



SALES MANAGEMENT IN RANGE OF SUPPLY AND STORAGE OF UAB „ZEELANDIA“

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Annotation

Two important aspects of sales management - supply of goods to customers and storage has been studied in the article. According to theoretical sources, warehouse management optimization solutions are needed not only for large companies, such as distribution centers or storage companies. The fact that a company is small or medium does not impact on lower requirements from customers or suppliers. The company must be able to remain competitive in its field of activity, which means that logistics is a very sensitive issue. It depends on the logistic how many potential customers will get the product and in which way. The object of the research - UAB Zeelandia belongs to an international group of companies. The company serves regions of Lithuania, Latvia and Estonia. Its main activities are: production of margarine, packaging of fats, production, sales and distribution of food enhancers, stabilizers and other ingredients, various fruit fillings and technical oils. The company started its activity in 1995. The main office is located in Klaipėda. The main warehouses of the company are in Kaunas. Zeelandia has 19 employees. An empirical study of sales management of Zeelandia UAB revealed that, in essence, the supply of goods in the company was organized efficiently. However, during the study, aspects to be improved were noticed, especially in communication with customers and IT application. The company's warehouse lacks integration into the overall business of the company, because the computer program used in it is not related to other divisions of the company. This reduces the performance of the warehouse.

Based on the conclusions of research it is suggested to integrate e-commerce into the goods ordering process, to install one business management computer program integrating all departments of the company.

KEYWORDS: Sales management; supply; storage; processes; development.

Introduction

It is important for each company to ensure the exclusivity of the products supplied to the market, the competitive advantage and keep relationships with existing consumers.

Sales management covers a wide range of activities starting from assortment formation, goods warehousing to shipping and delivering to the customer. In order to increase sales, it is important that all elements of this process are properly coordinated and managed, as this ensures a continuous sales process, which in turn increase company's competitiveness and efficiency of activity. The relevance of the topic of sales management is confirmed by the fact that this field of activity is being analyzed by many authors: Darškuvienė V., Cibulskytė A. (2007), Lodienė D. (2012), Sarulienė A., Vilkas M. (2011), Zavadskis M. (2014). Storage processes, stocks and distribution are widely analyzed by Meidutė I. (2012), Paulauskas V. (2005) and Palšaitis R. (2010).

UAB Zeelandia is operating in a tight competition market. Main competitors of the company in Lithuania are UAB "Vilniaus margarino gamykla" and UAB "Minordija". In order to survive in the market, UAB Zeelandia has to have a competitive advantage that would ensure better satisfaction of consumers' needs, and, consequently, the growth of sales revenue. Effective sales management enhances the company's competitiveness, therefore the purpose of analyzing supply and storage management of UAB Zeelandia is solving the problem of tight competitiveness.

Research goal – to analyze assortment formation and management in production company.

Research targets:

- 1) To explore employees and customers' opinion to estimate the assortment management of margarine and other nutrition ingredients for bakery industry.
- 2) To explore company's assortment policy and management.

Research methods: comparative analysis of information source, company's data compilation and analysis, structured interview, written poll.

Theoretical aspects of goods supply and storage management

In order to optimize sales management, it is necessary to deliver goods or services in the right amount, in time and for a right price. Proper supply management is essential for this purpose. In a division of labour based market economy the supply of goods is a necessary economic activity linking the production of goods with their consumption.

According to Dudėnas (2006), supply, in general, can be described as the distribution of goods to consumers. According to Kotler & Keller (2007), supply is the activity that makes the product accessible to end users. The product moves from manufacturer to end user usually via intermediaries. The main goal of the supply process is to deliver the item to the end user at the right time and in the right place. Pranulis and others (2013)

suggests the perception of the distribution system by taking advantage of the matrix (Table 1), in which the processes in the distribution sphere are linked to elements

describing the gap between the producer of the product and its user.

Table 1. System of distribution functions

Distribution processes	Elements of the gap between producer and user			
	Place	Time	Quantity	Quality
Flow of real goods	<i>Goods' motion from producer to user</i>			
	Territorial relocation	Storage	Accumulation, distribution, delivery of items	Sorting, preparation, assortment formation, marking.
Flow of nominal goods	<i>Payment instruments move from user to manufacturer</i>			
	Territorial relocation	Crediting	Accumulation and payment distribution	Settlement method and guarantees
Information flow	<i>Movement of data of real and nominal flow of goods between the manufacturer and the consumer</i>			
	Territorial data transmission	Data collection	Collection and distribution of information	Data linking, interpreting, additions

Source: Pranulis (2012), p. 278.

According to Žvirblis (2005), the main task in shaping the distribution channel is to create a structure that satisfies all participants of the channel who has their settled goals and a diverse market interest. It can be stated that supply is a very wide category covering not only suppliers but also carriers, warehousing and other intermediaries and the customer.

According to Palšaitis (2010), supply management is a strategic planning tool used to increase customer satisfaction, which increases both the competitiveness of enterprises and profitability. Meanwhile, Beniušienė, Stankevičienė (2007) as the main idea of supply management identifies the point that whole process must be perceived as a unified system. The activity of each element of the system affects the operation of the entire system. According to Lodienė (2012), time management is very important in organizing supply. This is one of the most important competitive advantages: goods and necessary for production raw materials to deliver fast, reliably and on time.

According to Pranulis and other (2012) specialists, when choosing goods delivery channel, the manufacturer must decide on the length and width of the distribution channel, the character of cooperation with the channel participants.

All product delivery channels used by the manufacturer to provide it to the consumer constitute a product presentation system. The company, when developing its own distribution system, must provide specific intermediaries for each distribution channel with which they will cooperate.

The optimal number of dealers is associated with the development of a company's sales strategy. The choice of the strategy option depends on the characteristics of the product, sales objectives and scope, company's marketing strategy, positioning of the product, characteristics of competitors' activities, desirable control level on the activity of intermediary and so on.

It is important to ensure that product is delivered to consumer in the shortest possible time to ensure better satisfaction of users' needs. From customer's point of view, the delivery term is time from the moment order is placed up to the moment product is delivered at place, which becomes increasingly strategic in the competition battle. Customer's order gives an impulse to the logistics system of the producer for starting operating. The speed and quality of information flow affects system costs and customers' service efficiency. Due to poor communication, customers are being lost, transportation costs, storage costs and costs of raw material management are increasing. One of the key steps in customer service before the contract is the effective acceptance of orders. It includes the simplicity of the acceptance of the order and the time of response to requests (Fig. 1):

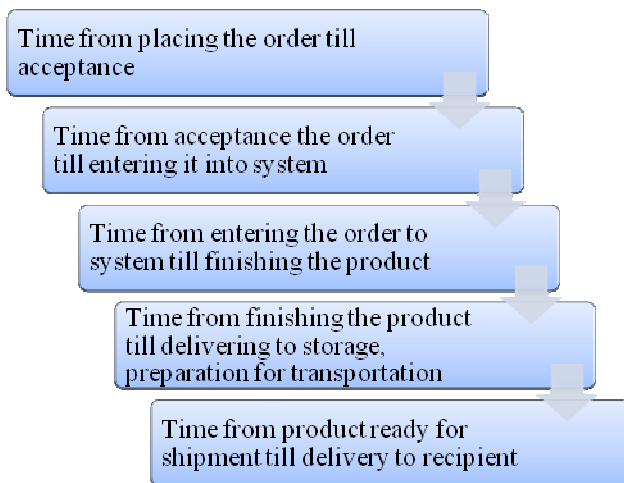


Fig. 1. Order cycle

Source: Zinkevičiūtė, Vasiliauskas (2013), p.103.

The motion of material flows is impossible without concentrating the necessary stocks to the intended places; these stocks are stored in specially built infrastructure facilities - warehouses that are an integral part of the logistics system. Warehouses in logistics processes becomes more important quality wise, because here goods are not only stored, but often redistributed, repacked, and sometimes their partial preparation (processing) is performed (Paulauskas 2005).

Warehouses are a specific place or unit in a logistics system where raw materials, semi manufactures or ready products are stored for a certain period of time.

Warehouse logistics is distinguished by the fact that it is a connecting link between manufacturers and retailers. It is characterized by big and intensive flows of goods, their concentration, appropriate processing and distribution to retail outlets (Slizienė, Zaukas, 2013).

The main advantage of company's own warehouse is the high turnover of goods, it means large flows of goods coming in and out of the warehouse. In your own warehouse, better goods protection and storage conditions can be created to avoid unforeseen losses. It is advisable to install load handling mechanisms, to develop automated storage systems, as this increases the productivity of employees and reduces storage costs per storage unit. All this strengthens company's competitiveness (Meidutė, 2012). According to Paulauskas (2005), having a relatively small range of goods it is possible to have a warehouse - distribution center. In this warehouse the goods are accepted, checked, stored, distributed, according to the necessity of supply, prepared and sent to the addressees. They usually belong to one company that produces one or several types of products, spare parts, etc. (e.g. electronics, computers, etc.).

Palšaitis (2010) emphasizes the importance of interaction between warehouse, the whole company and the supply chain on the result of effectiveness. He also provides six logistic principles that can increase the efficiency of warehouse economy (Fig. 2).

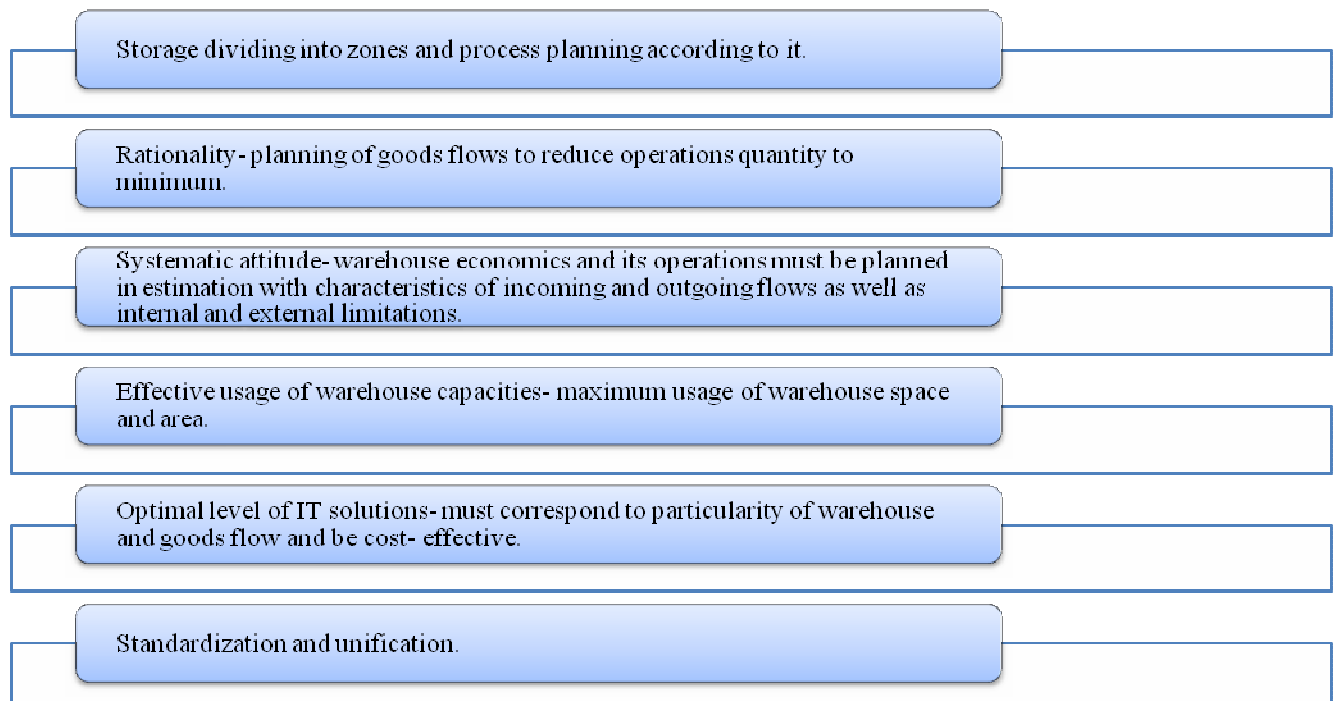


Fig. 2. Principles for increasing the efficiency of storage processes.

Source: created by authors (according to Palšaitis, 2010).

Summarizing the theoretical aspects of supply and storage management, it must be emphasized that it is still a popular belief that warehouse management solutions are needed for large companies such as distribution centers or warehousing companies. However, the fact that

a company is small or medium does not mean that it has lower customer requirements or has beneficial contracts with its suppliers. On the contrary, the company must be able to remain competitive in its field of activity, which means that logistic is a very sensitive part in this

company. It depends on the supply of goods how many potential customers will get the product and how it will occur. Only with the right choice of suppliers', safety of the company can be guaranteed and satisfaction of customers' needs can be ensured. Each company has a specific activity therefore they handle supply costs differently. Stocks should be minimal, but it must ensure an economical and continuous working process, therefore a well-performed storage system must be created, which is conditioned by the flexibility of production, shorter time to fulfil the order, and quality control. The main feature of a logistics warehouse is that they take full responsibility for supplying inventory stocks at the right amount, at the right time and at the right price. The company's management processes can not end with the management of assortment of goods, supply or storage of goods, it is necessary to develop an appropriate sales strategy and implement it. Implementation of newest technologies and sales strategy can assure an effective management of goods' supply and storage.

UAB "Zelandia" supply and warehousing management

Research methodology. The following methods were used in the research: comparative analysis of information source, company's data compilation and analysis, structured interview, written poll.

The analysis of information sources compares the opinions of different scientists.

It is important to have a general opinion regarding company's sales and sales management before starting a research of supply and warehouse management of UAB Zeelandia. For this purpose, methods of company's data collection and analysis were used. Based on the company financial statements and other internal documents, the structure of company's product range has been analyzed, also methods of supply and storage were estimated.

Opinion of UAB Zeelandia employees was estimated when analyzing aspects of sales management, supply and storage. Structured interview method was chosen to analyze employees' opinion and written poll for customers' estimation research. In this way, research was made quality wise and quantity wise. The aim was to estimate an opinion of employees, who are most involved in sales management process, regarding management of supply and storage in UAB Zeelandia. Structured interview was chosen for this purpose. Five employees were interviewed applying research method quality wise: director, production and sales managers, also confectionery and bread technologists. A questionnaire was prepared for structured interview and questions were formulated in a way to allow a thorough assessment of

the employees' opinion on the analytical issue. During the interview, conversation was recorded using a dictaphone, and later on collected data were analyzed and compared with each other. The opinion poll of UAB Zeelandia employees involved in sales management lead for a better understanding of sales management from within the company and to form an opinion on its effectiveness.

In order to assess how sales management of UAB Zeelandia affects its activity results and sales, it is important to determine how company's customers value individual items of sales management. Written poll was chosen for this purpose as a method quantity wise. A questionnaire was prepared for the research and sent to company's customers by e-mail. The survey was attended by all 24 permanent clients of the company not only from Lithuania but also from other countries, therefore the questionnaire was translated into English. The questionnaire consisted of 15 questions, most of them were closed.

Analysis of the research results. A theoretical analysis of the topic has showed that well-running supply organization and storage of goods is an important factor in effective sales management. Therefore, it is important to analyze how supply of goods and their storage is organized at UAB Zeelandia. UAB Zeelandia actives in the industrial market and all its customers are production companies. For this reason, company must strictly control supply of goods and control its delivery in time and properly in order to meet its customers' needs as good as possible. Only strict abidance of terms of the contract ensures customer loyalty to the company. UAB Zeelandia in an effort to provide its products as fast as possible and in a convenient way for its customers, continuously optimizes the supply process. Optimizing supply of goods, company is looking for alternatives that allow to supply goods at minimum cost and time for the consumer. Company's managers focus on personal communication with customers, so they chose to supply directly. Zeelandia sells goods to Lithuanian and foreign customers - bread and confectionery production companies. In this way, it can be stated that company's supply channel is short, which, in turn, provides easier communication with customers.

Delivery of the product starts when order is received from customers. According to Zinkevičiūtė, Vasiliauskas (2013), it is important to provide a customer with a convenient and easy accessible ordering system. For this reason, it is important to estimate ways of getting orders in UAB Zeelandia. Company employees note that most orders are placed by phone or online (Table 2).

Table 2. Order acceptance according to valuation of UAB Zeelandia employees

Category	Subcategory	Quotes from the interview
Way of placing an order	By phone	"Most often, customers contact the company by phone" # 2. "Placing orders by phone is the most convenient for customers" # 3. "I would say that we usually receive orders by phone" # 4
	By e-mail	"Recently, many orders are sent by e-mail" # 1. "The best way to place an order is the internet" # 5

Opinion of the company's customers on this issue coincides with the opinion of employees (Fig. 3). Placing orders by phone and online are almost equally popular ways. 57% respondents place orders to Zeelandia by phone while remaining 43% choose a more advanced ordering option - online.

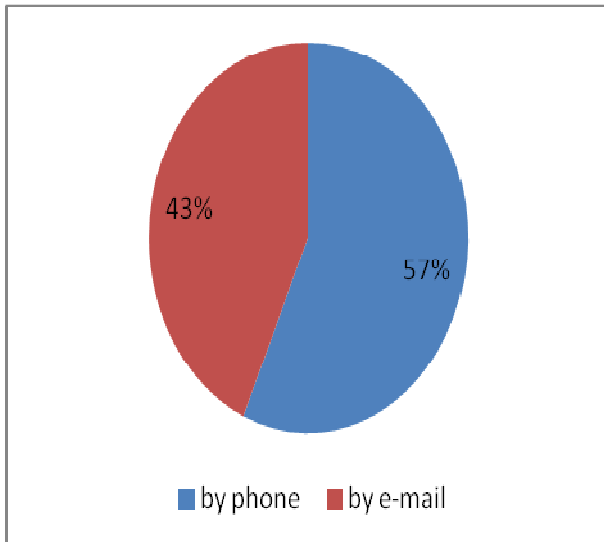


Fig. 3. Ways of placing orders used by UAB Zeelandia clients (in percentage).

When analyzing order placing system in the company, it is worth noticing that company's customers has no possibility to place orders directly online. Company communicates with customers only by e-mail. Meanwhile, recent trends of importance of IT are becoming increasingly evident, and, as a result of focusing on innovative activities, it is appropriate to fill this gap. In addition, accepting orders by phone reduces work costs and the possibility for mistakes.

The relevance for development of ordering process is also illustrated by the results of customer survey, which revealed that more than half respondents think that placing orders in the company is only partially convenient (Fig. 4).

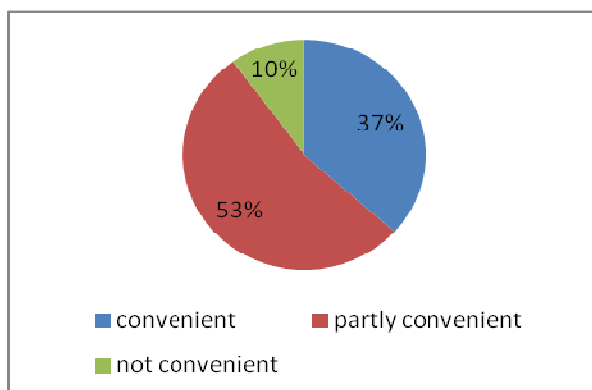


Fig. 4. Estimation of convenience of way placing an order for UAB Zeelandia (in percentage).

Taking into consideration that not all customers (Figure 5) are fully satisfied with the convenience of placing order possibilities, it is advisable to look for opportunities to improve ordering possibilities. Using today's well-developed technologies, the creation of an online ordering system should best meet of customer needs while optimizing the process of ordering and realization of the order in company.

Company's customers are large enterprises, for whom UAB Zeelandia is a supplier of raw materials, therefore they carefully schedule orders of raw material in advance. Due to the specificity of UAB Zeelandia, the company does not have a large number of orders. As the survey showed, customers usually submit orders several times during a half year (Fig. 5).

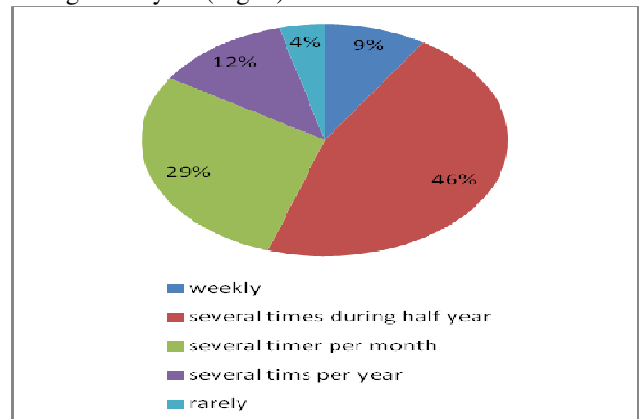


Fig. 5. Frequency of submitting orders at UAB Zeelandia (in percentage).

Although orders are not very frequent, however, each individual order is big enough. Since orders are big, it's important to combine all activities inside the company to ensure that the realization of order runs fluently and steady. According to the survey data, UAB Zeelandia usually manages to deliver orders properly (Fig. 6).

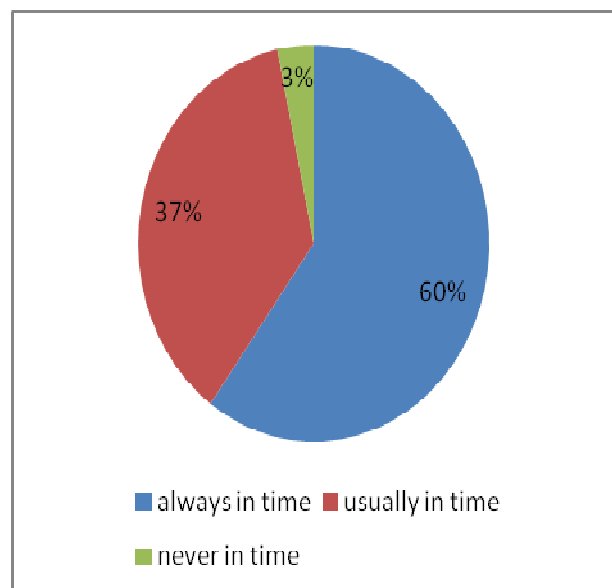


Fig. 6. Receiving orders from UAB Zeelandia in time (in percentage).

Such survey results show that delivery process of UAB Zeelandia is mainly running smoothly, which allows to minimize time of delivery to the client and strengthens customer's confidence. However, the fact that company does not use the opportunity provided by nowadays IT solutions at the stage of getting an order is negatively assessed.

In order to ensure proper production supply, it is necessary to take care of production storage processes, because delivery time and mistakes occurrence realizing orders depends a lot on the effectiveness of storage organization in the company.

UAB Zeelandia pays big attention to storage processes. The company owns its own warehouse next to

the production facilities and ready products are quickly moved to warehouse. Whole territory of the company is carefully planned, providing storage sites for all raw materials, product, chemical materials, waste and directions of movement. Thorough production traffic planning and consistent storage ensure an order in the company's warehouse and allows realize orders promptly upon request.

Warehouse order is evaluated by company's employees as main advantage of storage process (Table 3). Many interviewed employees identified the lack of an integrated warehouse management program as one of main problems in storage. Most respondents agreed that this would increase the efficiency of warehouse.

Table 3. Storage process at UAB „Zeelandia“ according to employees evaluations

Category	Subcategory	Quotes from the interview
Advantages of storage process	An orderly and planned stock movement	"The company's raw materials, production and waste flows are not chaotic but based on a pre-planned movement scheme. It is understood by the employees, therefore quickly orienting " # 1. "Our warehouse and all its processes has a special order. This is very beneficial as it reduces the work costs, increases the efficiency" # 2. "In the enterprise there is not only a production movement scheme in the territory of company, but also all employees consistently follow it" #5.
	Optimal warehouse size	"... in addition to the warehouse it is neither too small nor too big, very well meeting needs of the company" # 1
	Good work coordination	"The actions of production workers are very well coordinated with each other, which increases their productivity" # 4
Disadvantages of storage process	Lack of integrated computer software	"Company does not have a single computer program covering all processes inside it. For this reason, warehouse acts in isolation in terms of information. " # 2. "Warehouse connection with production unit and other departments with the help of a computer program should increase its efficiency" # 3
	No disadvantages	"I would say that the production storage process in the company is very well-finished, everything takes place in optimal work and time costs. I do not notice any flaws. " #1

To summarize the analysis of the management of supply and storage in UAB Zeelandia, it can be argued that, in general, the supply of goods in the company is organized quite well. Many respondents indicate that they receive orders from UAB Zeelandia quickly and in time. Study found out that buyers can place orders only by phone or by e-mail, while there is no possibility to order products directly online, as an online store. Implementation of new IT solutions would not only facilitate process of placing an order, but would also reduce Zeelandia's work costs and the possibility for mistakes. It was determined during the analysis of production storage processes, that UAB Zeelandia has a well-planned stock movement scheme, staff consistently follows it, thus ensuring the order in the warehouse and its higher efficiency. However, company's warehouse lacks integration into the overall business of the company, because the computer program used in warehouse is not related to any other divisions of the company. This reduces the performance of the warehouse.

Conclusions

Summarizing the research following conclusions can be made:

After analyzing the theoretical aspects of sales, supply and warehouse management, it can be argued that the result of a company's operation and satisfaction of users' needs depends on a well-organized storage system. Individual solutions are used to increase the efficiency of storage, and various management models are used to increase the efficiency of warehouse operations.

After studying the management of supply and storage of UAB Zeelandia, it was found out that supply of goods in company is organized well. Many respondents indicate that they receive quickly and in time products ordered at UAB Zeelandia. However, the study found out that buyers can place orders only by phone or by e-mail. There is no possibility to order products directly online, as an online store. It was determined during the analysis of production storage processes, that UAB Zeelandia has a well-planned stock movement scheme, staff consistently follows it, thus ensuring the order in the warehouse and its higher efficiency. However, company's warehouse lacks integration into the overall business of the company, because the computer program used in warehouse is not related to any other divisions of the company. This reduces the performance of the warehouse.

Based on these conclusions, the following suggestions are available to improve sales management of the company:

Integration of e-commerce into the process of ordering goods;

Installing one business management computer program integrating all departments of the company.

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