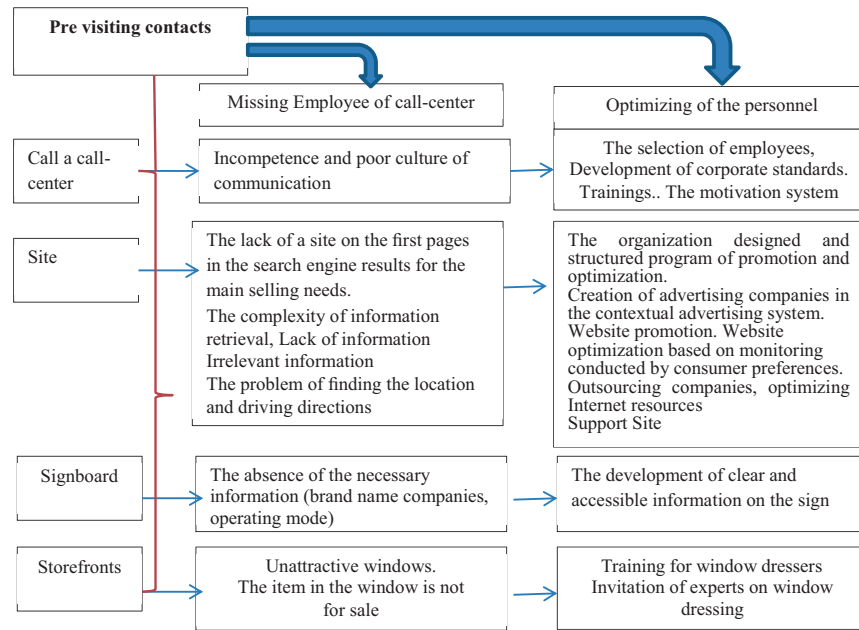
Despite the variety of theoretical and methodological approaches to the formation in the management of companies that are customers focused, the need of theoretical and methodical know how, including approaches to the management of the consumers value of trade services, evaluation of the efficiency of a trade network, human resource management system, permit to implement the customer-oriented approach in the trading network with specific trade services.

It is known that the value of trade services to consumers is not only the material of the product, but also the conditions, the atmosphere of its acquisition, the characteristics of communication with potential buyer of sales staff, the interaction of customers with each other and so on. Depending on the quality of the components proposed to differentiate trade services on four levels: Base expects potential, advanced. Determine the value of commercial services for each level and the corresponding development strategy (Figure 1).

It is well known that the value of trade services is determined by the following benefits and costs for customers: quality in the first place; optimal price - product quality; discounts, bonuses and other benefits of the price; Save time on making a purchase; emotional benefits and costs. It was found that the customer-oriented approach to managing the value of commercial services account for the emotional benefits.

Analysis of the client-oriented literature brings up that there are a sufficiently large number of definitions of client-oriented foreign and domestic scientists, but they do not reflect the peculiarities of trade services. Taking into account the value of the trading services offered to define customer orientation as a system management solutions retailer aimed at shaping a positive customer experience and the ability to extract the distribution network continued profitability in the long term by managing customer value.

Figure 2. Map of consumer experience



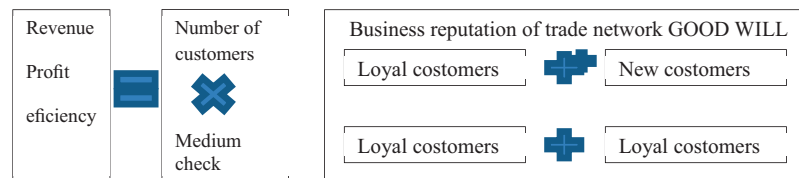
Source: elaborated by authors.

The proposed schematic of existing experience allows you to control the value of trade services at each point of contact and form a positive consumer experience.

It is proved that the traditional indicators based on the measurement of sales and market share in terms of customer orientation are losing their relevance. In the context of a client-oriented management requires other methodological procedures, it is not based on sales and market share, and other objects of measurement principle. With a customer-oriented approach, such an object of measurement becomes the customer loyalty.

To interpret the performance of retail chains, we proceeded from the assumption that revenue is determined by the number of customers and average check (Figure 3).

Figure 3. Evaluation of the impact of trade-based network - customer satisfaction



Source: elaborated by authors.

The proposed contact group indicators for measuring customer satisfaction are shown in Table 1. Each of the five indicators group is characterized by a number of individual indicators derived from the analysis of foreign and domestic scientific publications.

Table 1. Indicators to assess customer satisfaction

Group rate	Individual performance
Retention and growth of regular customers	<ul style="list-style-type: none"> -Profit for the period of active buyers (CLV customer lifetime value) -Customer equity trading network (customer equity) -Index of net support (NPS / net promoter score) -The index of customer satisfaction (csi / cdi - customer satisfaction / delight index) The coefficient of limitations, frequency and cost (RFM - regency, frequency and monetary value) -The share of regular customers to the total number of customers -Increasing the share of repeated visits -Size Single purchases loyalty; -The average size of the purchase of existing customers, -The average frequency of visits to the store -Customer retention rate Expenses for customer retention
Attracting new buyers	<ul style="list-style-type: none"> -.Profit from investment in the buyer (ROIC return on investment in customer) -The average frequency of visits to the store -The average size of new customers buying -The cost of attracting new buyers on the ruble revenue -The share of attracted customers to total customers -Revenue from new customers -Coefficient of increase in the number of new buyers -The growth rate of purchases of new buyers -Factor turnover growth of new buyers
Planning for the buyers lost	<ul style="list-style-type: none"> -Coefficient of apostasy (defection rate) -Level Retention customers (retention rate) -The Number of claims and complaints from customers
The increase in the average ticket cost	<ul style="list-style-type: none"> -Turnover of Impulse sales -Turnover of Cross-selling
Business reputation Trade Network (GoodWill)	<ul style="list-style-type: none"> -Three * M (measuring, management, monitoring) relationship management of all groups interested in the activities of the trade network -The degree of fame trade network in the target market

Source: elaborated by authors.

On the basis of expert method, which was attended by heads and specialists of 52 network trading structures of Russia and Moldova have found that customer focus in the management of trade organizations of the city is rarely used: only 4 organizations representing the respondents, it is implemented to the full extent and 6 organizations – just part of them. Among the obstacles to the implementation of customer orientation, 14% of the total number of respondents cited lack of qualified staff and lack of understanding of colleagues, the main part of the respondents - 72% - pointed to the lack of adequate knowledge and skills to implement it. It is noteworthy that the lack of financial resources is not noted, by none of the respondents. The main source of information about the client-oriented approach in the management of most of the respondents named the Internet and training in educational institutions.

It was established that at least a significant problem in the way of customer orientation in the management of trade organizations is the lack of understanding of the essence of this category by management. When selecting the characteristics that best describe this term, the majority of experts (54%) are inclined to the fact that the process of the formation of customer satisfaction; 15% - the process of creating a positive customer behavior, 4% - indicated that they do not know the term and only 27% of the total number of experts pointed out that the customer-oriented - is the process of improving interaction with customers.

The special role of the personnel management system in the formation of customer orientation (Figure 3). Established principles of improving the management of personnel of customer-oriented trade organizations: respectful leadership to employees and customers, the involvement of managers in the service process, a team approach to the management of personnel, awareness of employees and effective motivation. The implementation of these principles will help to organize the customer service at a high level, which is one of the prerequisites for the effective implementation of customer orientation in the network of trade organizations.

The close relationship of the quality of service of the staff makes it necessary to find effective tools to manage the quality of trade services. One such tool is the corporate standard.

It was established that the corporate standards affecting different aspects of trade management, not only in the effective management of human resources, business processes, material-technical base, but also in the formation of socially oriented business that has the potential to become one of the main prerequisites for expanding the client base and the formation of satisfaction and customer loyalty.

The basic rules for the development of corporate standards:

Rule 1. Corporate standards should not contradict the mandatory requirements of state standards and industry standards;

Rule 2. It is necessary to allow the quantitative measurement of the standard requirements to the object of standardization;

Rule 3. The standards should include organizational and methodological support necessary for their implementation, including the interaction of structural subdivisions of the company; resources and personnel; responsible personnel; documentation (log books, reports, protocols, conclusions, records, reports, etc.).

A list of corporate standards for network trade organizations, determine their role in the formation of customer oriented businesses. For example, corporate environmental safety standards show the main stages of the formation of a substantial part of the standards. Defined principles for the development of standards for waste prevention by the use of synthetic packaging materials:

- 1) Careful attitude to the containers and packing materials;
- 2) Complete the transition from disposable to returnable containers;
- 3) Priority natural materials;
- 4) Rejection of unnecessary packaging.

The results of the implementation of corporate standards in the trade network "Assorti" for saving energy and water resources. The main goal of these standards - the rational use of natural resources, which is one of the indicators of socio-oriented business, that allows to increase customer loyalty to the trade organization. High savings of utility payments is due to water supply, from 19.5% in 2011. to 30% 2013. compared with 2010. The costs for energy consumption decreased by 5.2% to 11.6%. As for the not so great economic effect of lowering utility payments (for 2011-2013. He was 8.4 thousand. Rub.), There is a need to take into account the cost of installation of meters that have been produced in 2011. at cost of 149.1 thousand rubles. However, the company did it consciously, understanding prospects and social significance of the project for the implementation of customer focus.

Conclusion

Carrying out a research allows us to establish the following main conclusions and recommendations:

1. Revealed the essence of the value of trade services. It is proved that values become less material production, as part of the intangible that includes indicators of the availability of goods and services in general, the atmosphere of the purchase, the buyer characteristic of communication with sales staff, customer interaction with each other.

Assigned to the base, is expected to expand the potential and the level of the values.

2. Given the specificity of the trading services offered to define customer orientation, with respect to retail chains, as a system of administrative decisions aimed at shaping a positive customer experience and the ability to extract the distribution network continued profitability in the long term by managing customer value.

3. Organizing an economic approach to the management of commercial networks based on client orientation. It includes the management of the value of

trading services for the contact point. Spend detailing trade services identified point of contact, which are structured into three groups: pre visiting, during the visit, after-sales. Formed consumer experience, comprising of: contact points of possible problems and ways to prevent problems at each point.

4. To assess the effectiveness of client-trading networks developed a methodical approach based on evaluation of customer satisfaction. The system of indicators to assess customer satisfaction: increase and retention of old customers, attract new customers, Planning care of old customers, increase the value of the average check, goodwill trading network. Synthesis satisfaction rate is determined based on individual and group performance.

5. Examined the special role of the personnel management system in the formation of a client-oriented approach in the trading networks. The problems and developed the principles of personnel management in order to improve the efficiency of trade organizations.

6. Define rules and procedures for the development and implementation of corporate standards in order to create customer focus. For example, environmental standards define the main steps of forming a substantial part of corporate standards. The results of the implementation in the trade network "Assorti" corporate standards for saving energy and water resources, whose main objective - the rational use of natural resources, which is one of the indicators of socio-oriented business, in turn, allows to increase customer loyalty to the trade organization. Parallel trading organization received economic benefits in terms of reduced utility payments

The results of the studies are theoretical and practical significance in the management of commercial networks based on customer oriented business.

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