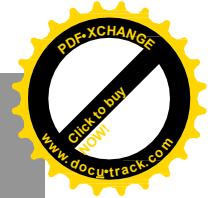


**Управление
ассортиментом**

М

А.Б.

Скуратов



Структура курса

1 день

1. *SWOT анализ компании*
2. *Определение целевого клиента компании*
3. *Стратегия компании*

2 день

1. Структура ассортимента компании
2. ABC – XYZ анализ, роли категорий в ассортименте
3. Порядок реализации процесса «Управление товарными категориями»

Определение

“Совместный (между продавцом и поставщиком) процесс управления категориями, как стратегическими бизнес-единицами, улучшающий результаты продаж и прибыль за счет фокусировки на удовлетворении потребительских нужд и обеспечивающих потребительскую ценность”

Source: ECR Best Practices Report



SWOT • анализ

"«Пессимист видит препятствия в каждой возможности. Оптимист видит возможности в каждом препятствии»

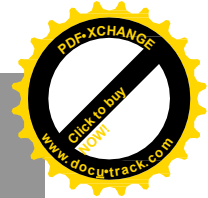
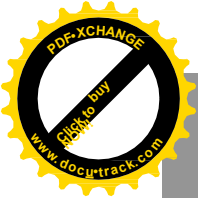
У.

Черчилль



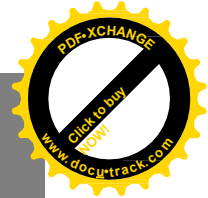
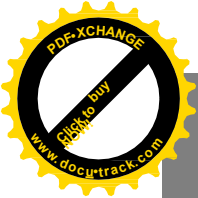
1 день

1. Анализ текущей ситуации
2. Анализ конкурентов
3. Анализ потенциальных клиентов
4. Определение стратегии работы и выбор приоритетов



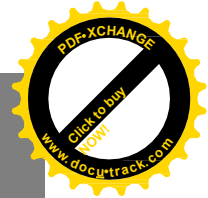
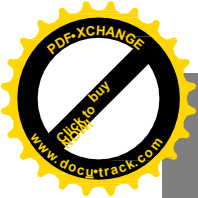
Ориентация

- Цели компании
- Стратегия роста
- Стратегия конкуренции

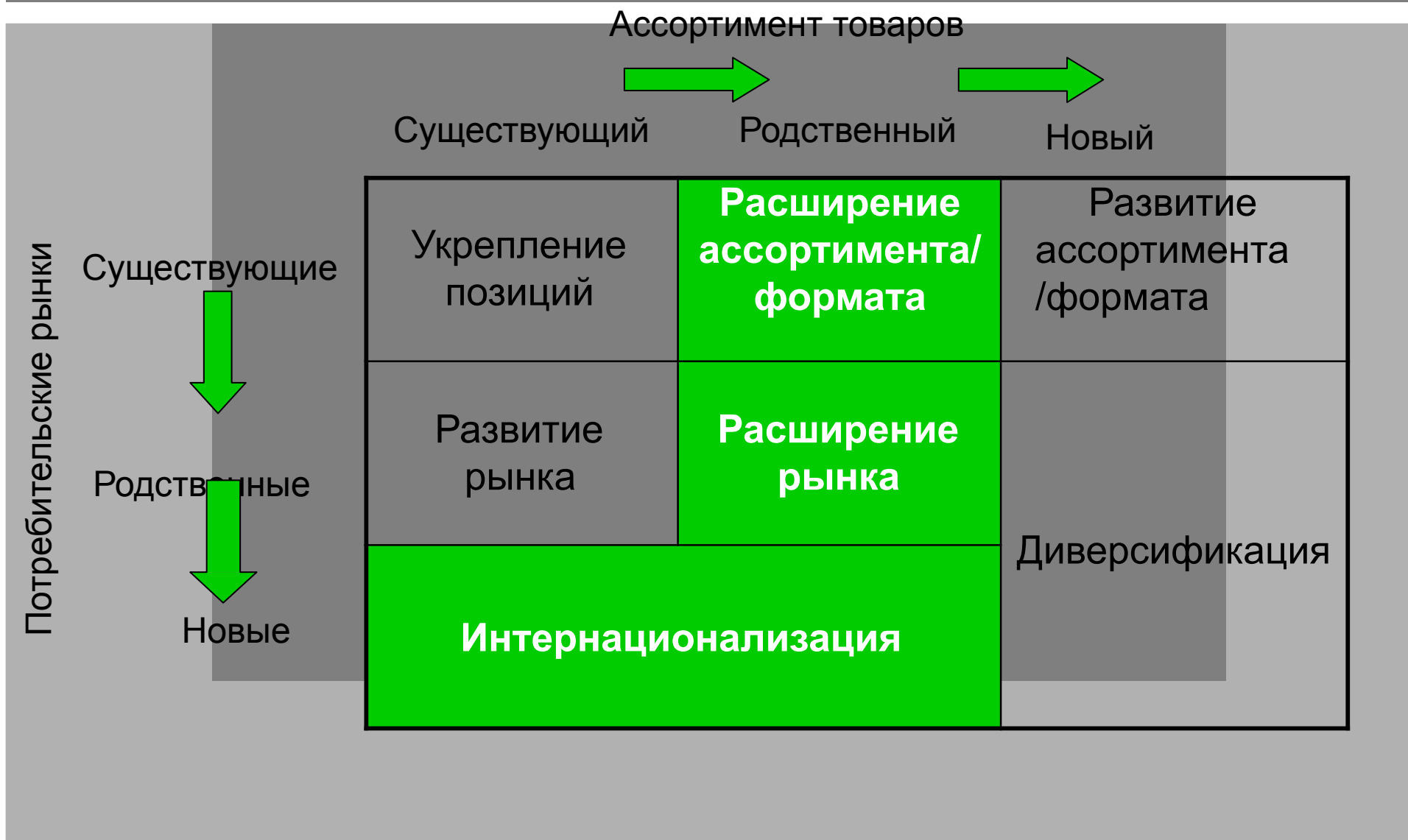


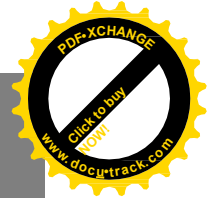
Анализ конкурентов





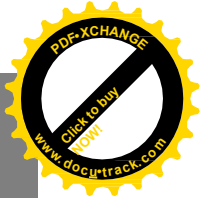
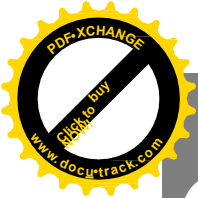
Еще 3 стратегии роста





4 вида «маркетинговых войн»

<p>Оборона</p> <p><u>Стратегия для лидера рынка</u></p> <ul style="list-style-type: none">• Атаки на самого себя с новыми идеями• Блокирование ходов конкурентов	<p>Наступление</p> <p><u>Стратегия для №2 или №3</u></p> <ul style="list-style-type: none">• Избегание сильных сторон лидера• Атаки на слабые места лидера
<p>Обход с фланга</p> <p><u>Стратегии для новых игроков</u></p> <ul style="list-style-type: none">• Движение в незащищенные области• Содержит элемент сюрприза	<p>Партизанская война</p> <p><u>Стратегии для малых игроков</u></p> <ul style="list-style-type: none">• Поиск рынков слишком малых для того, чтобы их защищать• Готовность быстро исчезнуть в случае опасности



Cwpaaweruu uo+uype+yuu

TNM KOHKYPEHTHOTO MPENMY[ECTBA

Husuue

¶u\$\$epe+yuayue

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uo usgepuuau

¶u\$\$epe+yupoæa+ue

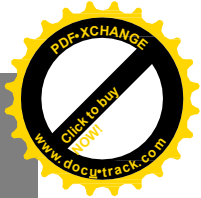
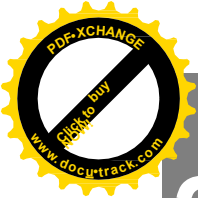
Ouwuana+ee
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Mupouun upyr
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+a æceu pø+ue

Owgena+en cerue+w
uouyuawenen
unu pø+o+ae +uua

[EuEBON PaHOK



3neue+wə uo+uype+yuu

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 e Cepæuc

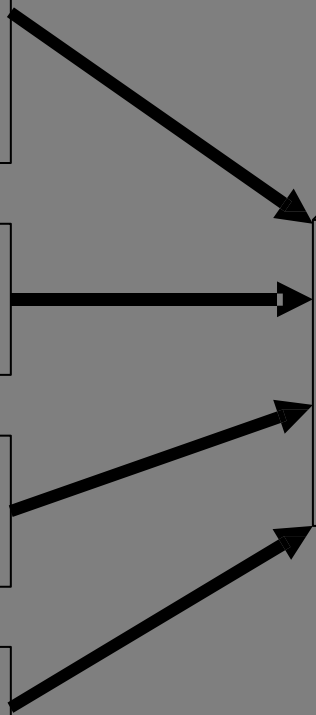
Oc+oæa
 uo+uype+yuu Auwaæ
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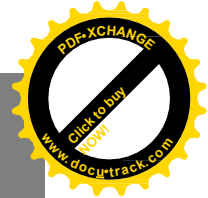
Tge æθ
 uo+uypupewe?
 Βεβορ

uogyuwa/pə+ua
 C ueu æθ
 uo+uypupewe
 Βεβορ uo+uype+wa



Ucwon-uæoe
 uo+uype+w+oe
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 o

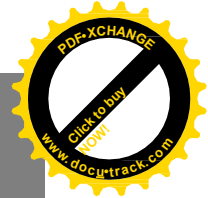




upegene+ue uo+uype+woæ

- Наpаæne+u
e
uo+uype+yuu
- Vpoæ+u
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uo+uype+yuu
- Mowpeδuwenacu
ue cerue+wθ
pθ+ua





Мовребуwenacuae auwyana+ocwa

- [e+a
- Тоæap
- ꞥocwyu+ocwa
- Обcnyuuæa+ue
- Оuөw
uowpeбуwene

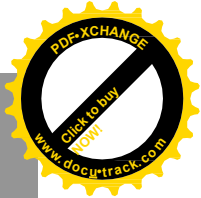
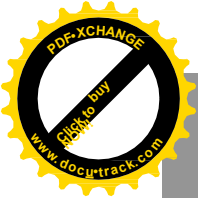
1wo uue++o upegnaraeu?

Kau swo
genaeu?

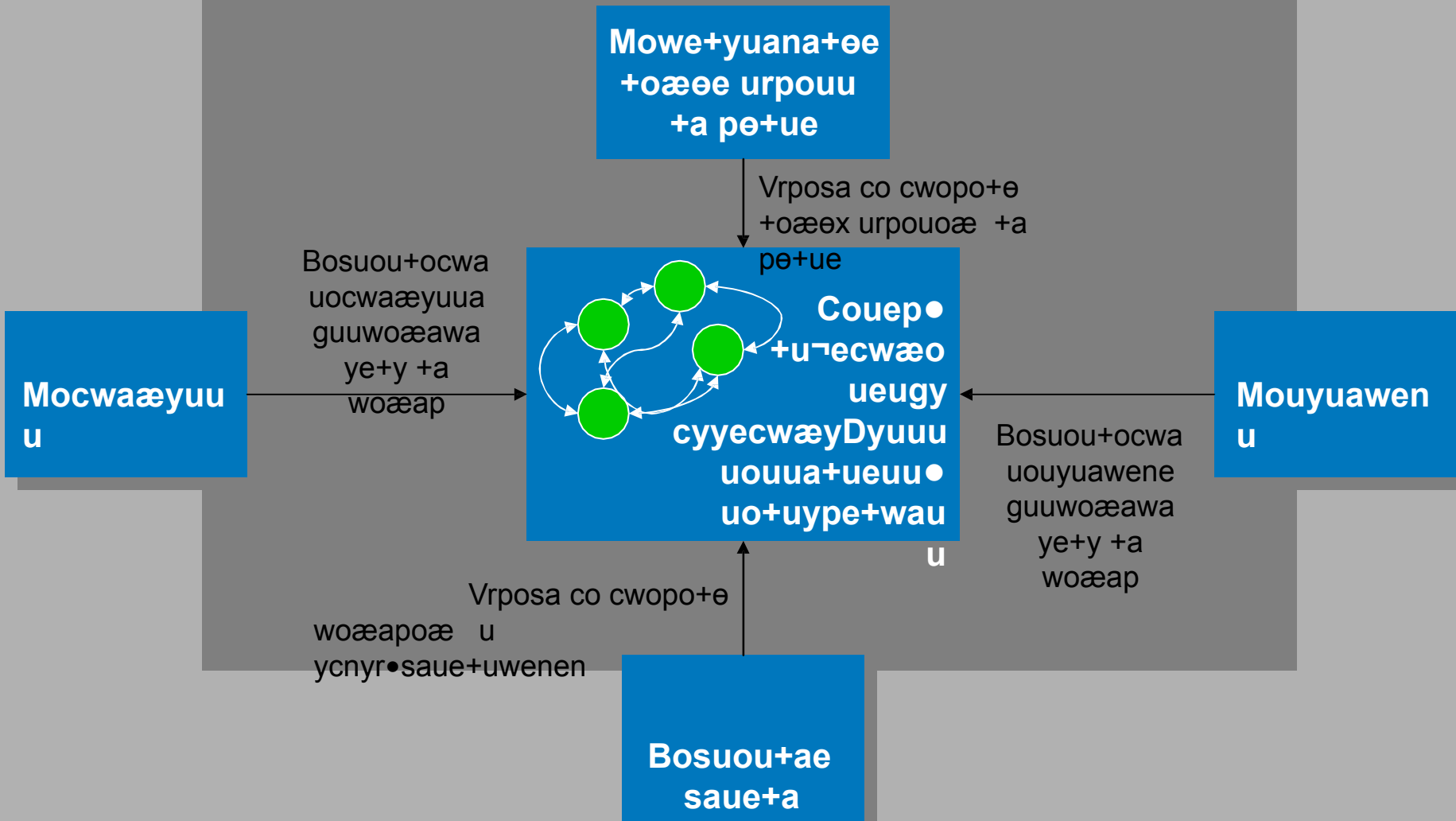
- ꞥouu+uroæawa
- Bөгenuwace
- Coowæewcwæoæ
awa

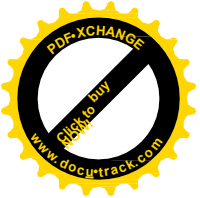
• “Bcesба øөбураume caueu тpyб+eu yma
– mau Bө +e øcтpetume couep+uuoø”.

Mapna ge Tonna



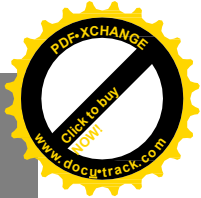
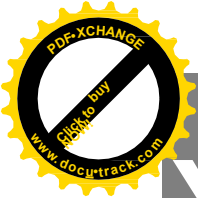
Ծառօրէ սաւերօրսս





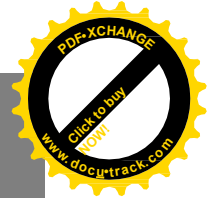
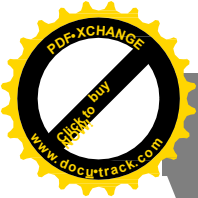
2 ge+a, 26.09.2009

1. Сwpyuwypa accopwue+wa
2. A+anus accopwue+wa
3. Рабова upoyecca
ypaæne+ue
accopwue+wou
4. Mowuæayue uaweropun+oro
ue+eguepa

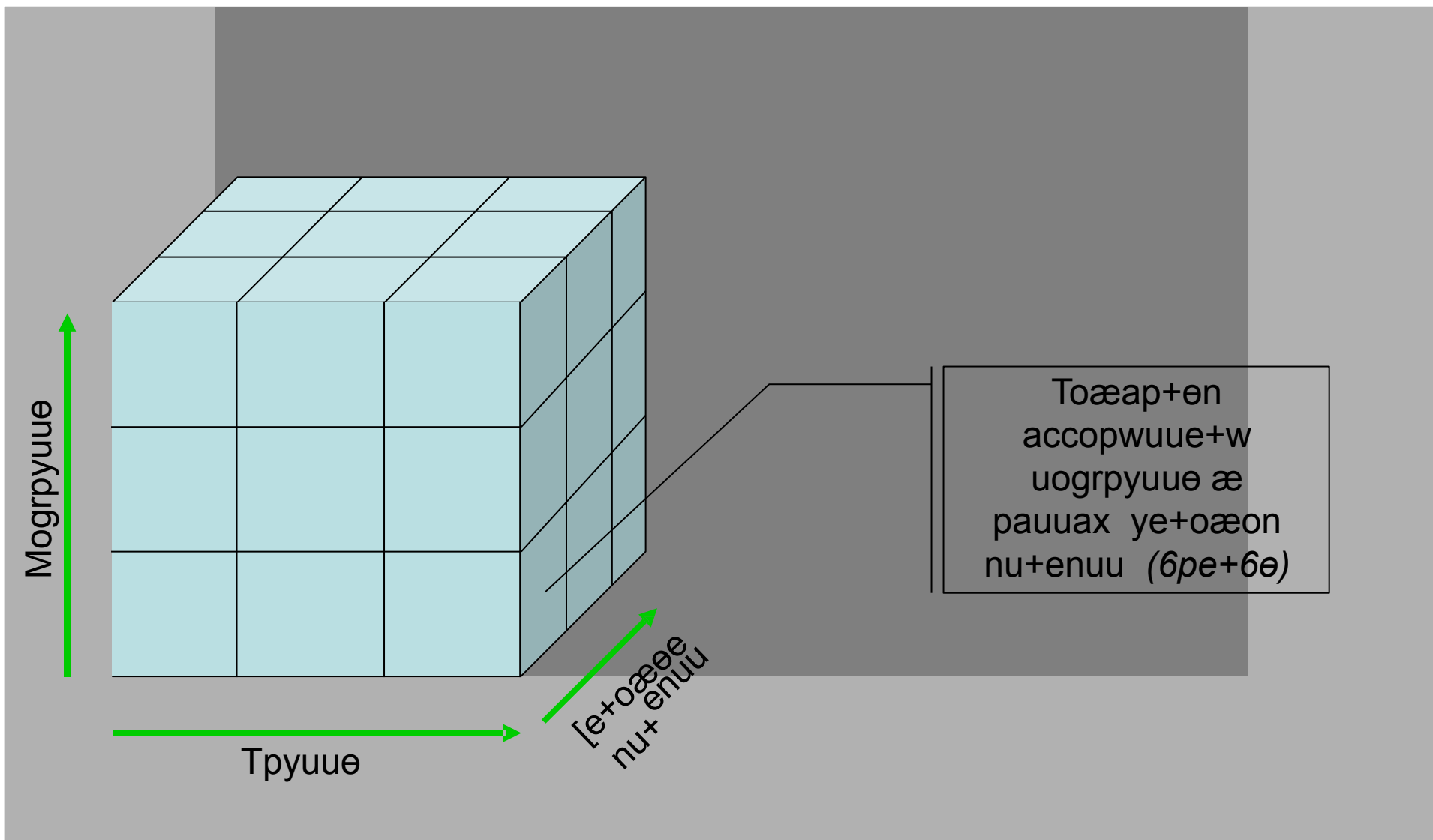


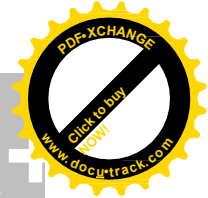
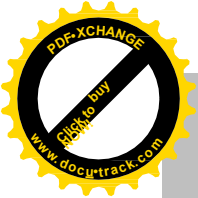
Yupaæne+ue uaweropuen





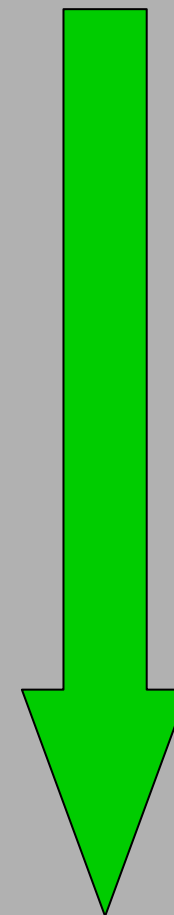
Accorwuuе+w+ae uawpuyа

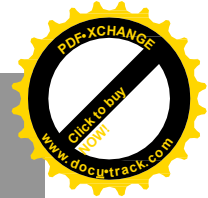
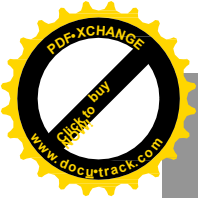




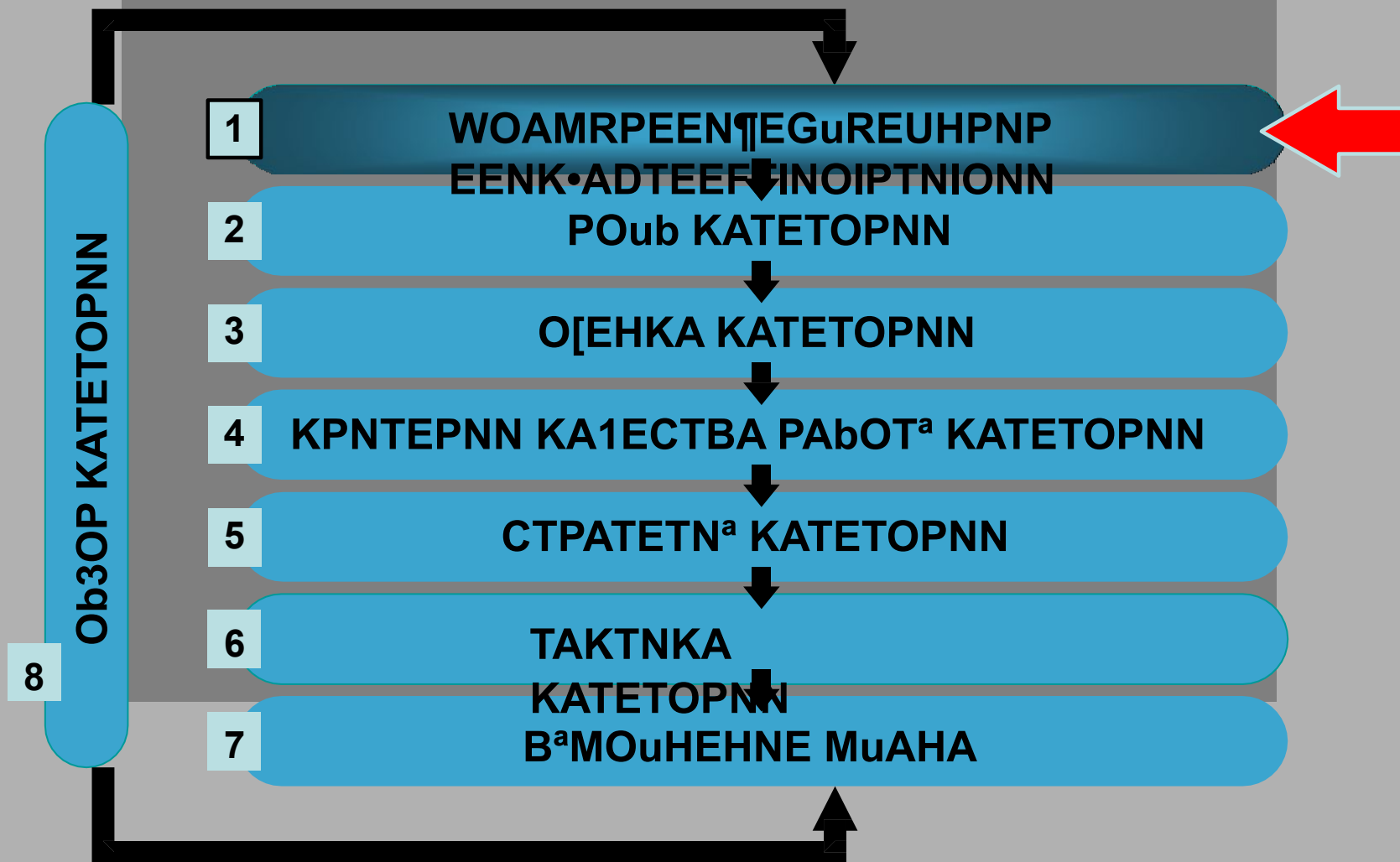
Анropуwу \$opуupоæa+ accopwуue+wa

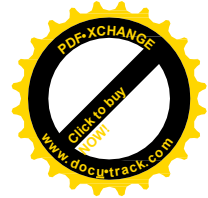
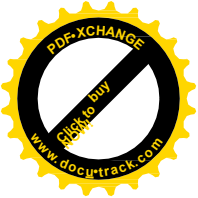
- Mowpeб+ocwa
- Bapua+wө ee ygoænewæope+ue
- Bөбop uawepуana
- Bөбop gouon+uwena+өx xapaуepycwuu,
uocæoneDyux +auбonee uon+o
ygoænewæopуwa uowpeб+ocwa
- Oupegene+ue ye+oæөx xapaуepycwuu
- Oupegene+ue rnyбу+ө u uupowe
accopwуue+wa
- Bөбop uocwaæyуua/бpe+ga
- Bөбop ponu woæapa
- Toæap
- Tex+onorue



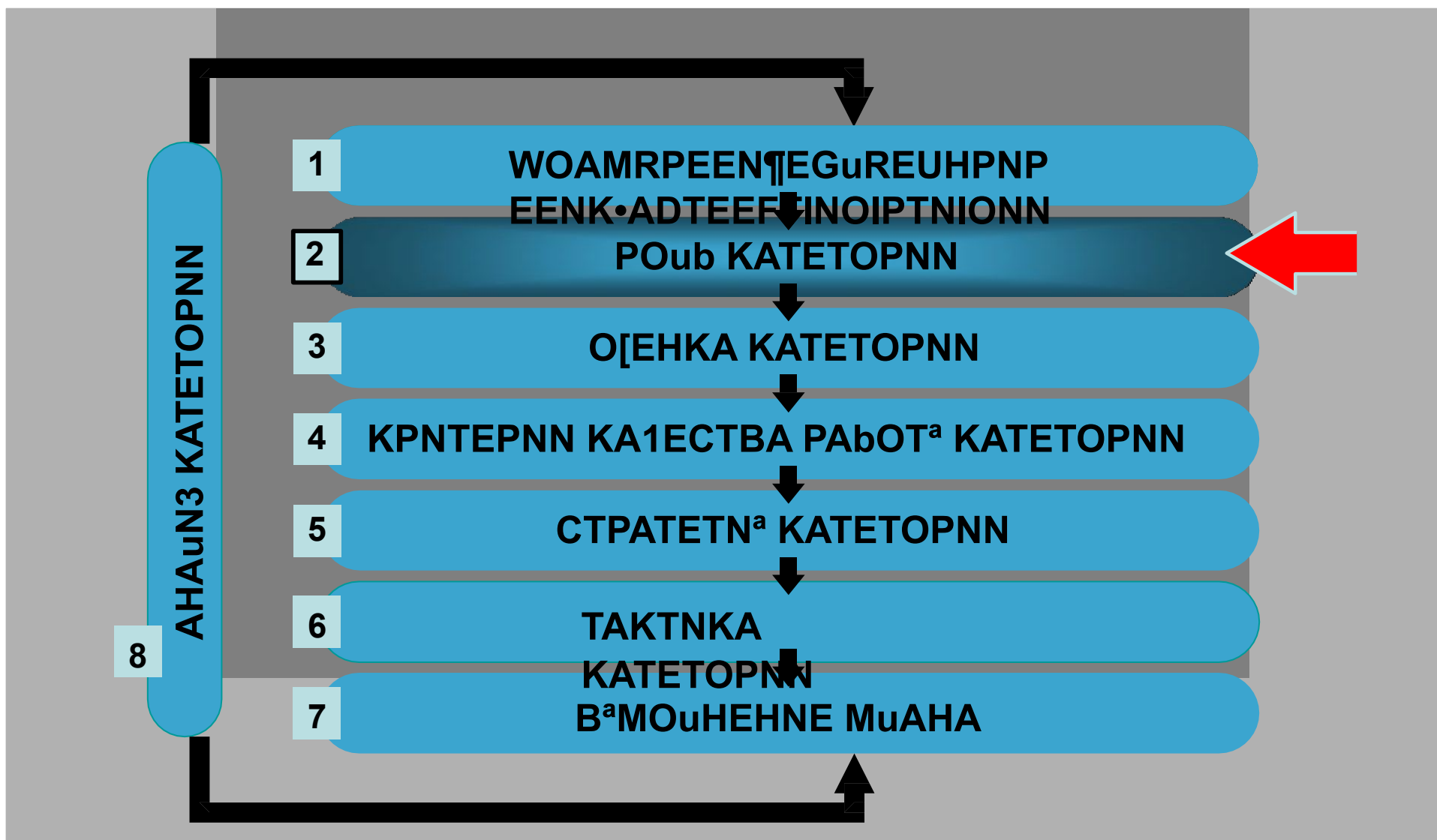


Anropuwu





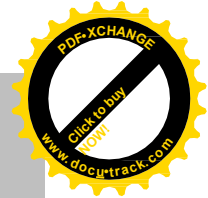
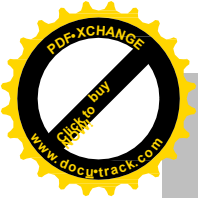
Anropuwu



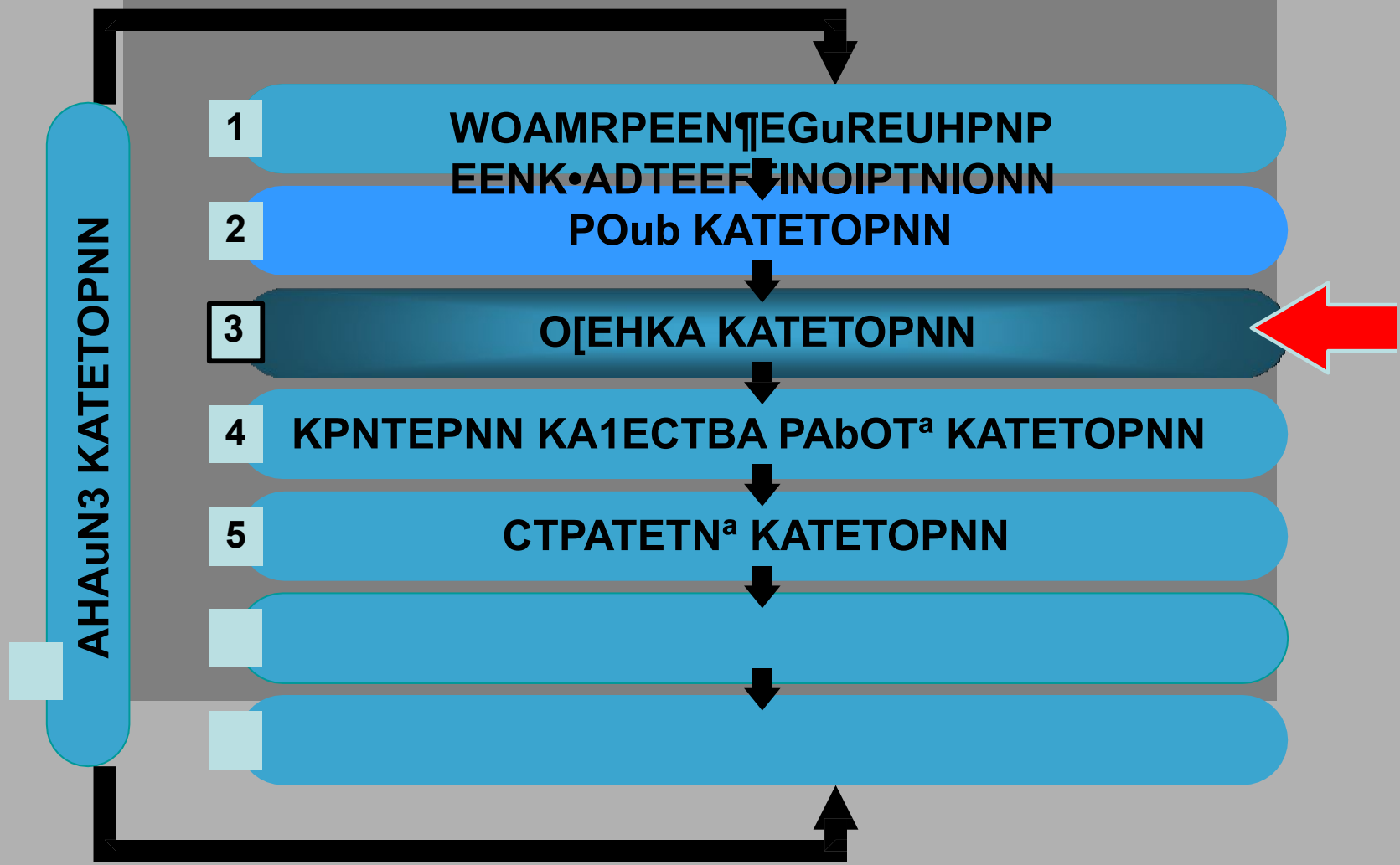


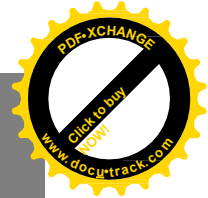
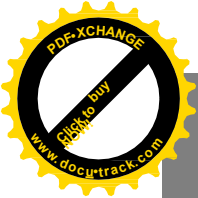
Рона uaweropun

- Мпуорuwew+ee (++,++)
- basoæee (+,+)
- Мерuогuтесuue (+, •+)
- Vгоб+ee (•+, •)
- V+uuana+ee (•,•)

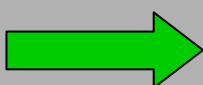


Anropuwu



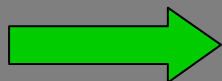


Cxeua a+anusa



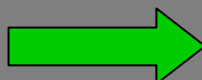
[ena
a+anus
a

C6op
u+\$opuayuu



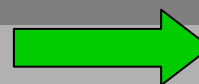
0opuupoæa+u
e ow[~]ewa

Mewog a+anusa
0opuaw ow[~]ewa



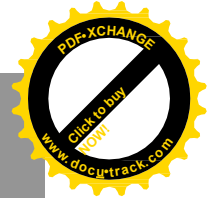
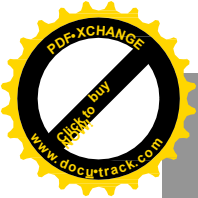
Cpaæ+e+ue

Hopuawuæ+ee
s+a[~]e+u
e



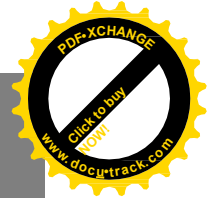
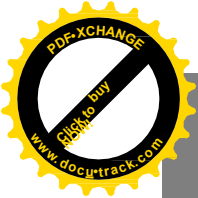
¶encwæue

Anropuw
u
peue+un



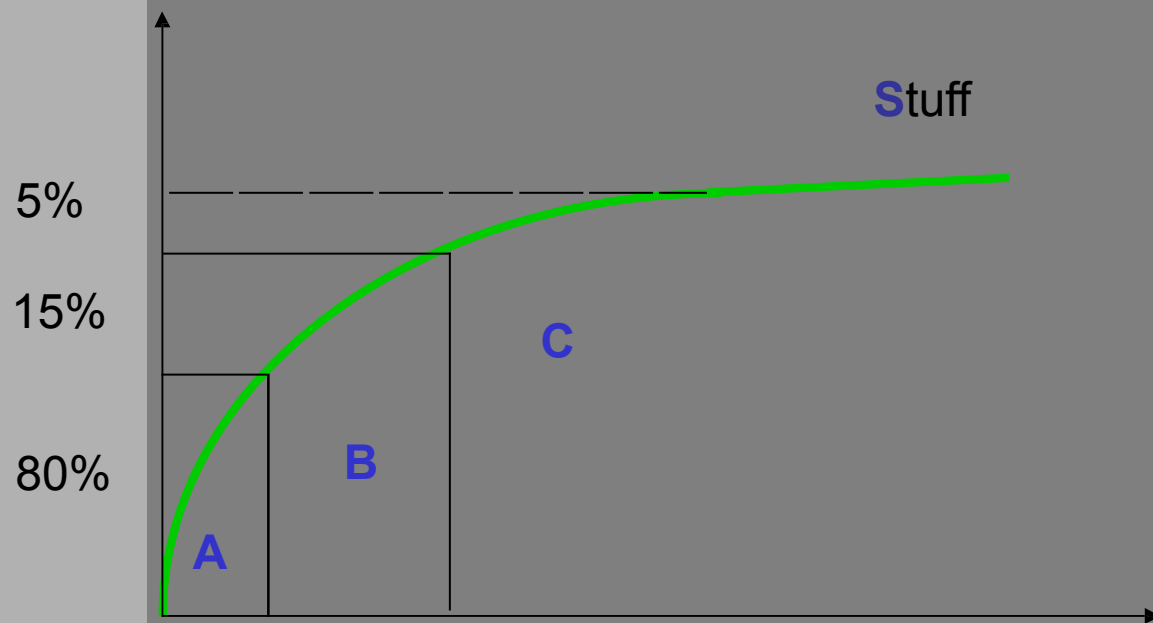
Mewogē a+anusā

- ABC – a+anus
- XYZ – a+anus
- Coæueye++en a+anus

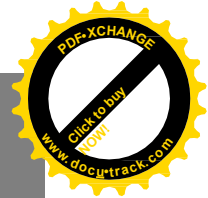
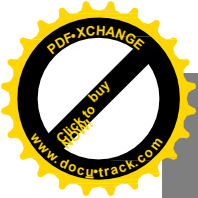


ABC a+anus

¶one æ
обæеue upogau



Mosuyuu
accopwue+w
a



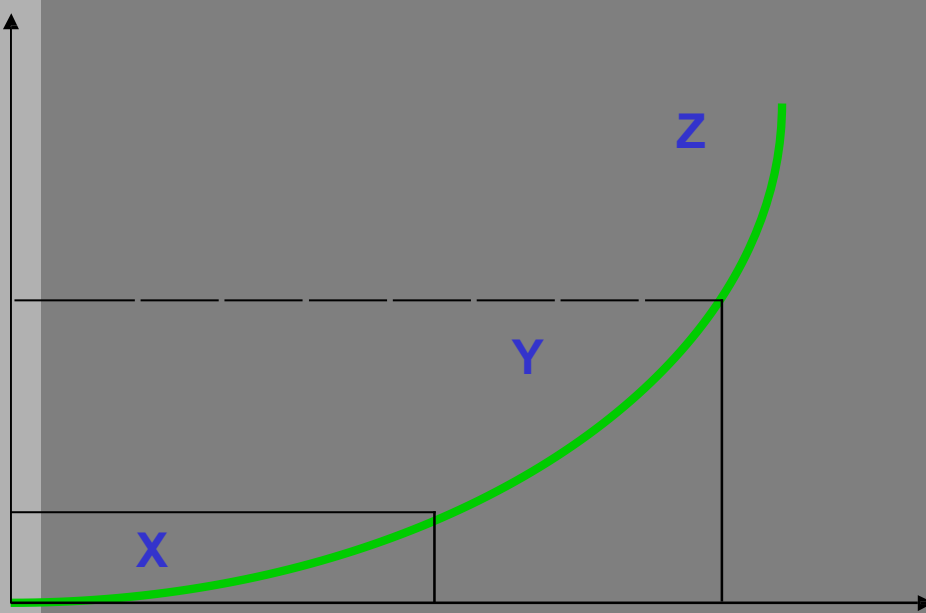
XYZ a+anus

Kos\$\$uyue+w
æapuayuu cupoca (Kæ),
%

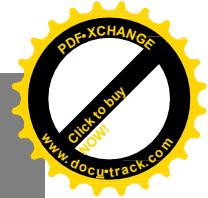
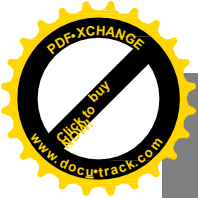
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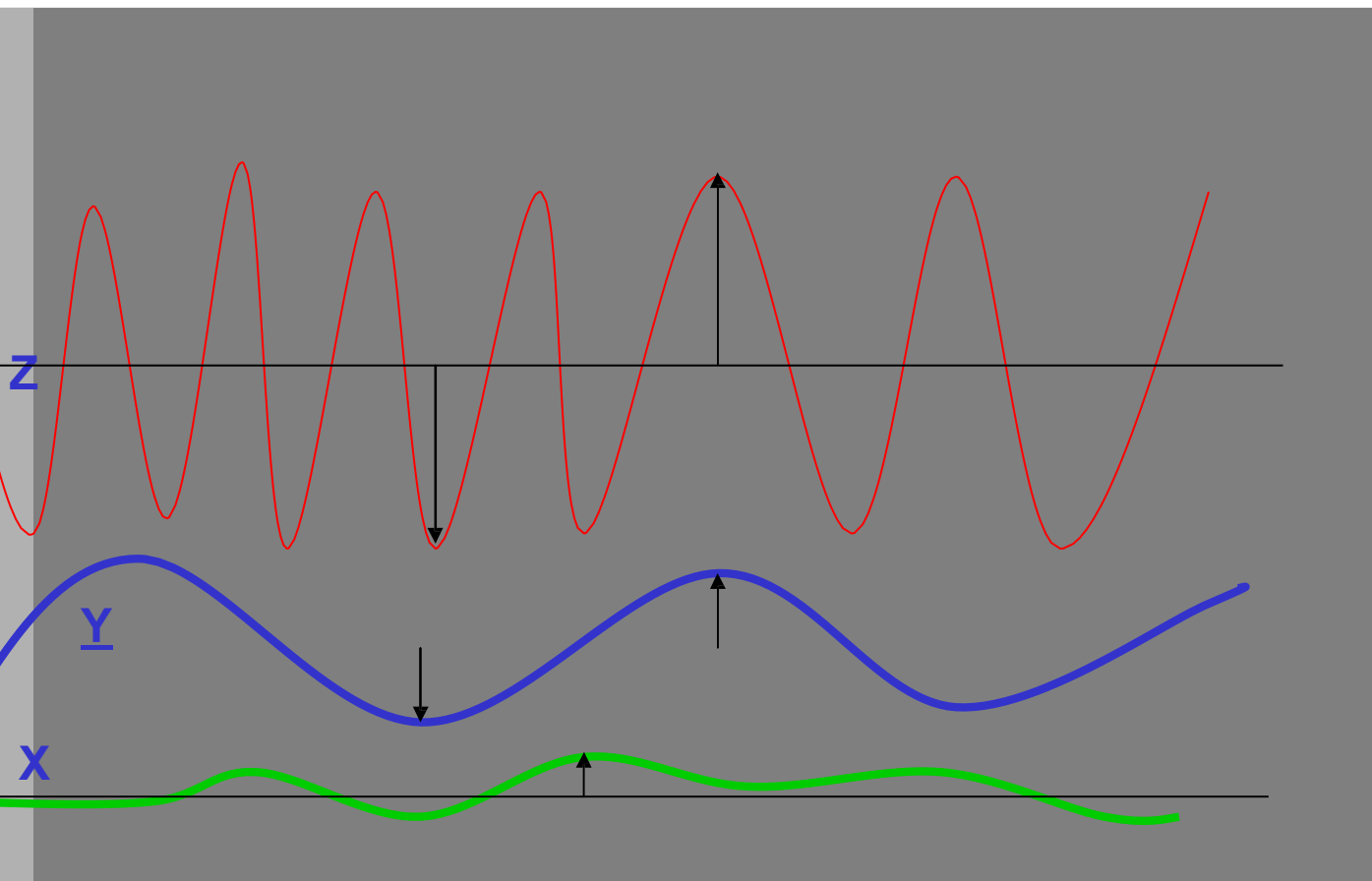
Mosuyuu
accopwuuue+w
a



XYZ a+anus

Kone6a+u
e
cupoca

>25%



Z

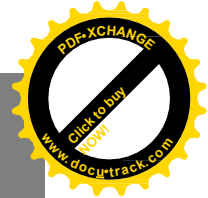
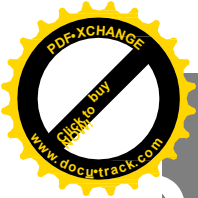
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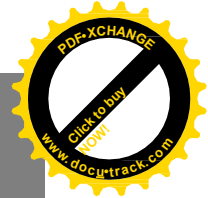
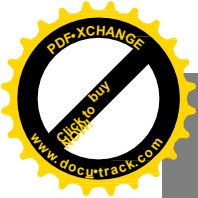


oæueye+ue pesynawawoæ

Bunag woæapa æ
оборow /
упуæна

TOBAPH ^a E TPVMM ^a	Трууа X	Трууа Y	Трууа Z
Трууа A	AX	AY	AZ
Трууа B	BX	BY	BZ
Трууа C	CX	CY	CZ

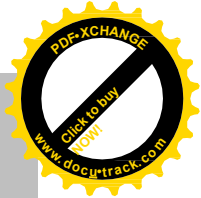
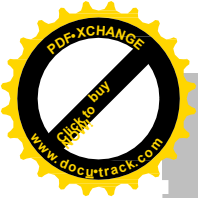
Cwaбuna+ocwa
upogau



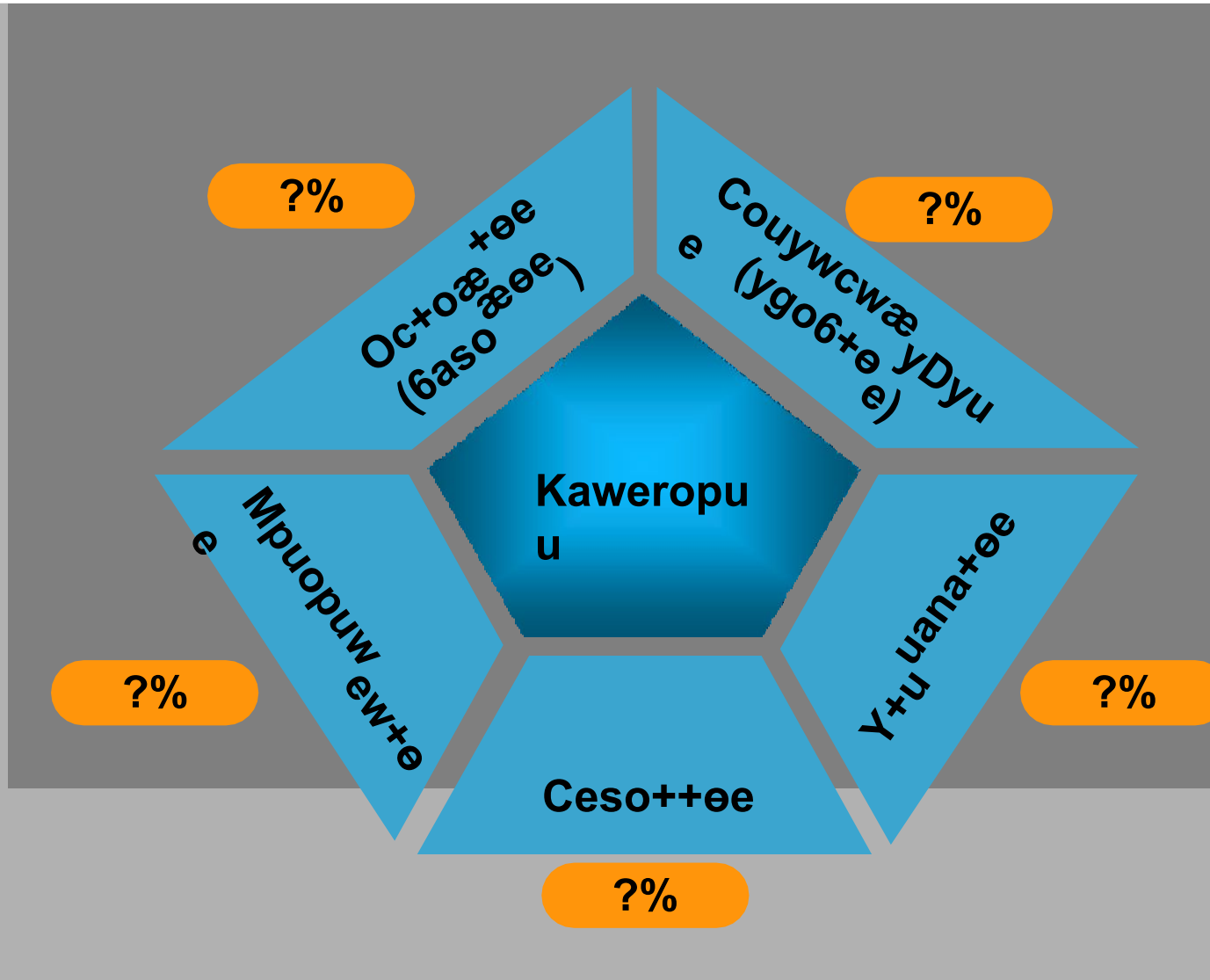
Справерие с+абие+ие

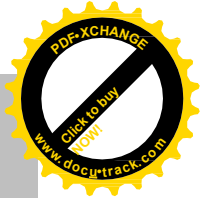
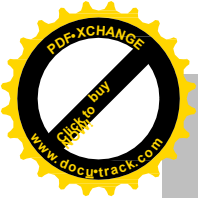
	X	Y	Z
A	1	2 3	3
B	2 3	3	3
C	3	3	4

1 – JIT,
 s>cupecc –saeæ>a
 2 – JIT
 c m+wepæanou æ
 ge+a
 3 – +egen+ae
 uowpeб+ocw
 a,
 yupaæneeuae
 uporpauiuou
 4 – upogawa uog sa>as
 1•2 permo+ana+eu
 uocwaæym> mnm
 P]
 3•4
 ye+wpanmsoæa++eu
 uocwaæym>, cross •
 dock



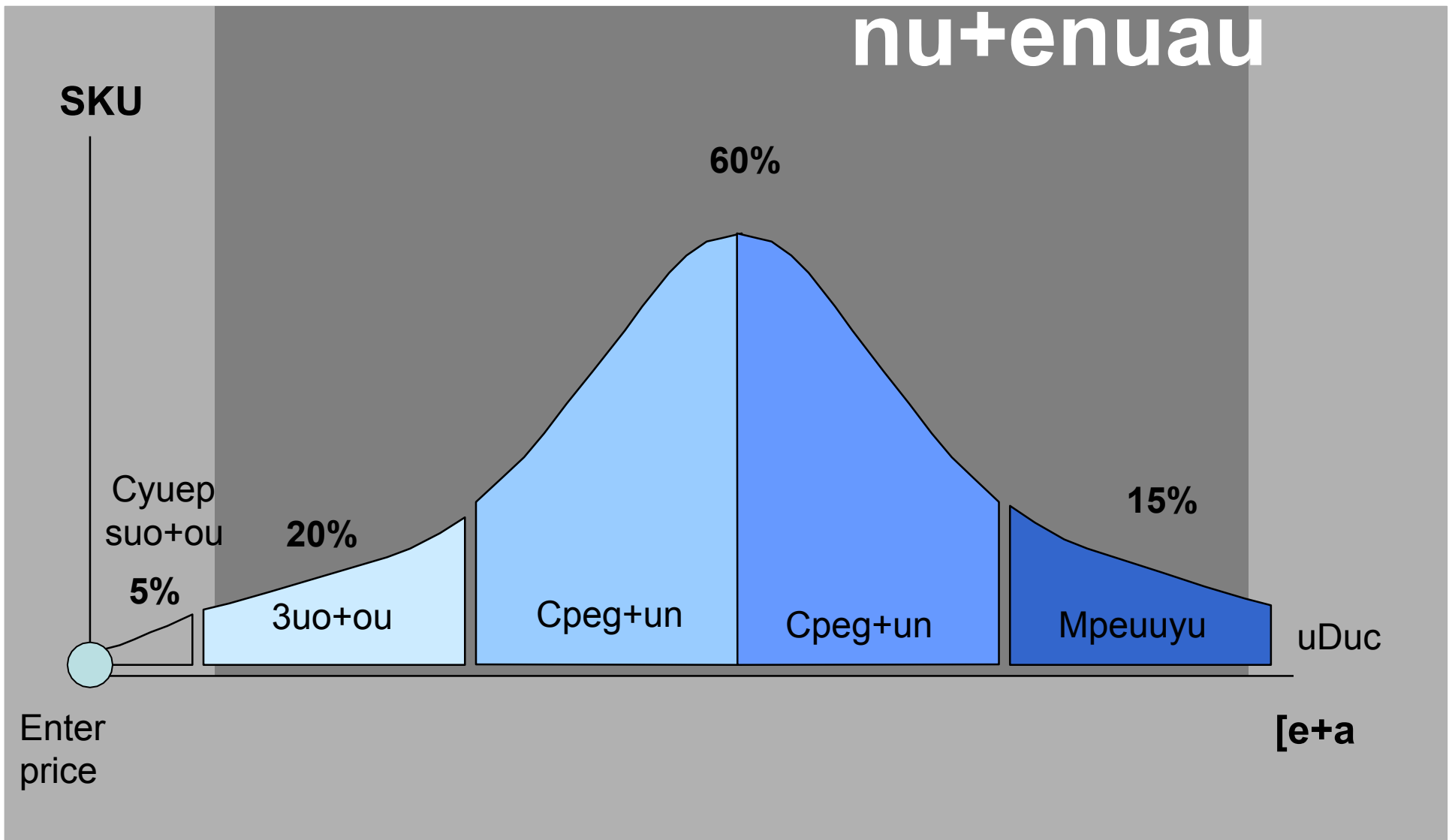
ne 7ero +yu+e uaweropuu?

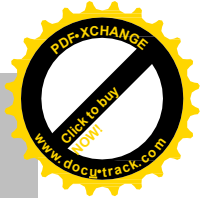
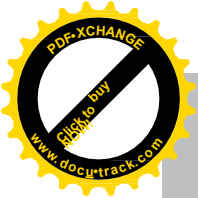




Сұрылуыра уо уе+оæөу

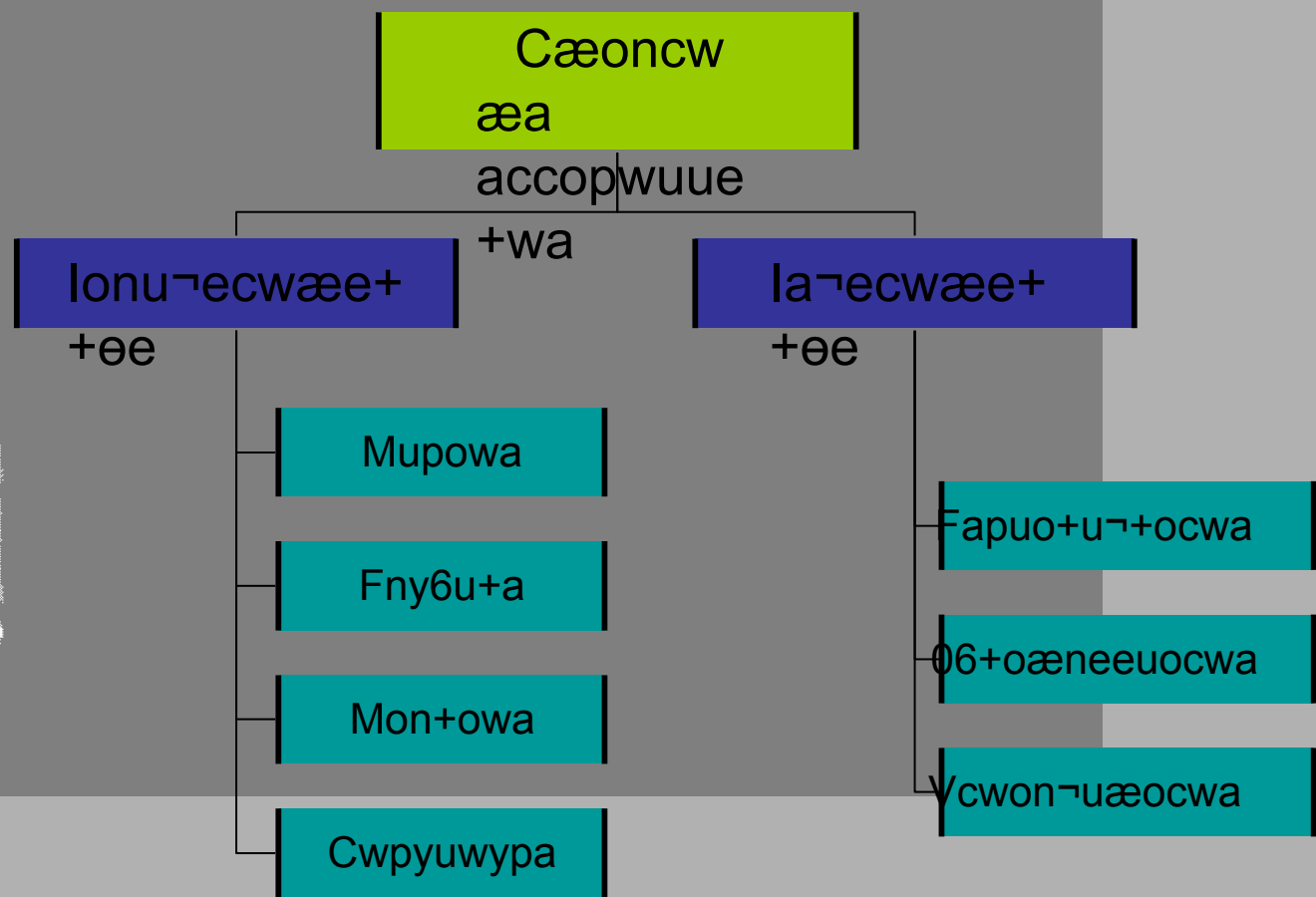
ну+енуау

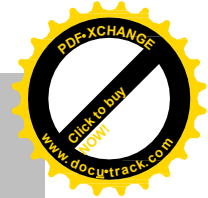
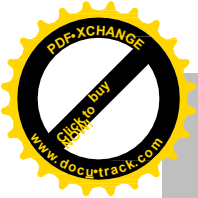




руроæа+ue

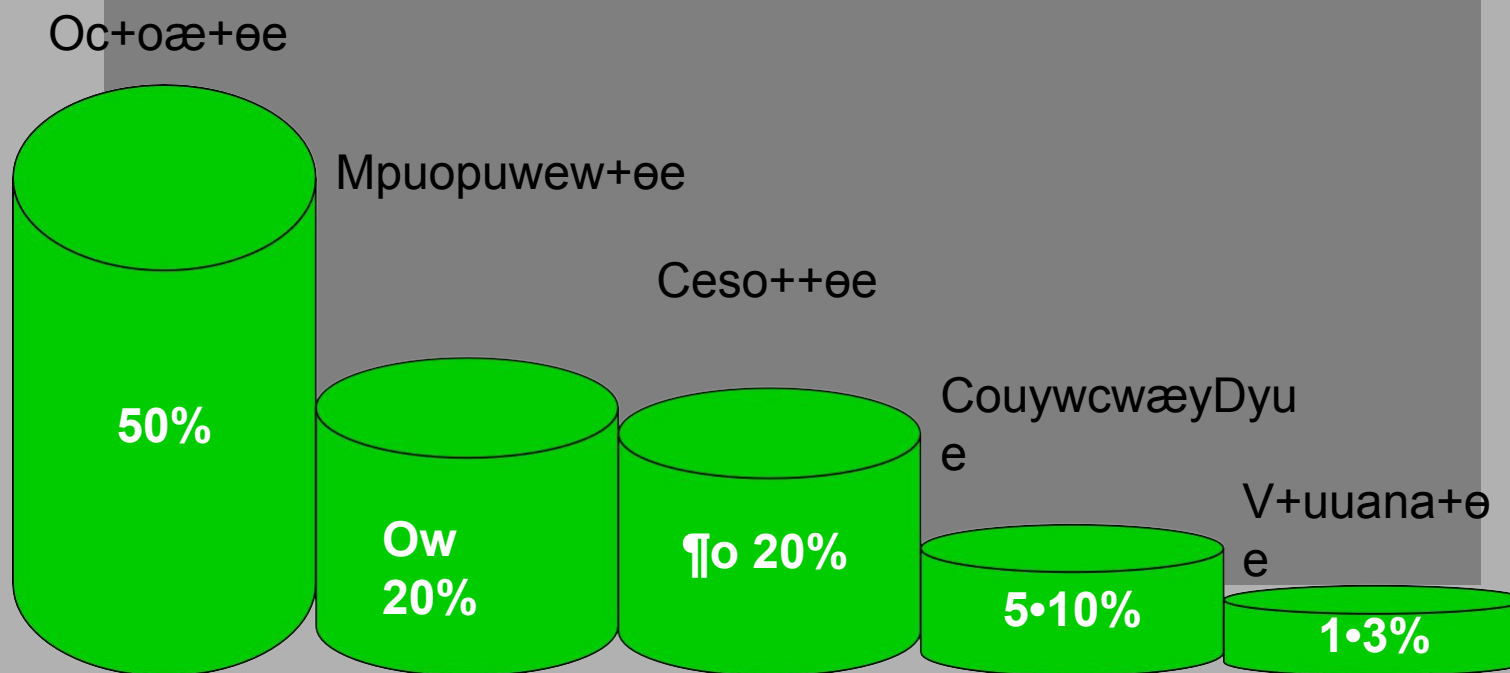
роруæ+wa

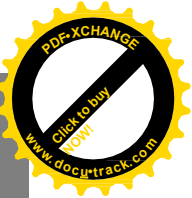
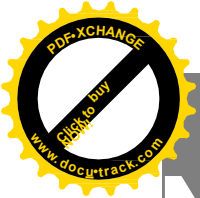




Мурова ассорвууе+ва

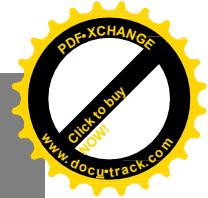
- Kaweropuu
- Тоæар+еe ррууе





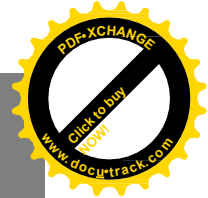
Ngeu gne +oæoro ceso+a

- Hoææe wex+onoruu
- Te+ge+yuu gusan+a
- Hoæu+uu upousæoguwenen
- Ko+uype+w+en a+anus
- Cupoc



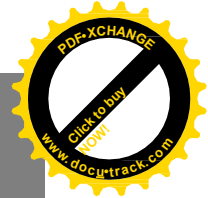
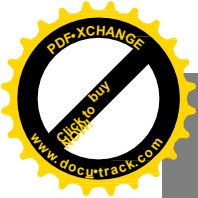
na+ usue+e+ue uaweropuu

- **Tapuo+usayue** (*ueperacupebene+ue SKU ø+ympu spyuuø ueuby ye+oøøuu nu+euuaau, usue+e+ue spa+uy ye+oøøx nu+eeu*)
- **Pacupe+ue** (*yøenu¬e+ue SKU • moøapø u moøap+øe spyuuø, uupoma u snybu+a accopmuue+ma*)
- **Ouwuuusayue** (*cmpyutypa pacupebene+ue SKU ueuby spyuuauu – oc+oø+øe, bouon+umena+øe, cueyuanusupøøa++øe u auceccyapø*)



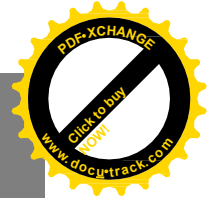
na+ usue+e+un uaweropuu

- Ceso++ocwa upogau
- O6+oæneeuocwa (+opuawuæ)
- Mouasawenu uaweropuu (+opuawuæe)
- Oupegeneeu two bygeu ue+ewa
(\$opuupyeu saupoc)
 - Toæap+ee rpyuuø (oc+oæ+ee, gouon+uwena+ee, cueyuanusupoæa++ee u auceccyapø)
 - bpe+gø (nugep, uocnegoæawena, peruo+ana+en nugep, «+au», enter price)
 - Mocwaæyuuu (cxeua uocwaæou, ycnøæue)



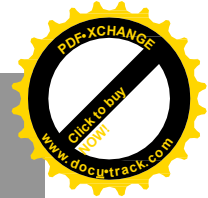
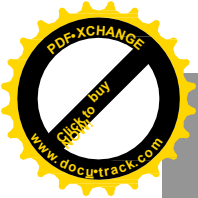
[e+a

- uecw+ocwa
- Cwa6una+ocwa
- Cypaæegnuæocwa
- Hageu+ocwa
- ¶uauasot+ upueuneuex ye+ (*ye+oøee nu+euuu*)
- Bue¬awne+ue ow ye+ø



Peanusayue

- Egu+cwæo +a æcex ypoæ+ex
- uenoæeꞛecuun \$auwop - obyꞛe+ue
- Pona pyuoæoguwenen – wpa+cneyue
- [euoꞛua cosga+ue ye++ocwu



Me+eguer uawerouu

Kauae upogyuyue unu 6pe+g
uueew +au6onauun uowe+yuan
gne uony+e+ue upu6onu?

Hacuonauo s\$\$euwuæ+o
e ucuonasyD pecypc æ æuge
woproæex unoyagen,
owæege++ex
uog uoD uawerouuD?

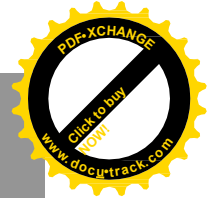
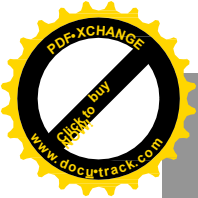
Owæe+æw nu
uon
upogyuwoæen
+a6op
uowpe6+ocwe
u unue+woæ?

Mon una+
pasæuwue
uawerouu
coowæewcwæyew

Cwpaewuu
uouua+uu?

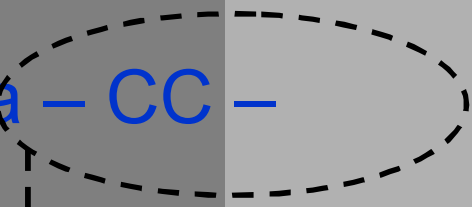
M+e +eobxoguuo uuewa
u+\$opuayuD o6o æcex
cny+æex sauegne+ue
upogau uoero woæapa.





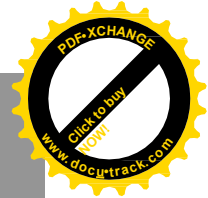
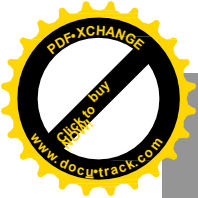
na yupaæne+ue uaweropuen

M = Knue+wø * Busuwø * CpMouyuuu – CC –
OP



06nacwa
owæewcwæe++ocwu
wraguyuo++oro
woæap+oro
ue+eguue+wa

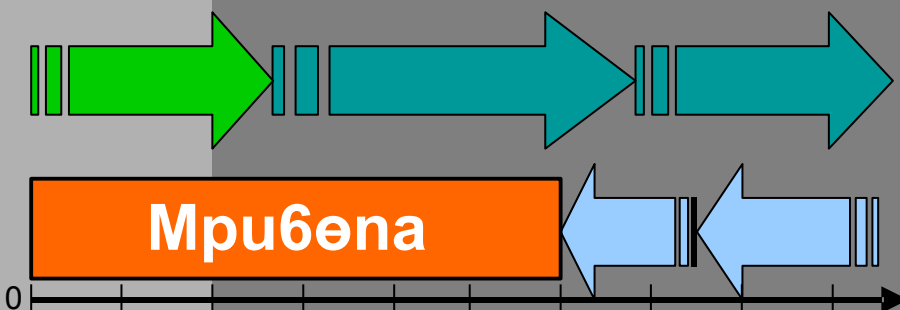
jouon.uwena.ae
o6nacwa
owæewcwæe..ocwu
MK



Загачи КМ

$$M = K_{н\text{е}+w\text{е}} * B_{у\text{с}u\text{w}\text{е}} * C_{р\text{у}e\text{u}} - CC -$$

OP



Nworu 200..

roga:

Оборow – ... uunnuapgoæ eæpo

1уcwaæ урубѐна – ... uunnuo+oæ

eæpo

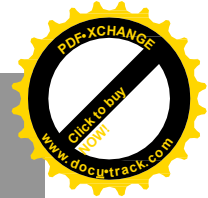
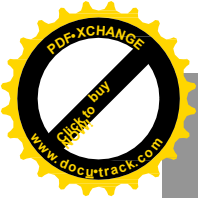
Рocw ꙗуcwon урубѐну +e ue+ee ...%

euerog+o



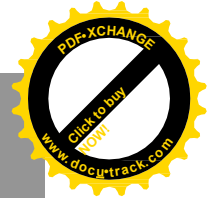
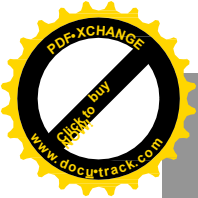
Мовазавену рабове КМ

- Оборов
- GMROI
- бо+ycø u uouue+caуuu
- bDguew upogæuue+ue
- Мер+а+gansu+r (owга+а с 1 uæ.u)
- ¶u+auuuа upogau
- Об+oæne+ue
- Реunauayuu
- bpau
- Out of Stock
- % cepæuca (upucywcwæue woæapa)
- % norucwu+ecux sawpaw

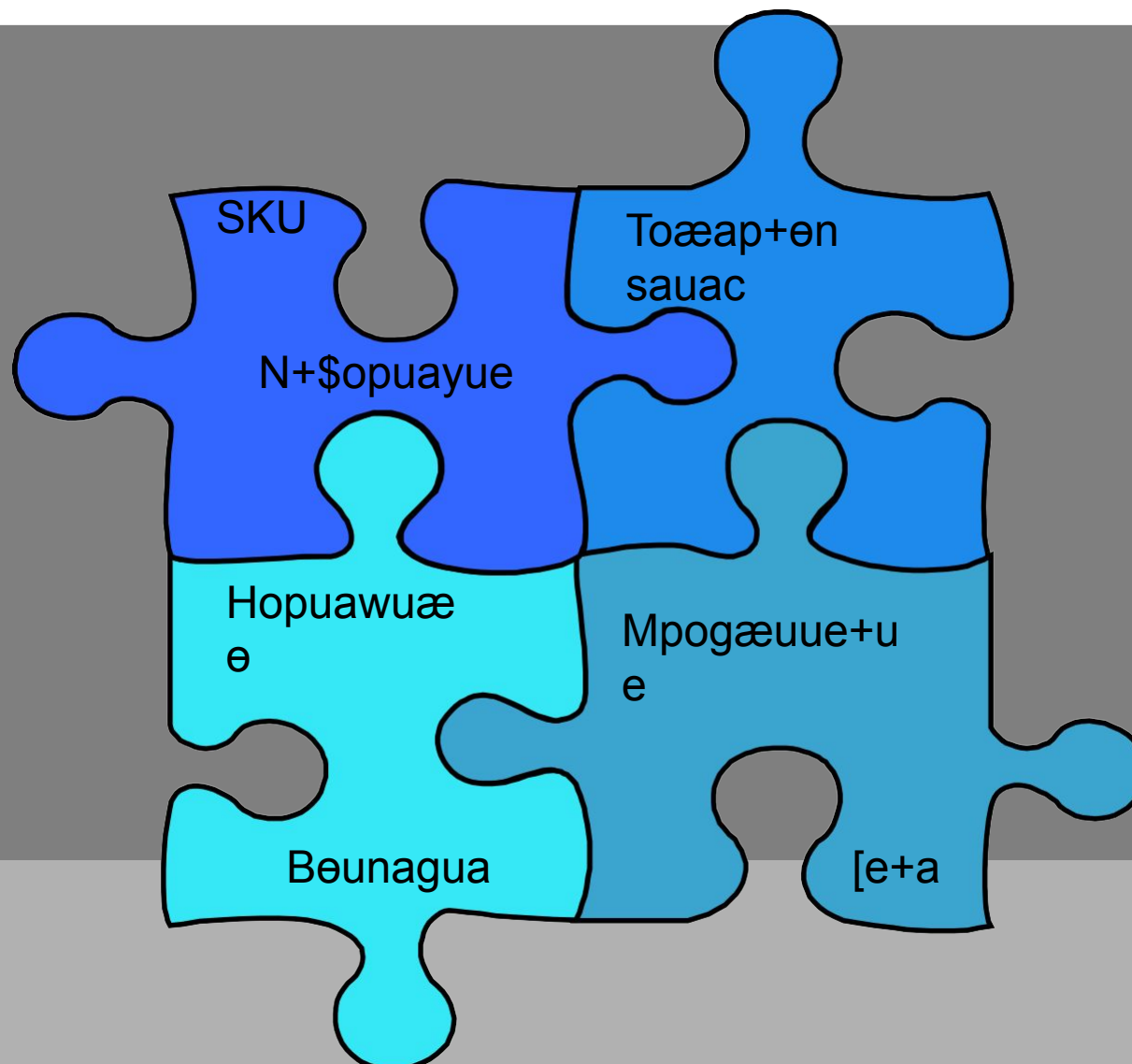


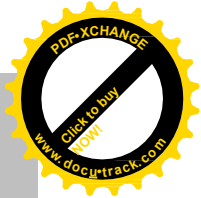
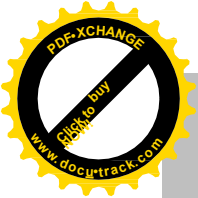
auuogencwæue u nacoæa+ue

- ¶upeuwopa uarasu+oæ
- uorucwuua
- byxranwepue
- Ou+a+cø
- Mapuewu+r
- Kagpø



1eu yupaæneeu?





Оуе+ua uaweropuu

•P^aHOK

- Pasæuwue u pocw upogau +a ypoæ+e uaweropun u uoguwaweropun
- Peruo+ana+oe pasæuwue
- Pasæuwue бpe+goæ u cobcwæe++ex uapou
- Pasæuwue pos+uyæ u \$opuawa uau ʀacwu pæ+ua
- Ko+uype+yue

•PO3HN[A

- Mporauu, æanoæae u ʀacwæe upuβæna
- Zawpawæ +a uocwææuy u norucwuuu, woæap+ee sauace,
- Ceβucwouuocwa uaugoro upogyuwa u upuβæna+ocwa
- Mporgyuwæ+ocwa: upogauulu², upogauuluonua u w. g.
- Mapuu+ana+oe u uo+uype+w+oe ye+ooβpasææ+ue gne uaweropuu
- Mupowa u rnyβu+a accopwuuu+wa, gone +a uonue
- ¶one u u+we+cuæ+ocwa upogæuuu+ue æ upogauax

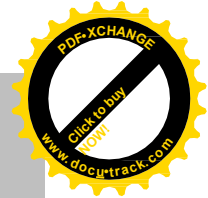
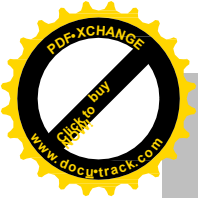


•MPON3BO¶NTEuN

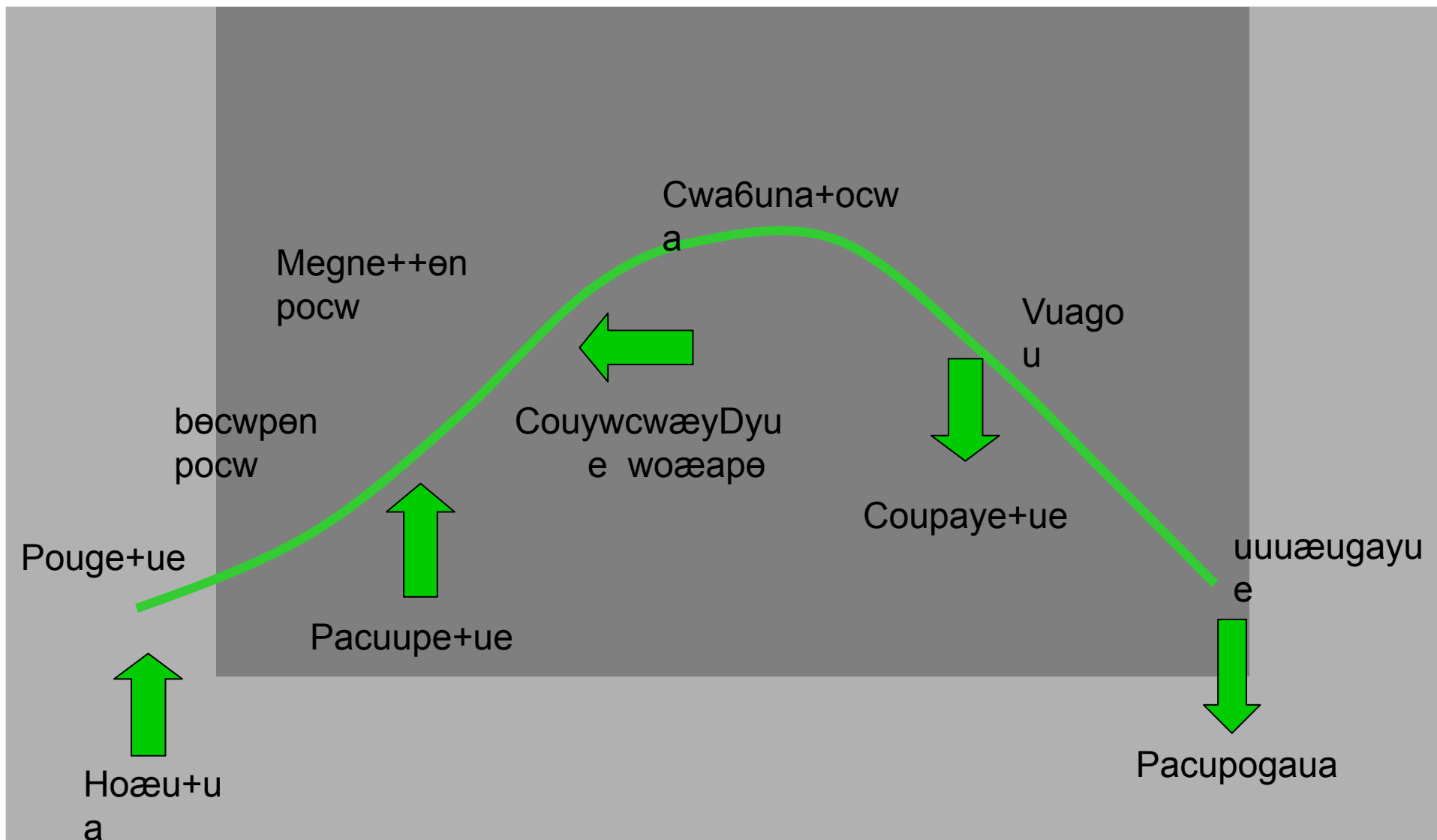
- Pæ+oʀ+æe uosuyue: Mporauu (pasæuwue), pæ+oʀ+æe gone (pasæuwue)
- Mpuβæna+ocwa upousæogcwæa SKU
- Hageu+ocwa, % cepæuca upu uocwææuax woæapa

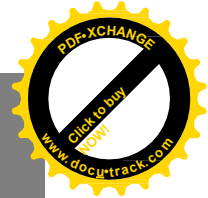
•MOTPEbNTEuN

- : Mowpeβ+ocwa u uogena ye++ocwen
- ¶euorpa\$ue, cwpyuwypa gouoxosecwæ,
- Ceso++ocwa, uoneβa+ue ueceya, +egenu, g+e; ʀacwowa uouyuou
- Kopuʀecwæo, a+anus uopsu+e, cpeg+ee uouyuua, peauyue +a upogæuuu+ue, noena+ocwa бpe+gy u uarasu+y
- pacuonoue+ue uarasu+oæ u upeguouʀwe+ue \$opuawoæ



Mus+e++en yuun





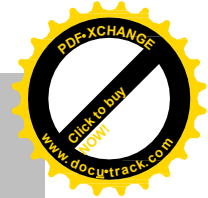
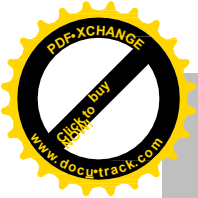
na+ usue+e+ue uaweropuu

- **Tapuo+usayue** (*ueperacupebene+ue SKU ø+ympu spyuuø ueuby ye+oøøuu nu+euuauu, usue+e+ue spa+uy ye+oøøx nu+eeu*)
- **Pacupe+ue** (*yøenu¬e+ue SKU • moøapø u moøap+øe spyuuø, uupoma u snybu+a accopmuue+ma*)
- **Ouwuuusayue** (*cmpyymypa pacupebene+ue SKU ueuby spyuuauu – oc+oø+øe, bouon+umena+øe, cueyuanusupøøa++øe u auceccypø*)



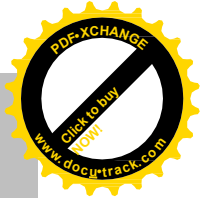
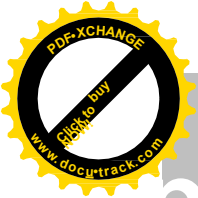
na+ usue+e+un uaweropuu

- Ceso++ocwa upogau
- O6+oæneeuocwa (+opuawuæ)
- Mouasawenu uaweropuu (+opuawuæe)
- Oupegeneeu ʾwo bygeu ue+ewa
(\$opuupyeu saupoc)
 - Toæap+ee rpyuuθ (oc+oæ+ee, gouon+uwena+ee, cueyuanusupoæa++ee u auceccyapθ)
 - bpe+gθ (nugep, uocnegoæawena, peruo+ana+θn nugep, «+au», enter price)
 - Mocwaæyuuu (cxeua uocwaæou, ycnoæue)



Anropuwu





ουwertung uaracwæa

ουwertung

BunDrae

- Cwpawerue
uouua+uu

- Pona uawerouu

Mouuawenu	2004	2005	2006	Pθ+ou	200	200	200
Срег+un Γeu, Κυθ uaracwæo +auue+oæa+un æ og+on uouyuue Κοnuaracwæo uouyuawenen				¶one uawerouu æ oθæue upogau cewu N+geuc pocwa	4	5	6
8u+a+cθ	200	2005	2006	Mouasawenu	2004	200	200
Οθæu upogau N+geuc pocwa Βanoæae upuθna N+geuc pocwa 1ucwæe upuθna	4			ΟθopaΓuææuocwa T3 ΟθopaΓuææuocwa K3 Owgara c 1 uæ. u.		5	6

BM +a 1 upogaæya

Cwpaeruu uaweropun

**Te+erawop uowoua
uouyuawenen**

Te+erawop uouyuou

Te+erawop upuθenu

3ayuw+uu

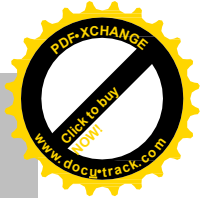
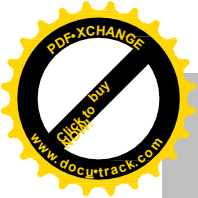
Te+erawop

+anu+ocwu

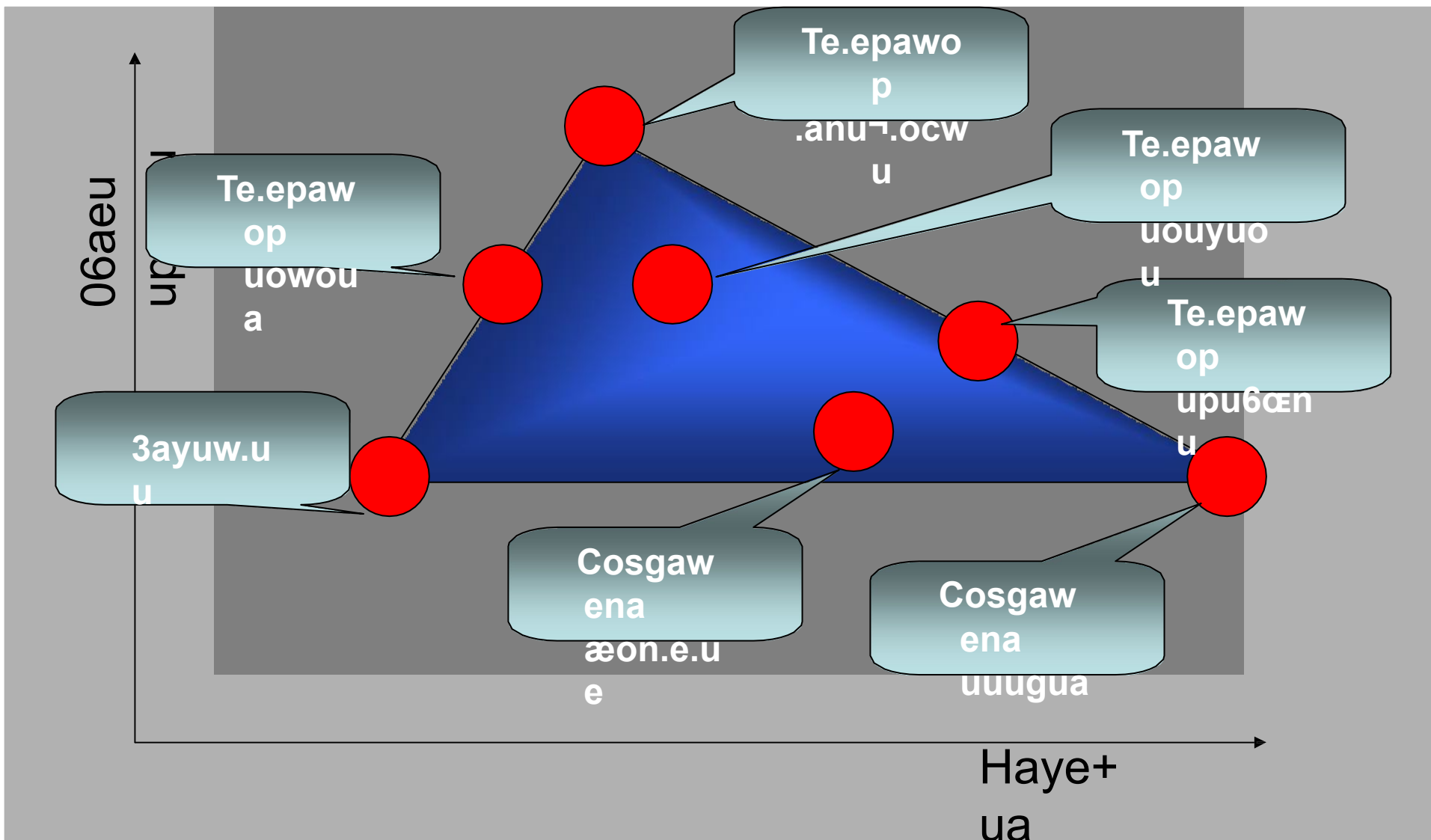
Cosgawena æon+e+ue

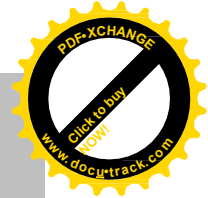
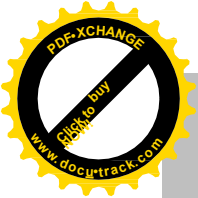
Cosgawena uuugua



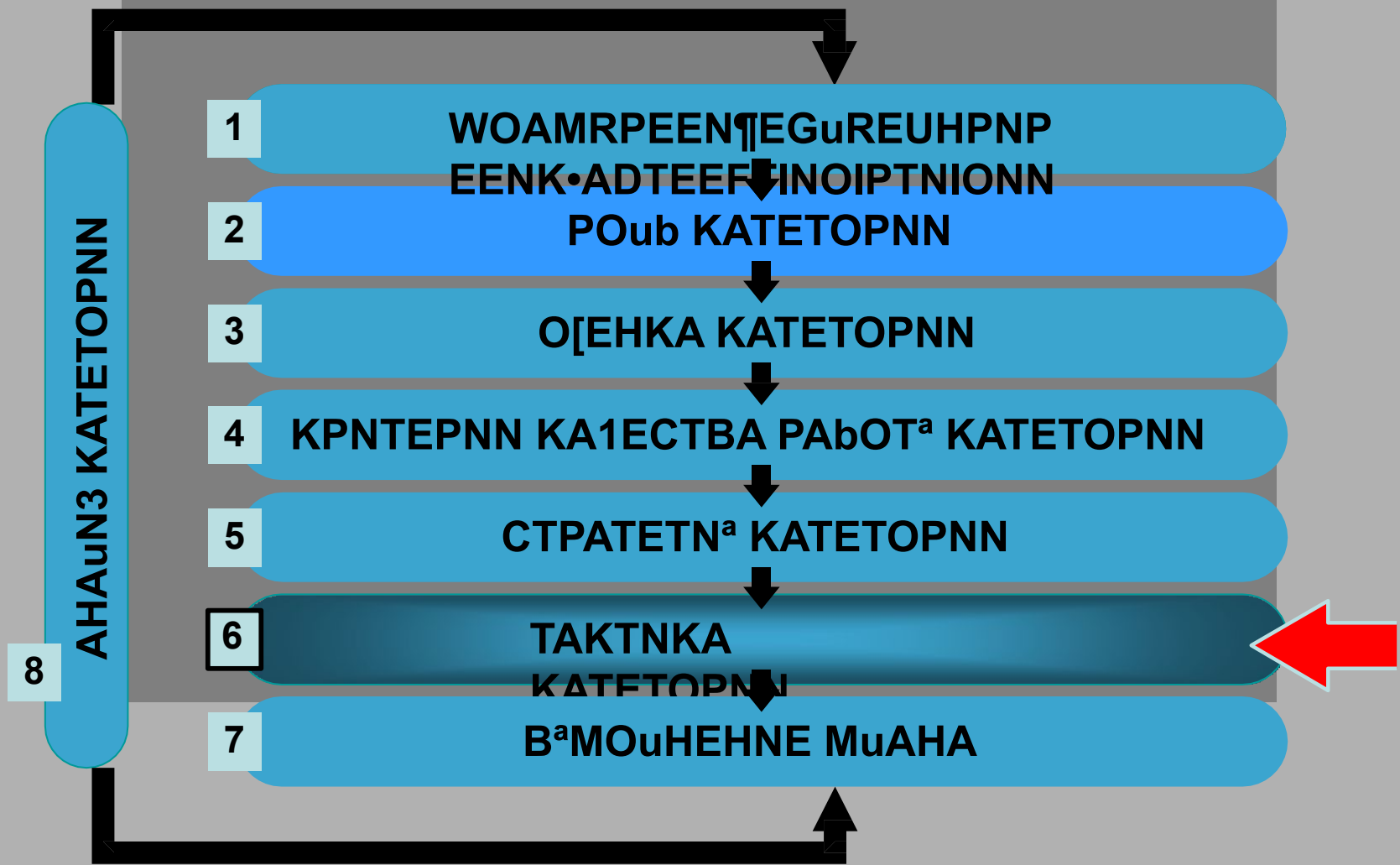


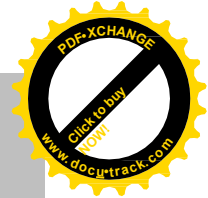
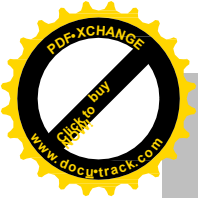
Cwpaeruu uaweropun





Anropuwu





Тавууа тавероуу

Рона тавероуу +
Сурпаверуе
тавероуу

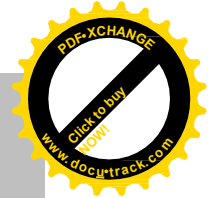
СМЕ[NAubHO МуAHNPYEM:

ACCOPTNMEHT

[EHOOбPA3OBAHNE

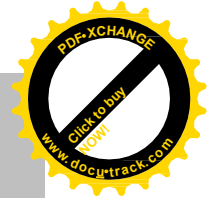
MEP1AH¶AN3NHT

MPO¶BNMEHNE



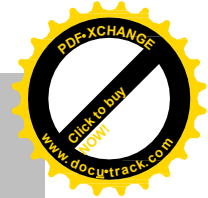
Ассорвууе+w

- Ноæu+ua
- Расурогaua
- Оwnu-ue ow uo+uype+woæ
- Ceso++ee woæape
- bpe+ge
- [e+oæee nu+enuu
- A+anoru
- Заue+uwenu



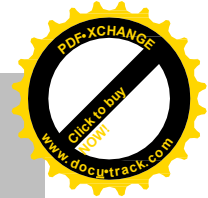
[e+oo6pasoa+ue

- EDLP (every day low price)
- C+ewue cnuæou
- Mpo+uu+oæe+ue
- Ko+uype+w+ee ye+e
- V6ewo+en nugep
- Auyue



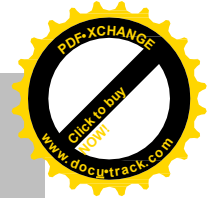
Мерґа+gansu+r

- ТґЕ?
- Pasueye+ue rpyuu æ+ywpu owgena
- Cocegcwæo
- Pacupegene+ue unoyagen
- ґouon+uwena+ae æθunagua
- КАК?
- Берwuuana+θe unu ropuso+wana+θe 6nouu
- Ncuonasoæa+ue cwe+goæ u POS
- ґouon+uwena+ae u+\$opuayue
- Mpouo-uecwa



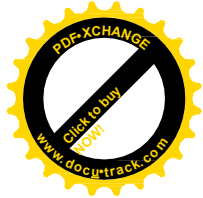
Мрoгæууе+уе

- Мрoгyуw
- Туу мрoгæууе+уе
- [e+a
- уacwowa
- Coæуeсw+ən uep+a+gansu+r
- Мрoгoнууwena+ocwa



Карва uaweropuu

- Харuwerucwuuu woæapoæ
- Норууроæa+ue SKU
- uаборawopue uер᳚a+gansu+ra
- uu+en+œe uewpø – cwennauu – UNIT
- 52• +egenat+en una+ (yuun sauyuuu)
- One in – one out
- В ᳚eu ny᳚ue?
- В ᳚eu wau ue?
- В ᳚eu xyue?



Сыун una+ раbowe uo +acwponue раbowe

OVA

1. Vwæepuge+ue
accopwue+w+on uonuwuuu
2. Oupegene+ue +opuawuæoæ
uaweropun u ux pasgene+ue ueugy
uaweropun+θuu ue+eguepauu