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**SECTION 31. Economic research, finance,
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FEATURES OF MANAGEMENT AND MODELING OF BUSINESS PROCESSES AT RETAIL TRADE ENTERPRISES

Abstract: The article reveals the content of the concept of "corporate standards of customer service", describes the process of developing, implementing and monitoring standards. The necessity of enterprise management on the basis of the process approach is substantiated. The results of the implementation of the standard in the organization. Also, the author examined the models of the main target function of retail enterprises and highlighted the main functions of the retail trade and factors influencing their volume. The main classifiers for the construction of an organizational-functional model of a retail enterprise are formulated. Examples of modeling business processes in IDEF0 format are given.

Key words: trade, customer service, retail, standards. business processes, retail, organizational and functional model.

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Introduction

It is known that the main influence on the visitor is provided by the store employees, who in the process of servicing act as the face of the company. The image of a commercial establishment, its ability to retain customers, is largely dependent on the knowledge and experience, friendliness and appearance of its employees. No matter how attractive the pricing policy and display of goods in the sales area, rudeness and bad manners of sellers often negate all the efforts of merchandisers.

Relations with customers are one of the leading components in the system of external relations of the organization, since in many respects it determines its competitiveness. The desire to manage customer relationships leads to the fact that companies are beginning to pay great attention to the development and implementation of corporate service standards. Customer service standards are an essential element in the organization's corporate culture structure, which, on the one hand, is a manifestation of the values that dominate the organization, and on the other, it sets specific parameters for employee behavior.

Corporate standards of work with clients is a complex of precisely formulated, approved and mandatory for execution principles, rules and

technologies of work with clients, which are designed to guarantee a high level of quality of the tasks performed.

The development and implementation of service standards includes three phases:

1. creating a standard;
2. implementation of the standard;
3. execution control [3, 4].

The following important corporate documents should be used in developing customer service standards:

- The mission and values of the company;
- Corporate Code of Conduct;
- Rules of the internal labor schedule;
- Job descriptions.

Corporate Retail Standards

The main purpose of developing corporate service standards is to provide the company with a strategic competitive advantage. The availability of standards guarantees the client that no matter who it is from among the company's employees, he communicates, he will receive the service of "brand-name" quality, which is inherent in this store and brand.

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Developed corporate service standards are manifested in two areas of work with staff. The first direction is the selection of personnel, that is, companies are trying to attract to their work only those potential employees who

support her values. The second area is staff training. Standards are the basis of corporate training.

In order to evaluate the effectiveness of the implementation of service standards, they use customer feedback. For example, the method of Mystery Shopping (secret buyer).

At the moment there is no single approach and any classical technology for developing standards of customer service. Standards are an unconditional know-how of any company, and there are no rules for writing standards [6].

The personnel service of one of the largest retail organizations in the city of Kirov (Kirov region) developed and implemented the Unified Customer Service Standard "Legendary Service" - these are rules and patterns of employee behavior in typical situations of interaction with customers. The objectives of the "Legendary Service" are the provision of the Company's sustainable competitive advantage in the market and an increase in the number of customers.

The standard is intended for all company employees interacting with customers on the trading floor, among themselves and with other departments. Each employee has the right to make his own proposals for the improvement of the "Legendary Service" by submitting his proposals to the immediate supervisor, hall administrator or Personnel Service in writing. Standardization of services implies compliance by the Company's staff with certain rules and procedures.

The standard includes two sections:

- 1) general customer service rules;
- 2) the main scheme of service.

The first section defines the principles of quality customer service, as well as the general requirements for service: appearance; rules of conduct for the seller in the sales area; rules of communication with customers; standards of interaction between company employees; prohibited phrases in the performance of official duties and the rules of communication by telephone.

The second section describes sequence of actions in servicing visitors to the store. There are six main stages:

- 1) meeting phase, making contact;
- 2) identifying the needs of the buyer;
- 3) presentation and demonstration of goods;
- 4) work with objections;
- 5) an offer to make a purchase;
- 6) the stage of completion of the contact.

Using the Standard is quite simple.

It is a set of basic flowcharts, each of which characterizes a particular stage of the sales process. To

simplify the perception, the most important information is highlighted in color font, and in addition to textual information.

The standard contains some characters: "speech module", "Remember!" And "Unacceptable."

All employees of the Company are trained in accordance with the requirements of the Standard, each has its own copy. To assess the effectiveness of the standard implementation process, a system of control over the work of sellers using the "secret buyer" method is used. The information obtained is the basis of motivation and is used for further development and adjustment of in-house training programs. Also, in accordance with the Uniform Service Standard, the Company conducts a daily assessment of the work of the sales personnel by checklists.

The introduction of the Unified Service Standard "Legendary Service" in the Company allowed:

- achieve a uniform quality of service and customer service for the entire store;
- optimize workflows and procedures (elimination of unnecessary or erroneous actions on the part of the staff);
- to ensure clarity of the workflow for employees, to minimize the time costs for managers to adapt new employees;
- increase employee motivation by understanding their criteria for evaluating their work and the work of their colleagues.

"Every visitor, regardless of whether he made a purchase or not, must leave the store with the feeling that he has visited a great store and will be happy to return to it again and again" [5].

One of the main factors of the transparency of retail enterprise management (PRT) is its representation in the form of a network of business processes. Since each organization or system is created in order to achieve certain goals (create value added), it is therefore indisputable that this statement is true only when such a network of business processes is determined by the mission and objectives of the GoT. Speaking about the main goal of the management of GRT, it should be noted that it is inextricably linked with the main objective function of the management of the GRT as a whole and is implemented with it in a single complex. The objective function of the GoT is considered in the framework of the behavioral economic theory of enterprises, which explores the real behavior of individual economic entities. With the development of microeconomic theory, approaches to the definition of the main goal of the functioning of enterprises changed and different models were developed.

The profit maximization model is based on the theoretical approaches of classical economic theory, on A. Smith's conclusion that maximizing the profits of individual business entities leads to maximization of the entire social welfare. To assess the real result of

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economic activity of an enterprise, the concept of "economic profit" was introduced, which represents the difference between the amount of income of an enterprise, on the one hand, and the sum of both its external and internal current costs, on the other.

The next model - the model of minimizing transaction costs - is based on the theoretical approaches of neoinstitutionalism. [5]. R. Coase first introduced the concept of "transaction costs", which he defined as the costs of servicing transactions in the market. Later, they began to include any types of costs that accompany the economic interaction of economic agents, wherever it takes place - on the market or within the enterprise². The sales volume maximization model is one of the best-known target alternatives to the profit-maximization model, which enjoys wide practical support. This criterion in the best way reflects the results of the business activity of the enterprise, the results of the implementation of not only the economic, but also the social mission of the GoT, aimed at meeting the needs of customers for goods and services. The growth in sales requires not only intensifying the marketing efforts of enterprises, but also constant changes in the technology of sales of goods. The model of maximizing the pace of sustainable growth of ORT is based on one of the modern concepts of enterprise theory. As part of this model, unlike the previous one, there are growth rates of operating profit of the GoT, and the main proportions of the distribution of this profit. The advantage of this model is its clear focus on a strategic perspective, ensuring

In market conditions, profit maximization is one of the most important tasks of the work of the GoT, or as a criterion for evaluating the effectiveness of using its capital (assets).

² In the modern economy, transaction costs include the cost of resources and time associated with the search and processing of commercial information about suppliers and customers, necessary goods and services, prices; costs associated with the implementation of commercial negotiations; the costs associated with the acceptance and verification of products by quantity and quality; other types of costs associated with servicing commercial transactions.

in the development process of the PRT sustainable formation of its income and profits. A wide development in the system of strategic management has received a model for ensuring competitive advantages. A distinctive feature of this model is that it reflects the results of the activities of almost all its main services - competitive advantages can be achieved by improving the quality of goods and services, developing a new product, optimal pricing policy, effective marketing and logistics, reducing costs, using advanced technologies and tools, effective organizational management structure. The model of value-added maximization¹ allows to maximize the economic interests of employees,

managers and owners of the PRT, forming a sufficient level of remuneration for all departments of the PRT and smoothing the contradictions between them. This criterion is long-term, i.e. it is easily modeled in a strategic perspective. The model for maximizing the market value of ORT reflects the conceptual idea that the main function of an ORT is to maximize the welfare of its owners.

Having defined the mission of the GoT, having formulated the Goals of the GoT, identifying the main groups of consumers and their needs, analyzing the suppliers of goods made by the GoW, competitors, identifying the key competence of the PRT², should proceed to identify all business processes and control loops (speakers in the form of a list of functions implemented by the GoT).

The role played by retail trade (RT) in the system of social reproduction, involves the implementation of a number of functions. Some scientists combine all the functions of RT in two groups [6].

1 Value added is calculated as the difference between the income from the sale of products for a certain period and the sum of the costs of raw materials, materials and services purchased from external suppliers.

2 Key competences are those business processes, know-how, experience and skill that are directly related to the mission of the enterprise and cannot be transferred to the side or subcontractor without significantly weakening the enterprise itself. Strategic planning allows you to identify the functions and processes that form the core competence of the enterprise.

The first group of so-called trade (commercial) functions includes the study of consumer demand for goods sold, the formulation of applications for suppliers for the delivery of goods, the formation of the product mix, and the advertising of goods and services. Technological functions can be attributed to the second group: acceptance of goods received by the PRT in terms of quantity and quality, ensuring storage of goods, performing operations related to the production processing of goods (packaging, packaging), intra-company movement, placing goods in the sales area, selling goods to customers. Other scientists [10] include the most significant functions of RT:

- planning the range of products sold, satisfying the demand of the chosen market segment;
- procurement of goods from manufacturers and wholesale enterprises in large quantities;
- transportation of purchased goods to the warehouses of the GOT;
- acceptance and storage of the purchased goods in the warehouse of the GOT;
- sub-sorting, part-time processing and preparation of goods for sale;
- the organization of the placement of goods on commercial equipment;

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- advising and serving customers in the process of selling consumer goods;
- The organization of the sale of goods to end customers;
- the formation of a complex of after-sales services for consumers of goods;
- collection and processing of information on the consumer market;
- research of a conjuncture of the consumer market on which this PRT functions;
- financing of trade operations;
- taking on part of the risk associated with the sale of goods to consumers;
- advertising and sales promotion of goods.

The main parameters of performed ORT functions (their volume and nature) depend on the ratio of factors:

- features of the consumer market in which the PRT operates (the number of real and potential buyers of the PRT, their income level and structure of needs, etc.);
- specifics of products sold by the GoT (the nature of the demand for products sold, the level of prices, quality and technical complexity, etc.);
- specifics of the GoT itself (size and location of the GoT, stage of its life cycle, goals and organizational structure of the GoT, etc.).

Further, in the business model it is necessary to fix areas of responsibility for the functions performed¹. This technology is based on two modeling tools: classifiers and matrix projections [8]. Classifiers are exact hierarchical lists of model elements. Each of the elements can be characterized by a set of additional attributes. The number of such classifiers is determined by the purpose of building the model. In fact, classifiers are a set of management registers containing mostly non-quantitative information, the totality of which specifies the coordinate system for describing the activities of the GoT. That is, to obtain a complete picture of the business, in addition to the usual accounting registers developed in the chart of accounts and reflecting only financial and business activities, additional registers are introduced that reflect other accounting objects. Matrix projection (matrix) - these are two classifiers, whose elements have established connections with each other. The purpose of the projections is to define the system of relations between the classifiers of the business model [9]. Just as a spatial object of any complexity (for example, a building) can be represented by a finite number of two-dimensional (flat) projections - drawings, and several matrices make it possible to build multidimensional structural descriptions of the system, making complex structures observable and documentable [10].

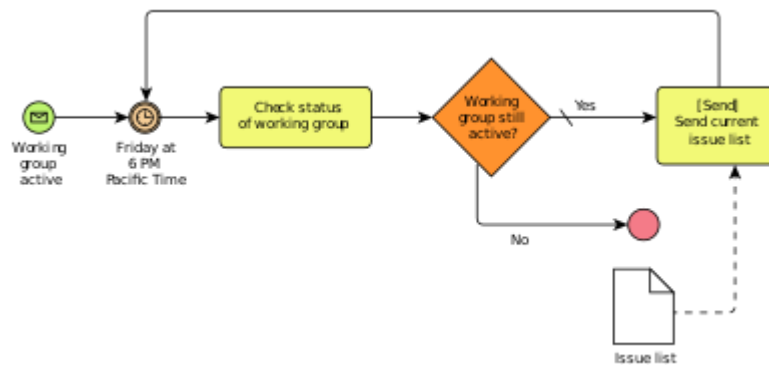


Fig.1. Business process modeling in trade company

Each PRT is permeated with the most complicated system of relations and connections; nevertheless, all decision-making tasks on securing responsibility, means, etc. are solved by the method of paired projections of register-classifiers with the subsequent output of multidimensional reports. By choosing the number of classifiers and the depth of the hierarchy, we can get the business model of this or that operation is called “assign process owners”.

different degree of accuracy. For example, only a few classifiers are used to build an organizational-functional model:

- the main activities, groups of products and services of the GoT;

- resources consumed by the GoT in the course of its activities;
- business processes supported by the GoT;
- organizational units of the GoT.

An example of describing the structure of external interactions of ORT at the 0-level based on the technology of functional structural modeling in the IDEF0 notational agreement is presented in Fig. one.

Having selected the logistics business processes from the activity model of the entire ORT, we will get the business process A3 “Transportation and Warehouse Management” and in fig. 2 we will present its decomposition. It includes the main functional elements of the warehouse and transport parts of the logistics system of the PT and consists of nine main functional units.

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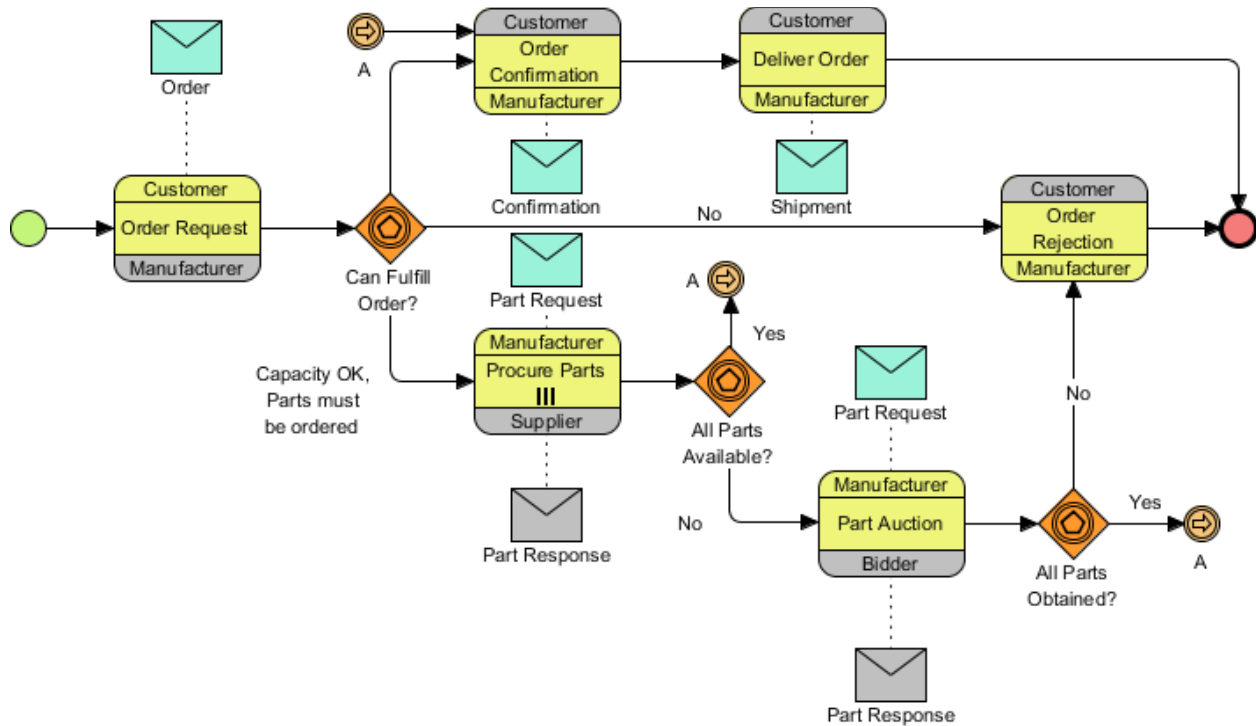


Fig.2. Business process modeling in trade company

Each logistics business process of a modern ORT is reflected in the logistics budget of the GoT. In the developed system of logistics business processes, we included it in the composition of the business process A31. However, usually budgeting for the GOT is part of the general business process of the enterprise “Financing activities and settlement of liabilities”.

The inputs of the business process A3 “Transportation and Warehouse Management” 2 are: data for the preparation of the logistics budget, delivery requests, information about carriers, goods. Outputs of the process are: return of goods, delivery of goods, documents for cargo, delivery report, logistic budget.

Management: ORT logistics strategy; regulatory documents and regulations; algorithm for quality control and quantity of goods; application for placement in stock; algorithm for optimal placement of goods in stock; inventory application; application for shipment of goods to the trading floors of the GOT. Mechanisms and performers: PRT Logistics Service. The main information objects of the process are goods (goods and materials).

2 The transportation function on the ORT is performed only in the case and to the extent that it is not fulfilled by suppliers (wholesale companies of products).

Conclusions

Thus, effectively using corporate standards of customer service, the company maintains a high level

of quality of work with customers, ensures the success of its positions in the market, creates a favorable atmosphere for employees and most importantly creates trust, respect and commitment of its customers, creates an image.

Accepting a customer’s order, delivering goods to a customer, and calculating employee salaries are all business processes. Based on the technology of functional structural modeling IDEF0, we have developed and identified the main logistics business processes of top-level ORT. This and further decomposition and regulation of business processes makes it possible to make the logistics functions of the PRT more visible (transparent), linked to the entire system of functions of the PRT, “ready” for analysis (management, improvement). The presented formalization of the business processes of GRT, including the logistics system of the GRT in the format of business processes, is of a rather generalized nature and in a number of specific practical cases may need additional decomposition and refinement. However, it should be noted that the task setting is of decisive importance during the formalization. In our case, the “goal” was defined as providing an understanding of the structure and dynamics of the logistics business processes of the PRT in the system of general processes of the GoT and it has been successfully achieved.

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