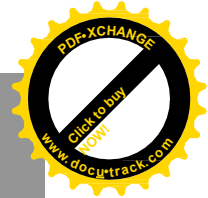


**Управление
ассортиментом**

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

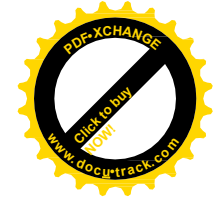


SWOT • анализ

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

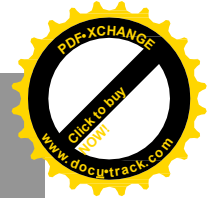
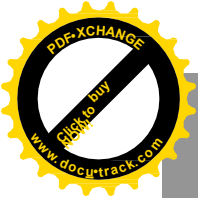
У.

Черчилль



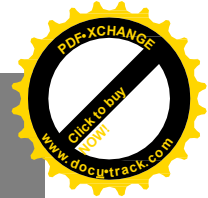
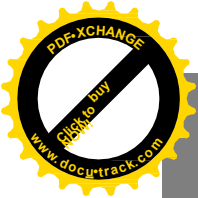
1 день

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



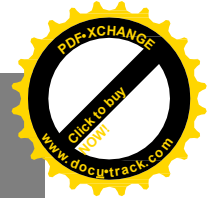
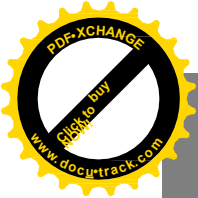
Ориентация

- Цели компании
- Стратегия роста
- Стратегия конкуренции

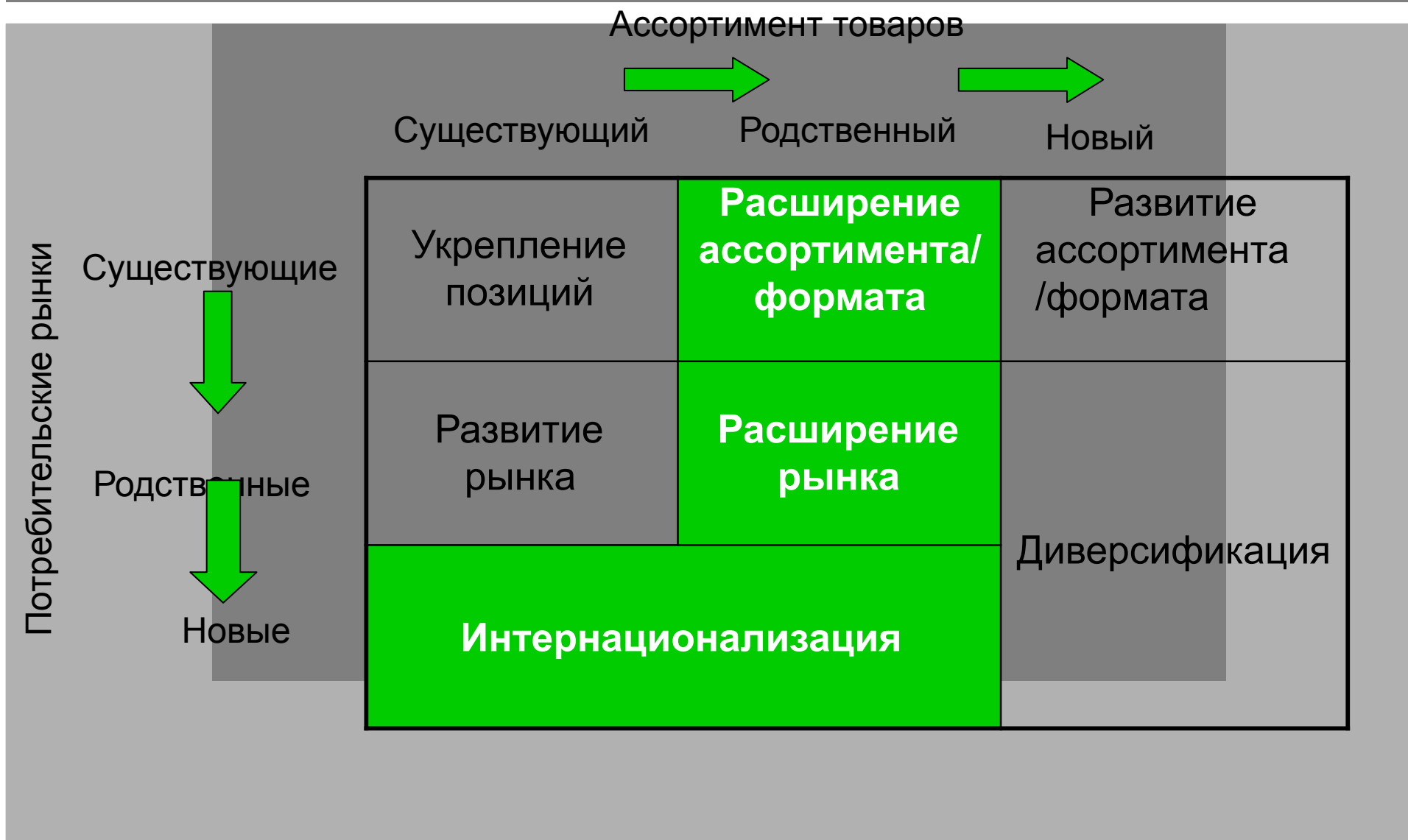


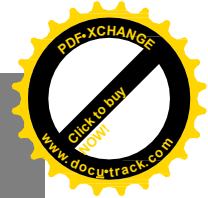
Анализ конкурентов





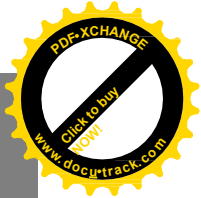
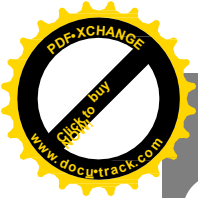
Еще 3 стратегии роста





4 вида «маркетинговых войн»

<p style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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

usgepuuu

uugercwæo
uo usgepuuau

¶u\$\$epe+yupoæa+ue

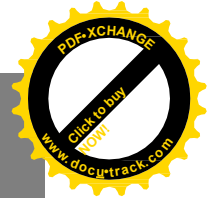
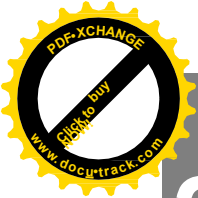
Ouwuana+ee
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+a æceu pø+ue

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

[EuEBON PaHOK



3neue+wə uo+uype+yuu

Και æθ uo+uypupewe?
 Accorwue+w
 [e+θ
 Mrogæuue+u
 e Cepæuc

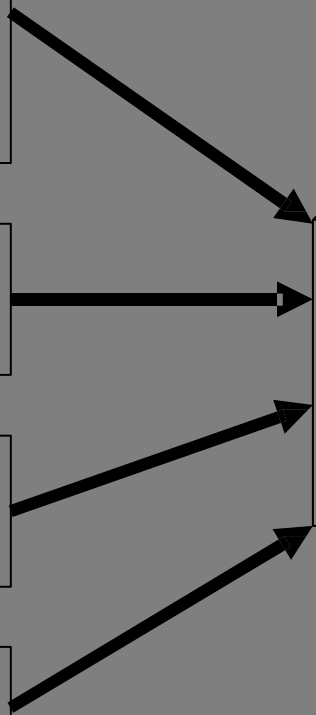
Oc+oæa
 uo+uype+yuu Auwaæ
 u uouewe+yuu

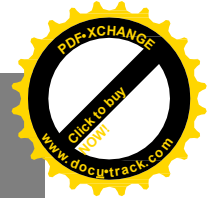
Tge æθ
 uo+uypupewe?
 Βεβορ

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



Vcwon-uæoe
 uo+uype+w+oe
 upeuuyecwæ
 o

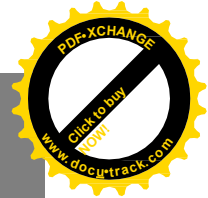




upegene+ue uo+uype+woæ

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





Мовребувенасуае ауууана+осва

- [e+a
- Тоæар
- Ꞥосуу+осва
- Обснүүæа+ue
- Оуөw
уовребувене

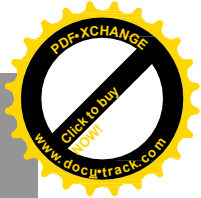
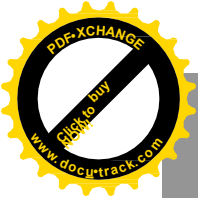
1wo uue++o upegnaraeu?

Kau swo
genaeu?

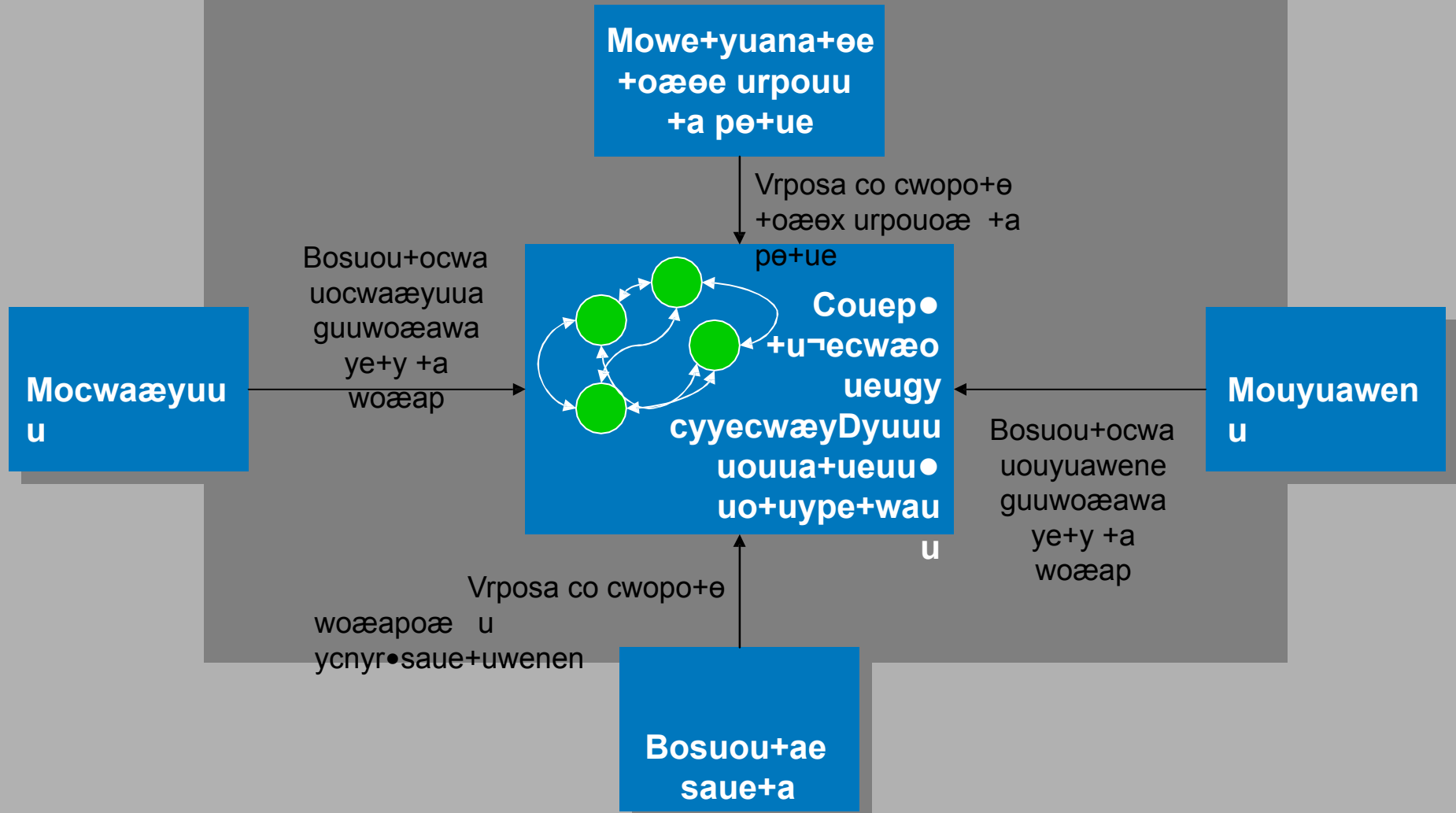
- Ꞥоуу+уроæаwа
- Вөгenuwace
- Соowæewcwæoæ
awa

• “Всесба øøбурауме саиуи трыб+еи уума
– мау Вө +е øстпетуме соуер+ууоø”.

Mapna ge Tonna



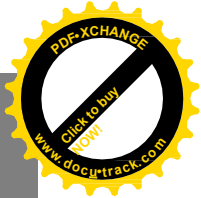
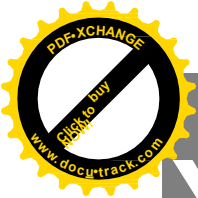
8auwope uawerouu





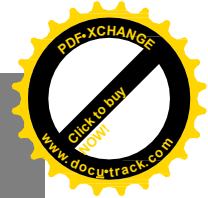
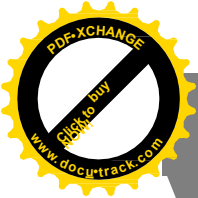
2 ge+a, 26.09.2009

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

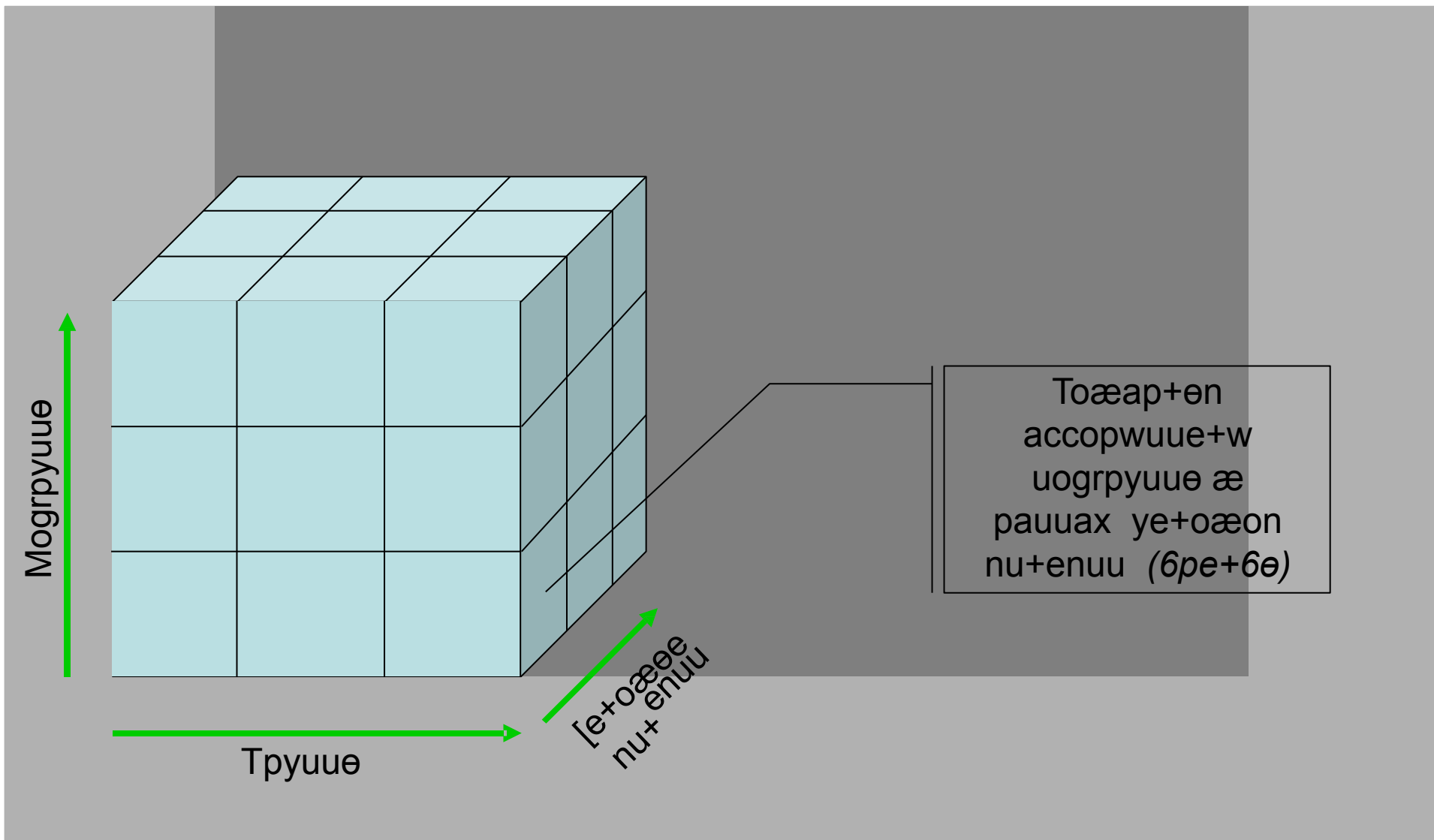


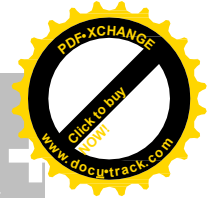
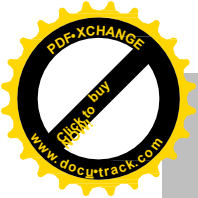
Yupaæne+ue uaweropuen





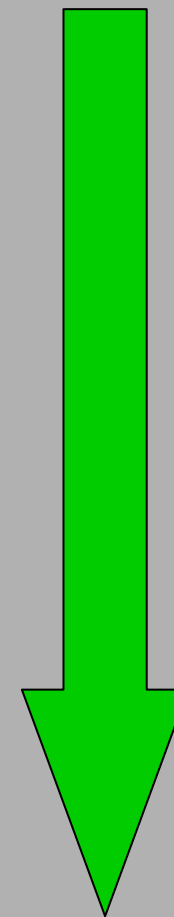
Ассорвууе+w+æе иawпууа

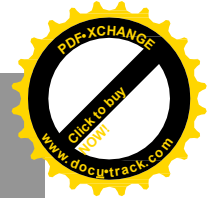
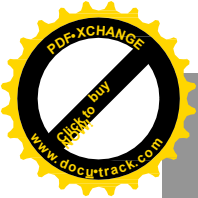




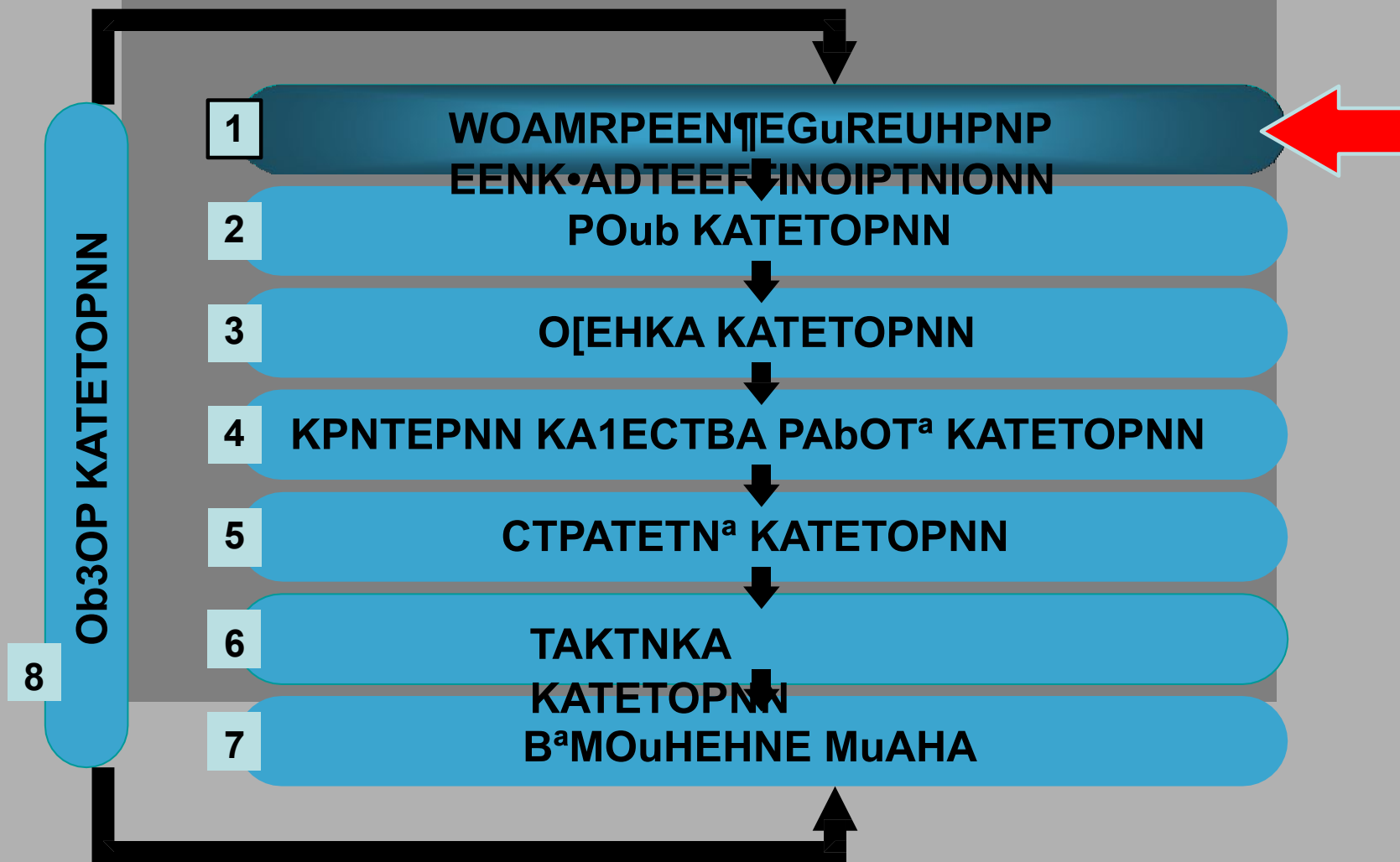
Анropуwу \$opуupоæa+ accopwуue+wa

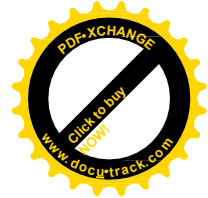
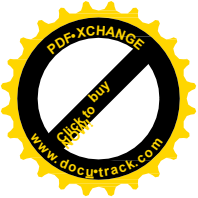
- Mowpeб+ocwa
- Bapua+wө ee ygoænewæope+ue
- Bөбop uawepуana
- Bөбop gouon+uwena+өx xapaуepycwuu,
uocæoneDyux +auбonee uon+o
ygoænewæopуwa uowpeб+ocwa
- Oupegene+ue ye+oæөx xapaуepycwuu
- Oupegene+ue rnyбu+ө u uupowe
accopwуue+wa
- Bөбop uocwaæyуua/бpe+ga
- Bөбop ponu woæapa
- Toæap
- Tex+onorue



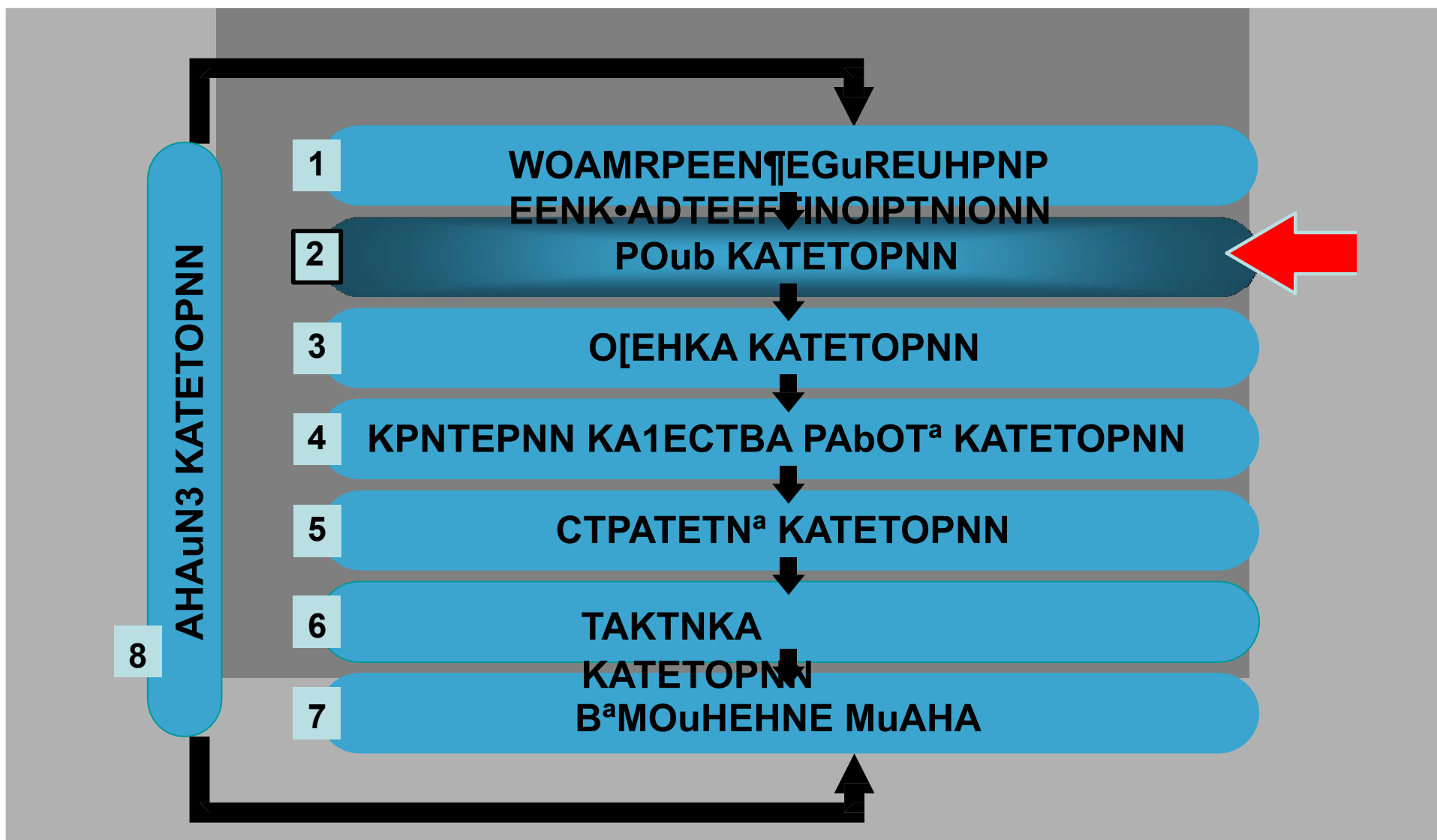


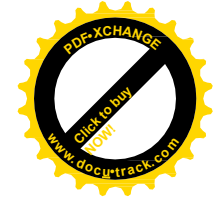
Anropuwu





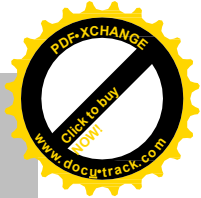
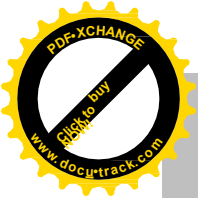
Anropuwu



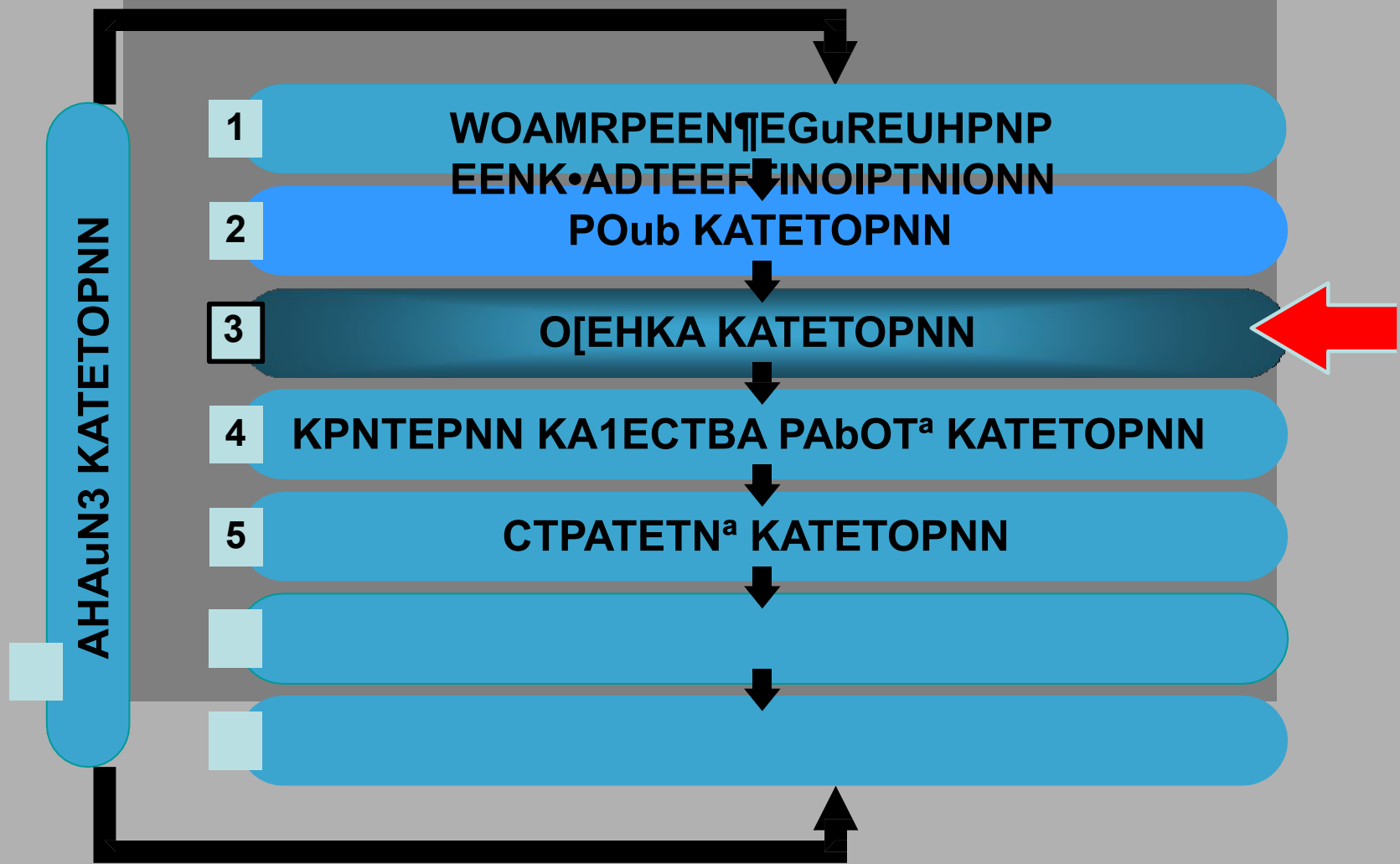


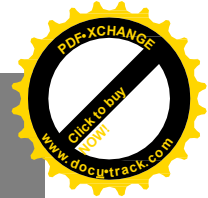
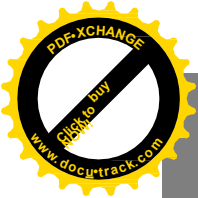
Рона uaweropun

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

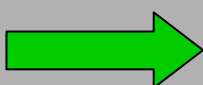


Anropuwu



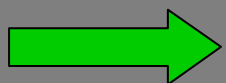


Cxeua a+anusa



[ena
a+anus
a

C6op
u+\$opuayuu



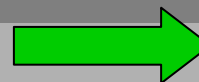
0opuupoæa+u
e ow^ɾewa

Mewog a+anusa
0opuaw ow^ɾewa



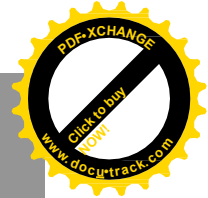
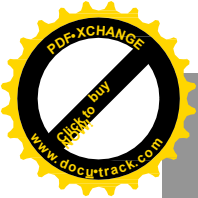
Cpaæ+e+ue

Hopuawuæ+ee
s+a^ɾe+u
e



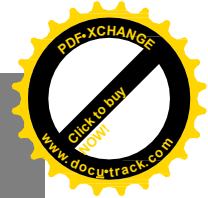
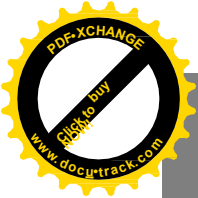
¶encwæue

Anropuw
u
peue+un



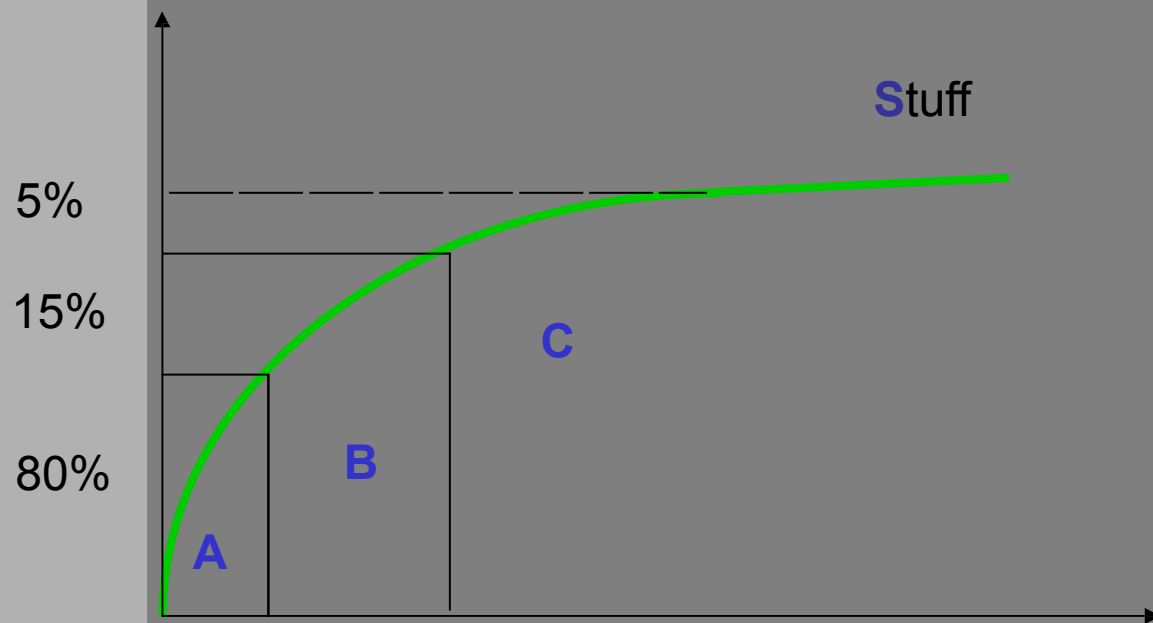
Mewogē a+anusa

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

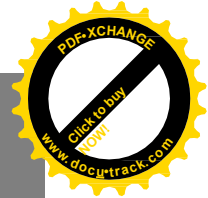
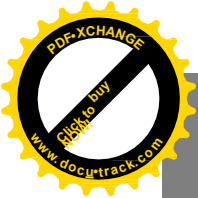


ABC a+anus

¶one æ
обæеue upogau



Mosuyuu
accopwue+w
a



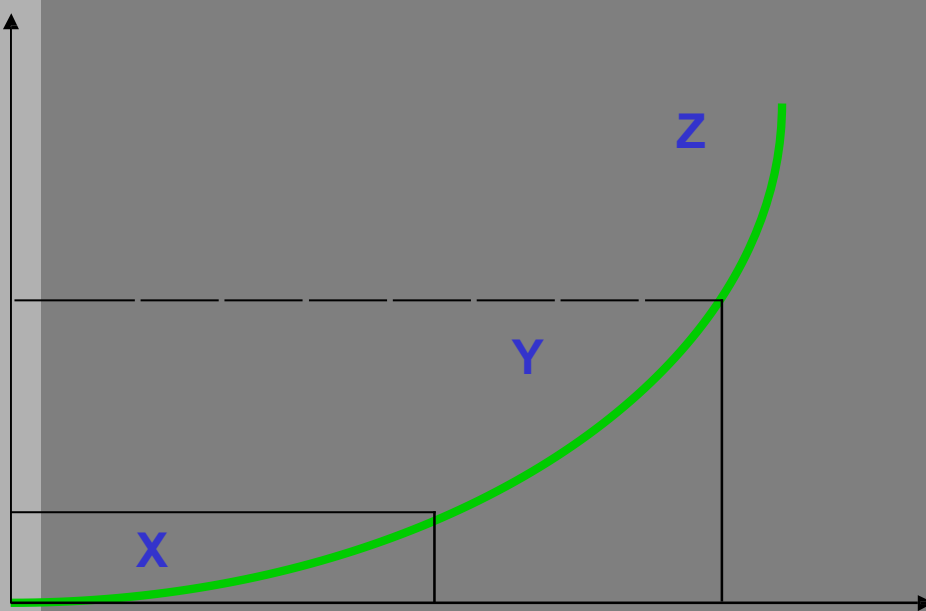
XYZ a+anus

Kos\$\$uyue+w
æapuayuu cupoca (Kæ),
%

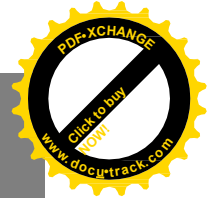
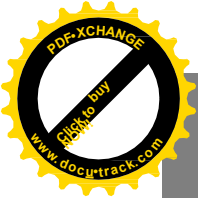
ow
25

25

10



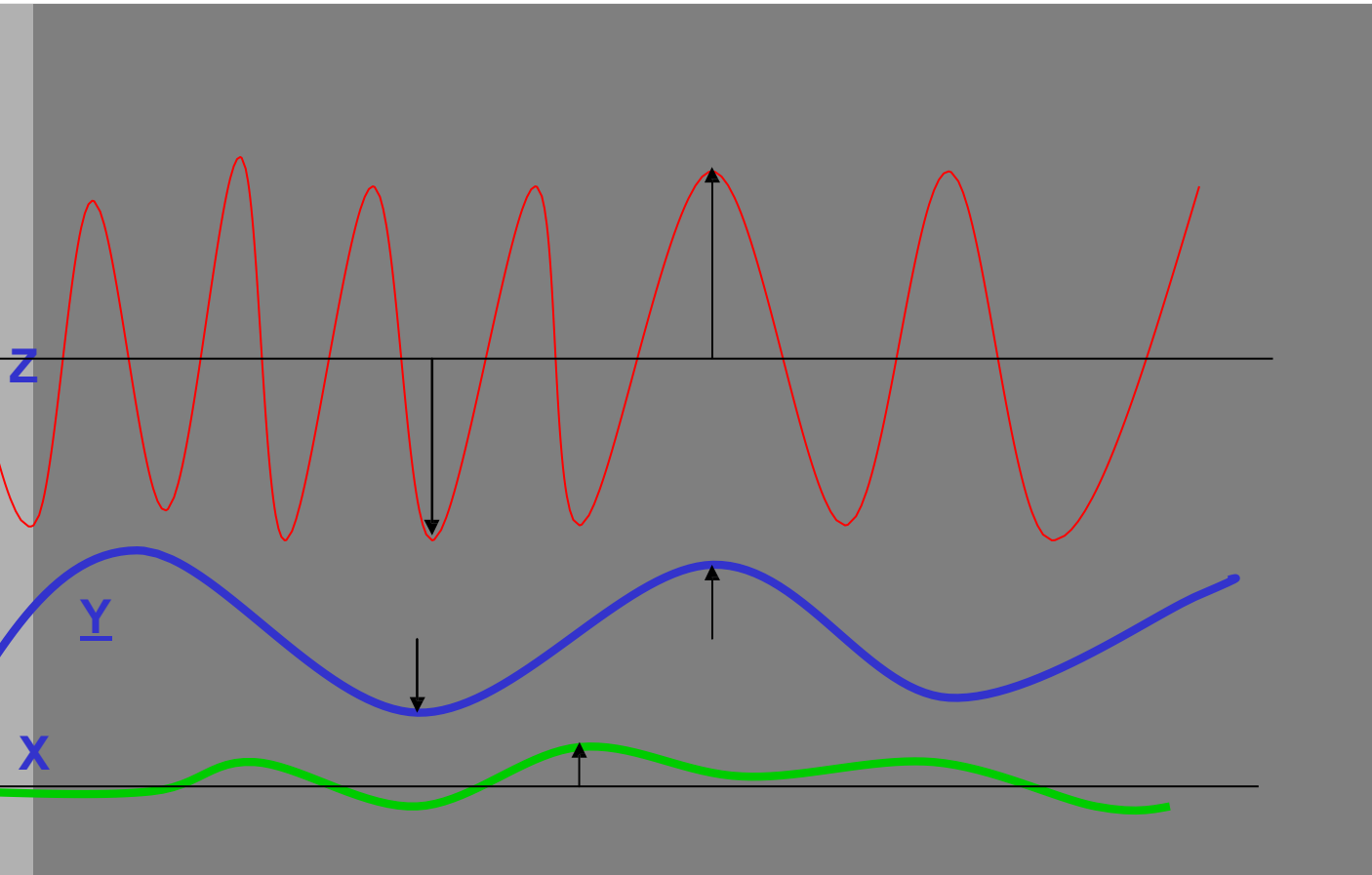
Mosuyuu
accopwuuue+w
a



XYZ a+anus

Kone6a+u
e
cupoca

>25%



Z

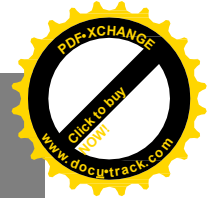
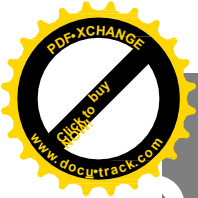
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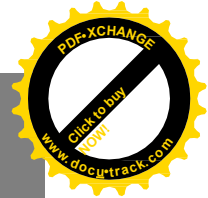
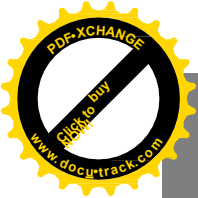


oæueye+ue pesynawawoæ

Bunag woæapa æ
 o6opow /
 up6ena

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

Cwa6una+ocwa
 upogau



Справерие с+абие+ие

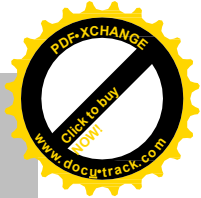
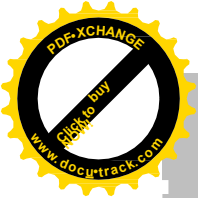
	X	Y	Z
A	1	2 3	3
B	2 3	3	3
C	3	3	4

1 – JIT,
s>cupecc –saeæ>a

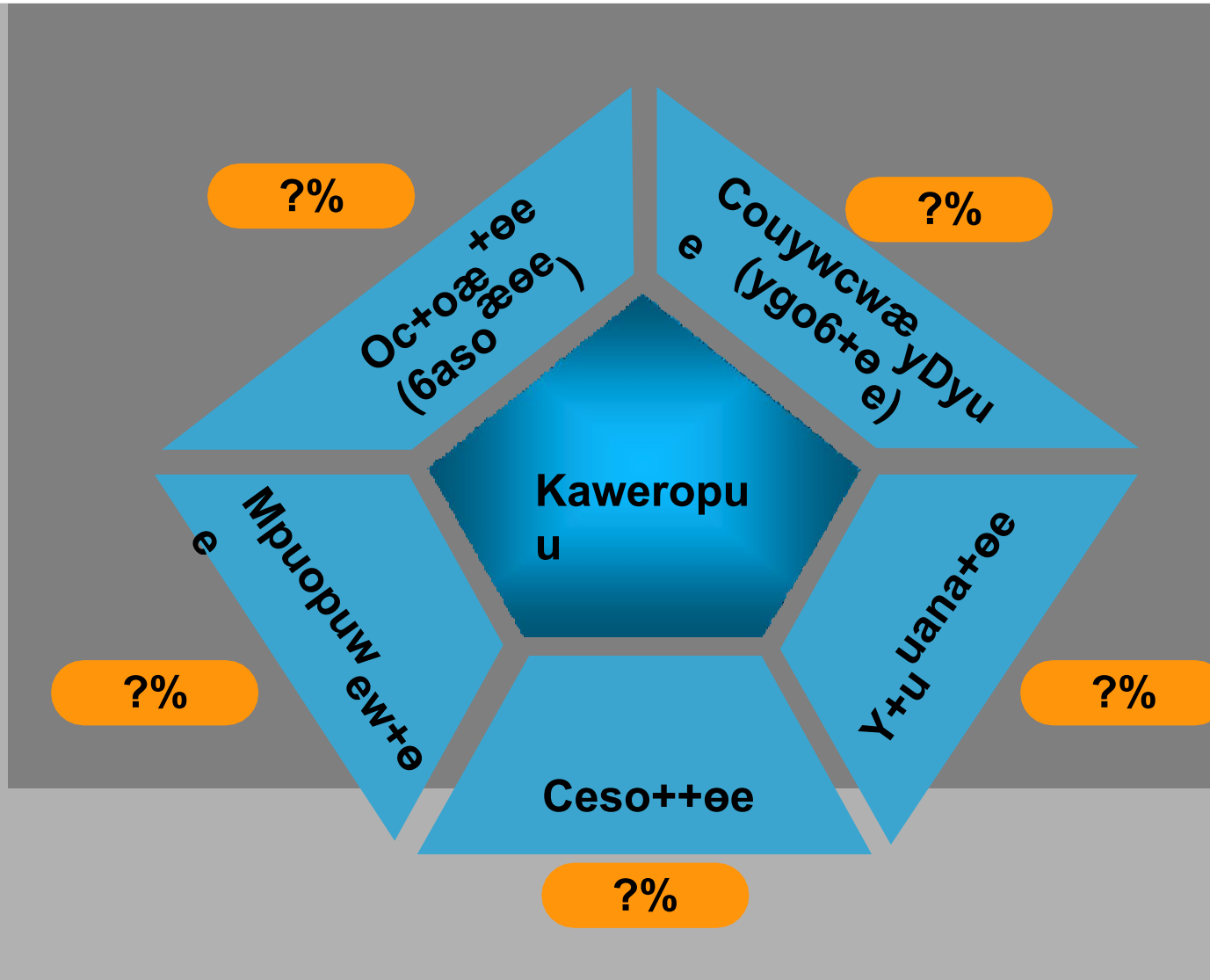
2 – JIT
c m+wepæanou æ
ge+a

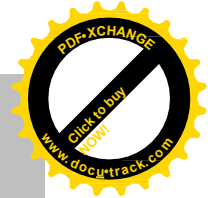
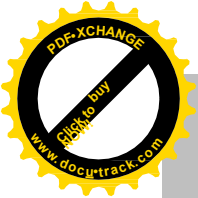
3 – +egen+ae
uowpeб+ocw
a,
yupaæneeuae
uporpauiuou

4 – upogawa uog sa>as
1•2 permo+ana+eu
uocwaæym> mnm
P]
3•4
ye+wpanmsoæa++eu
uocwaæym>, cross •
dock



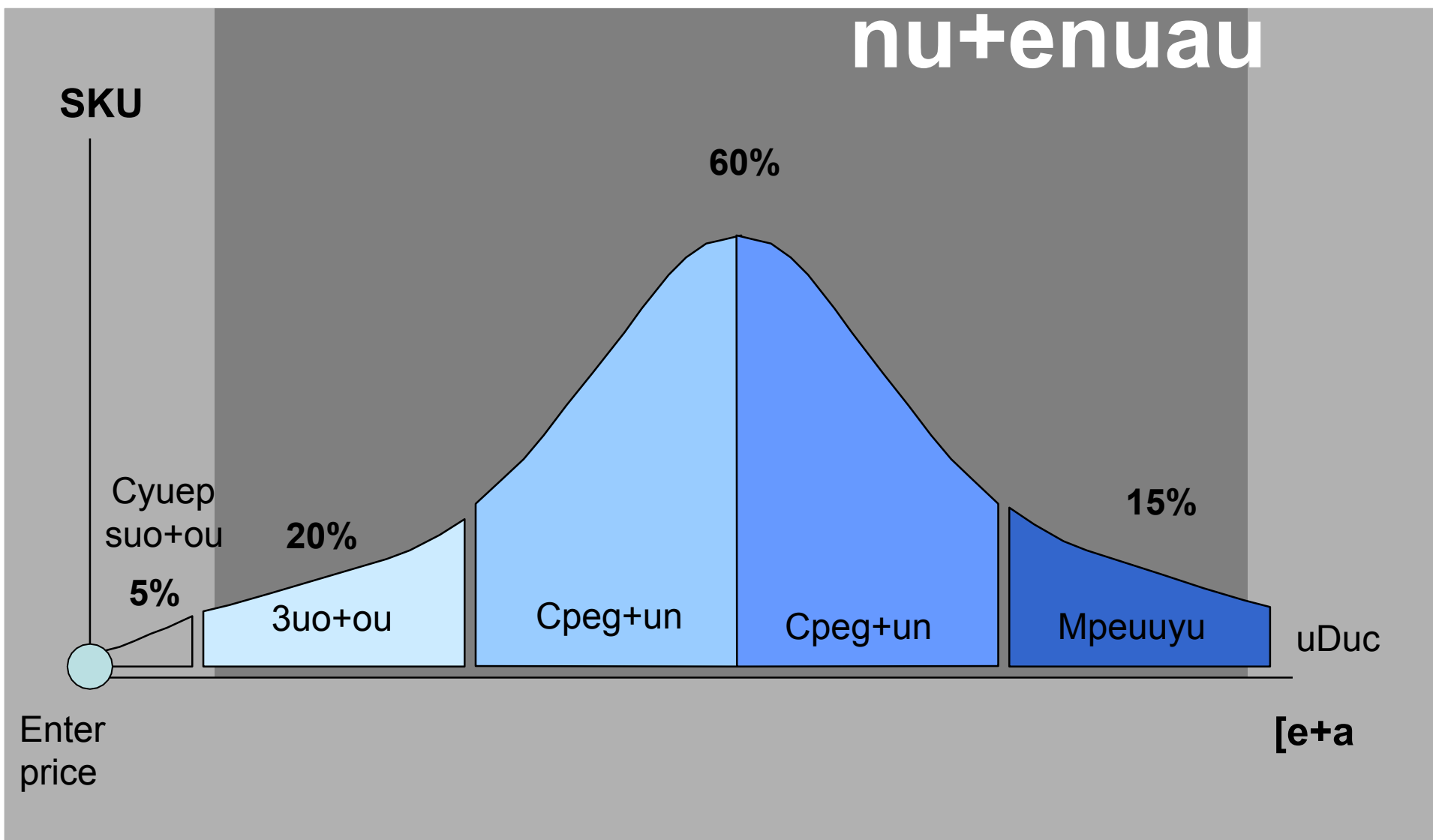
ne 7ero +yu+e uaweropuu?

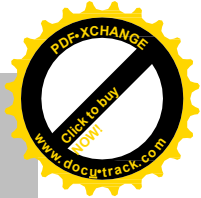
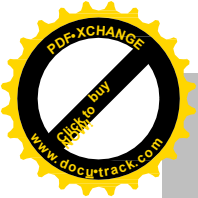




Сұрылуыра уо уе+оæөу

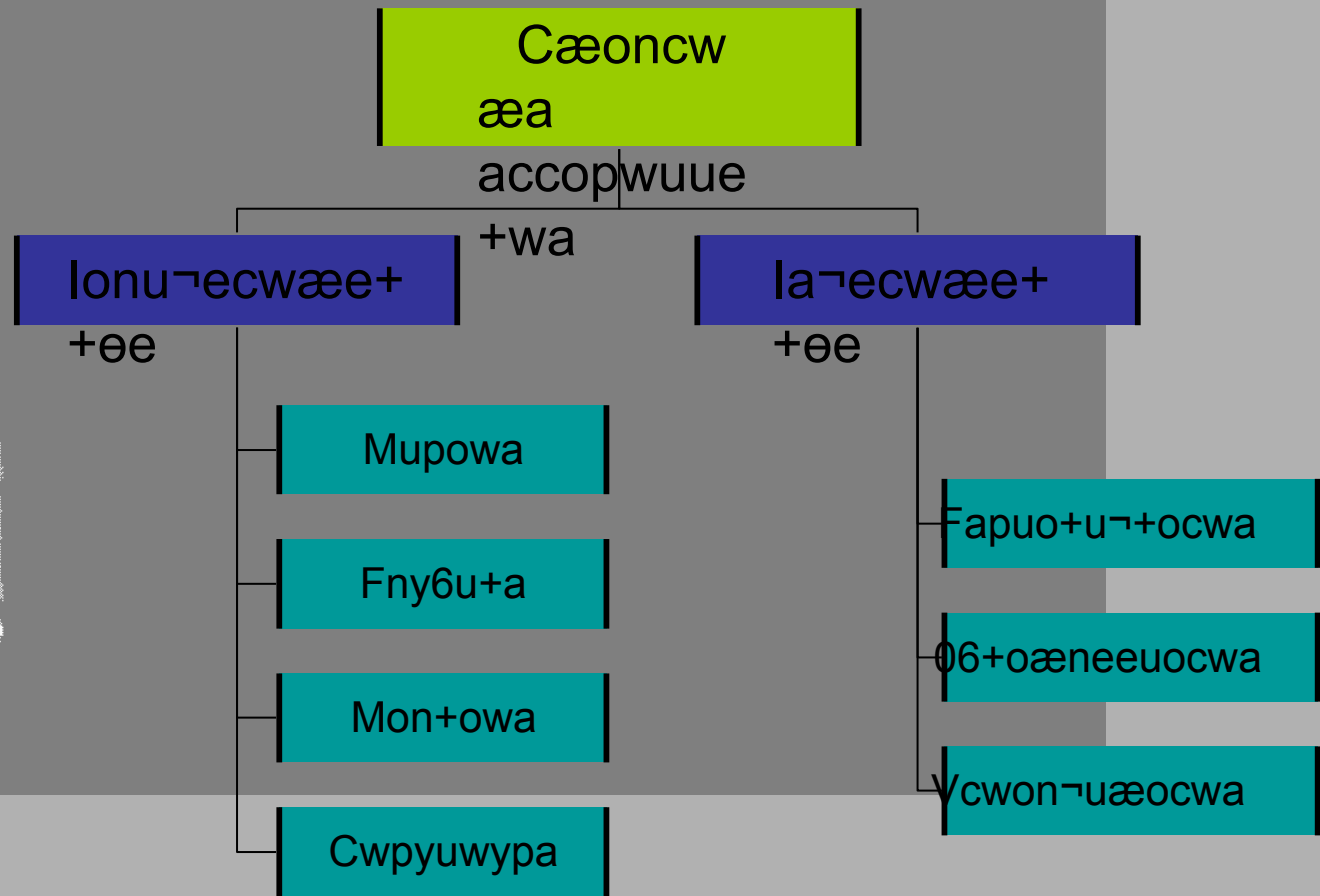
ну+енуау

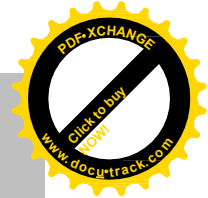
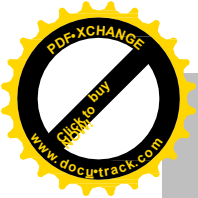




руроæа+ue

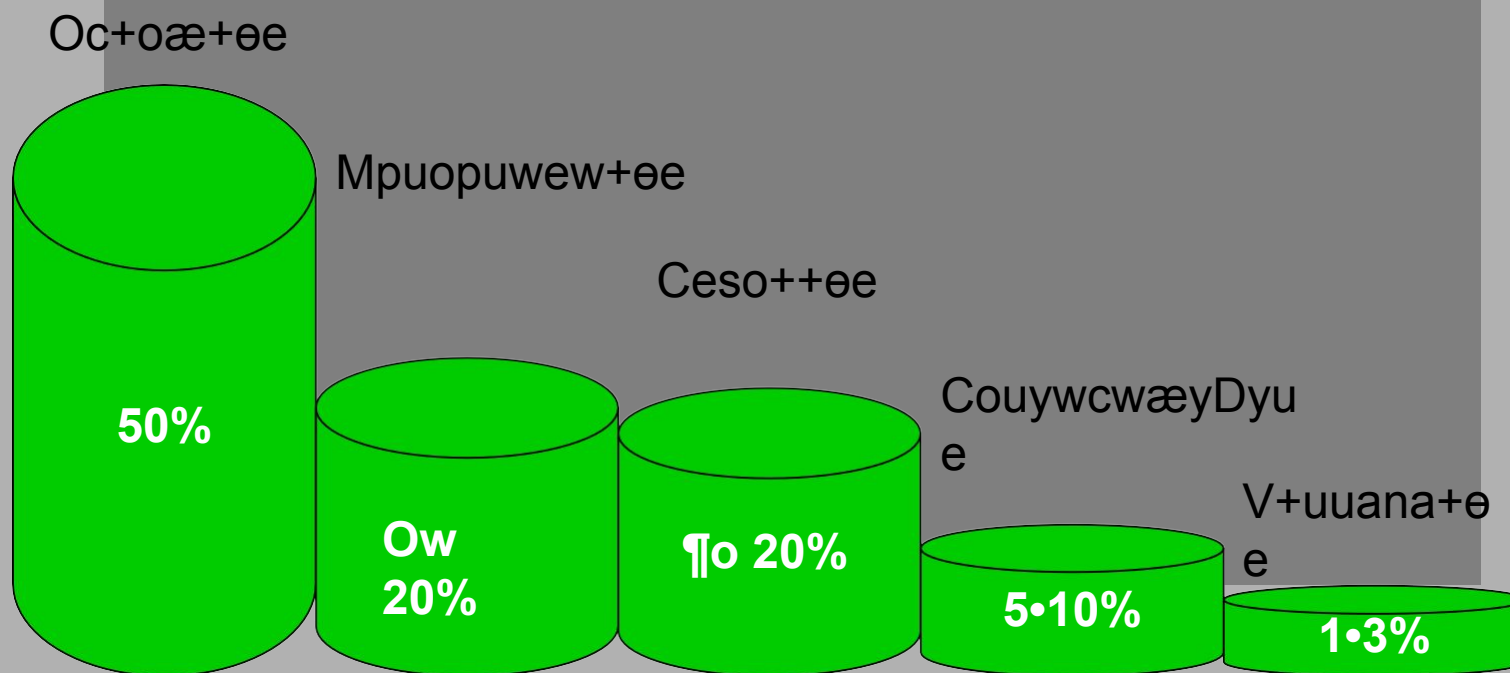
роруæ+wa

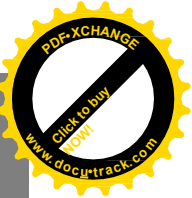
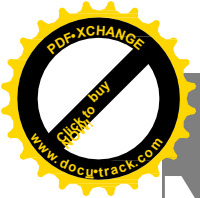




Мурова ассорвуве+ва

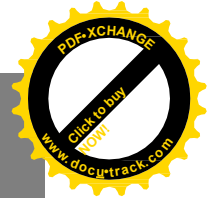
- Kaweropuu
- Тоæар+еe ррууе





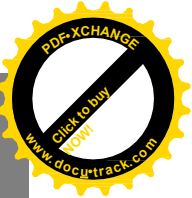
Ngeu gne +oæoro ceso+a

- 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*)



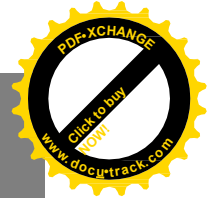
na+ usue+e+un uaweropuu

- 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+ge (nugep, uocnegoæawena, peruo+ana+en nugep, «+au», enter price)
 - Mocwaæyuuu (cxeua uocwaæou, ycnoæue)



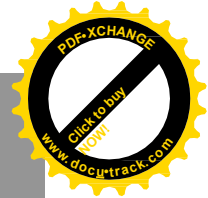
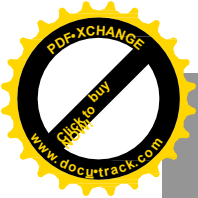
[e+a

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



Peanusayue

- Egu+cwæo +a æcex ypoæ+ex
- uenoæeꞛecuun \$auwop - obyꞛe+ue
- Pona pyuoæoguweneñ – 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?

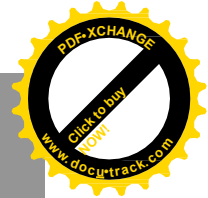
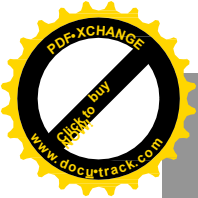
Owæe+æw nu
uon
upogyuwoæen
+a6op
uowpe6+ocwe
u unue+woæ?

Mon una+
pasæuwue
uawerouu
coowæewcwæyew

Cwpaweruu
uouua+uu?

M+e +eo6xoguuo uuewa
u+\$opuayuD o6o æcex
cny+æex sauegne+ue
upogau uoero woæapa.





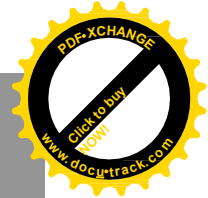
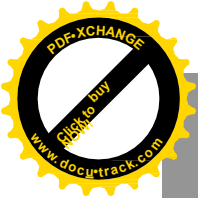
na yupaæne+ue uaweropuen

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

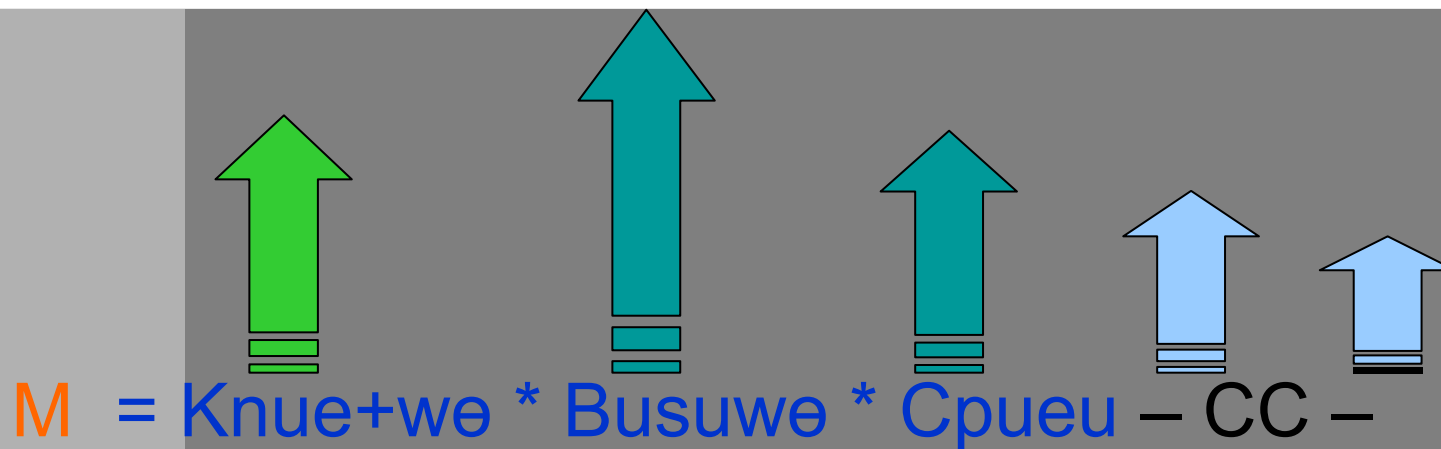


06nacwa
owæewcwæe++ocwu
wraguyuo++oro
woæap+oro
ue+eguuue+wa

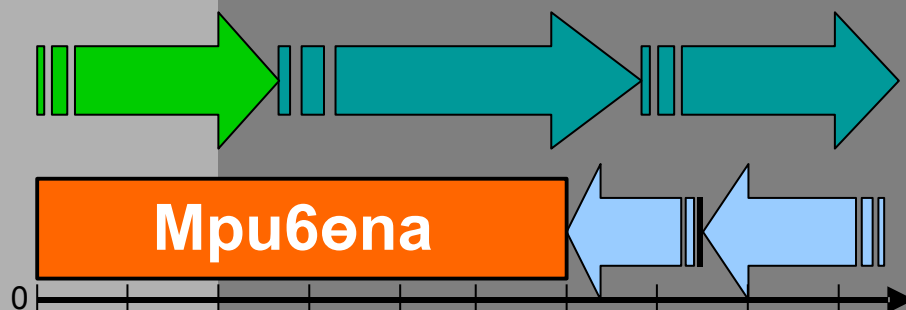
iouon.uwena.ae
o6nacwa
owæewcwæe..ocwu
MK



Загачи КМ



OP



Nworu 200..

roga:

Оборow – ... uunnuapgoæ eæpo

1ucwæ upy6ena – ... uunnuo+oæ

eæpo

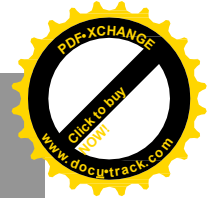
Рocw ꞑucwon upy6enu +e ue+ee ...%

euerog+o



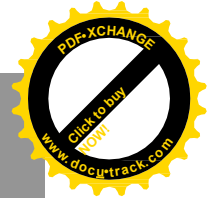
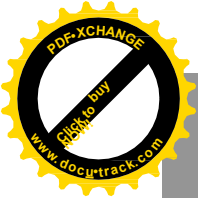
Мои задачи работы КМ

- Оборот
- GMROI
- бо+ycø u uouue+cayuu
- bDguew upogæuuue+ue
- Мерта+gansu+r (owгата с 1 uæ.u)
- Ту+auuuuа upogau
- Об+oæne+ue
- Реunauayuu
- bpau
- Out of Stock
- % серæuca (upucywçwæue woæapa)
- % norucwuтесuux sawpaw

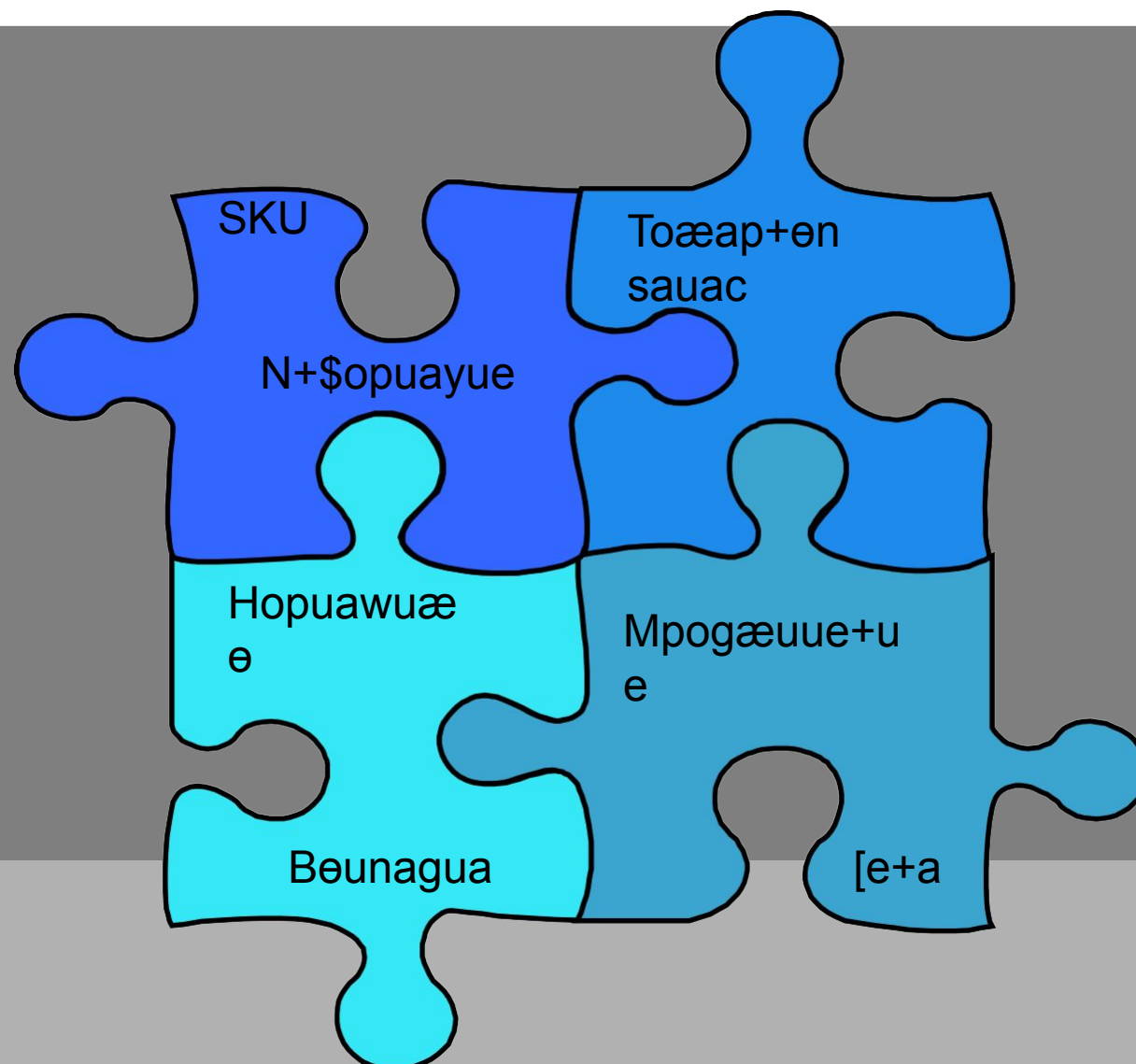


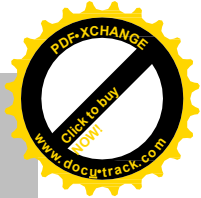
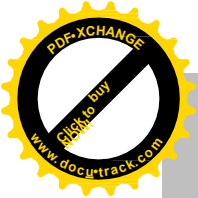
auuogencwæue u nacoæa+ue

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



1eu yupaæneeu?





Оуе+ua uaweropuu

•P^aHOK

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

•PO3HN[A

- Mporauu, æanoæe u ʀacwæe upu6eua
- Заpawæ +a uocwææuy u norucwuyy, woæap+ee sauace,
- Ceбucwouuocwa uaugoro upogyuwa u upu6eua+ocwa
- Mporgyuwæ+ocwa: upogauulu², upogauuluonua u w. g.
- Mapuu+ana+oe u uo+uype+w+oe ye+oo6pasoeæ+ue gne uaweropuu
- Mupowa u rny6u+a accopwue+wa, gone +a uouue
- ¶one u u+we+cuæ+ocwa upogæuue+ue æ upogauax

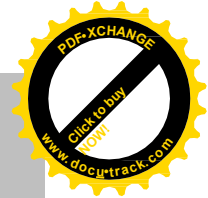
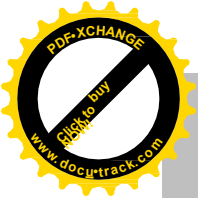


•MPON3BO¶NTEuN

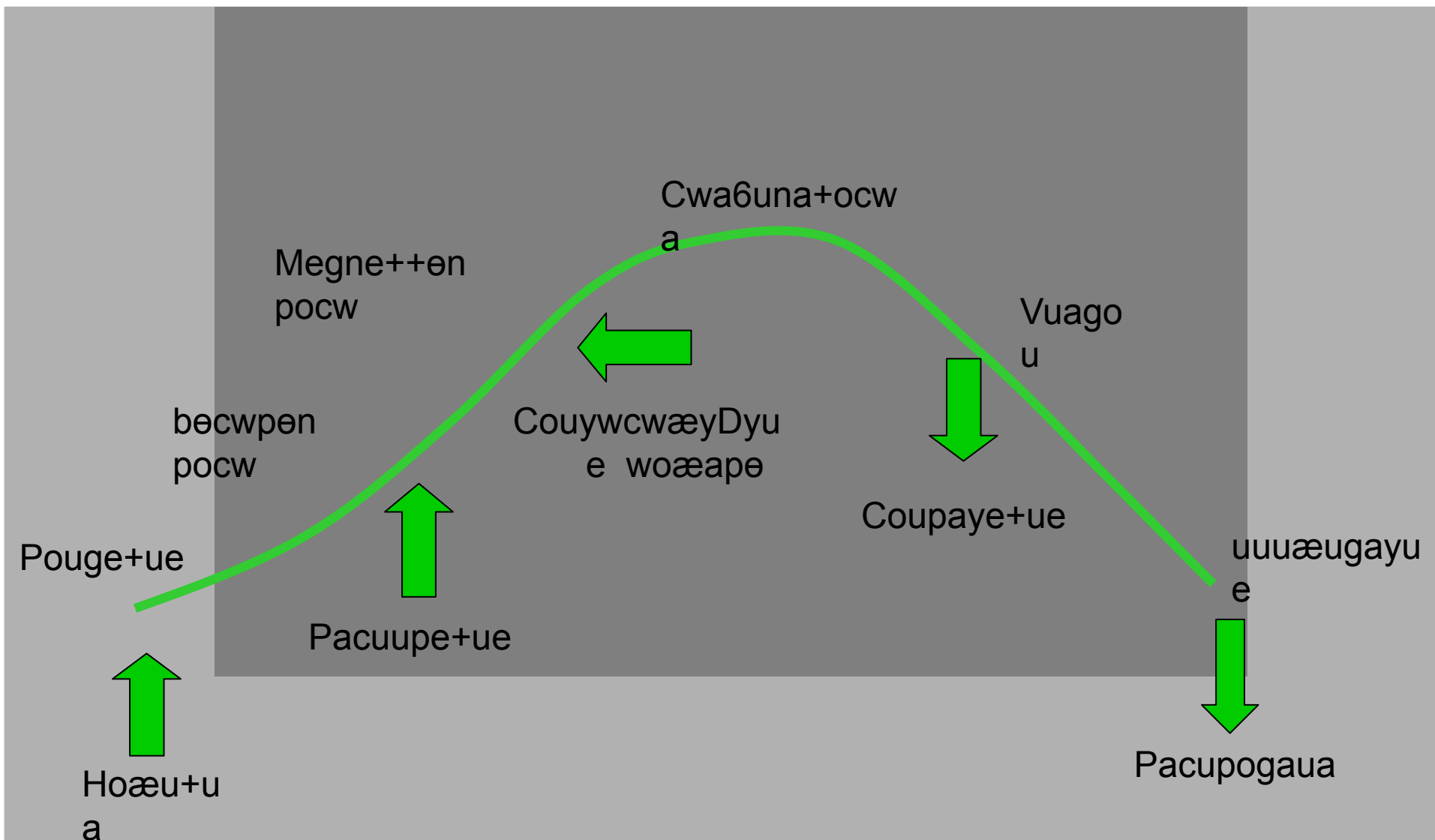
- Pæ+oʀ+æe uosuyue: Mporauu (pasæuue), pæ+oʀ+æe gone (pasæuue)
- Mpu6eua+ocwa upousæogcwæa SKU
- Hageu+ocwa, % cepæuca upu uocwææuax woæapa

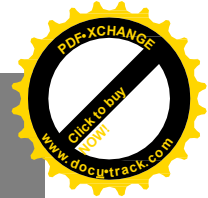
•MOTPEbNTEuN

- : Mowpe6+ocwa u uogena ye++ocwen
- ¶euorpa\$ue, cwpyuwypa gouoxosecwæ,
- Ceso++ocwa, uone6a+ue ueceya, +egenu, g+e; ʀacwowa uouyuou
- Kopuʀecwæo, a+anus uopsu+e, cpeg+ee uouyuua, peauyue +a upogæuue+ue, noena+ocwa бpe+gy u uarasu+y
- pacuonoue+ue uarasu+oæ u upeguouʀwe+ue \$opuawoæ



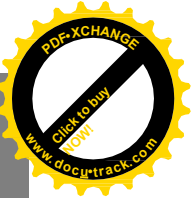
Mus+e++en yuun





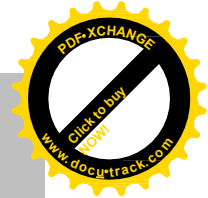
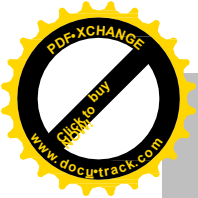
na+ usue+e+ue uaweropuu

- **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** (*cmryumypa pacupebene+ue SKU ueuby spyuuauu – oc+oø+øe, bouon+umena+øe, cueyuanusupøøa++øe u auceccypø*)



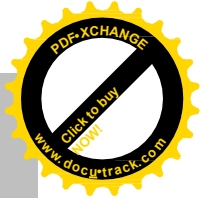
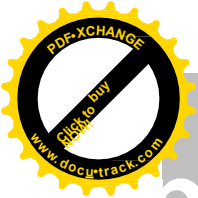
na+ usue+e+un uaweropuu

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



Anropuwu





ουwertung uaracwæa

ουwertung

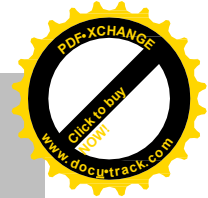
BunDae

- Cwpawerue
uoua+uu

- Pona uawerouu

Mouuawenu	2004	2005	2006	Pθ+ou	200	200	200
Cpeg+un ueu,				¶one uawerouu	4	5	6
Kyθ uaracwæo				æ oθæue			
+auue+oæa+un æ og+on				upogau cewu			
uouyue Kouaracwæo				N+geuc pocwa			
uouyuaenen							
θu+a+cθ	200	2005	2006	Mouasawenu	2004	200	200
Oθæu upogau	4			Oθopaueæueocwa		5	6
N+geuc pocwa				T3			
Banoæae upiθna				Oθopaueæueocwa			
N+geuc pocwa				K3 Owgaia c 1 uæ.			
1ucwæe upiθna				u.			

BM +a 1 upogaæya



Cwpaeruu uaweropun

**Te+erawop uowoua
uouyuawenen**

Te+erawop uouyuou

Te+erawop upuθenu

3ayuw+uu

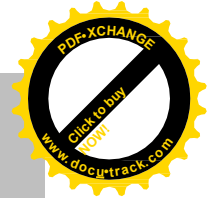
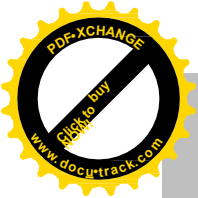
Te+erawop

+anu+ocwu

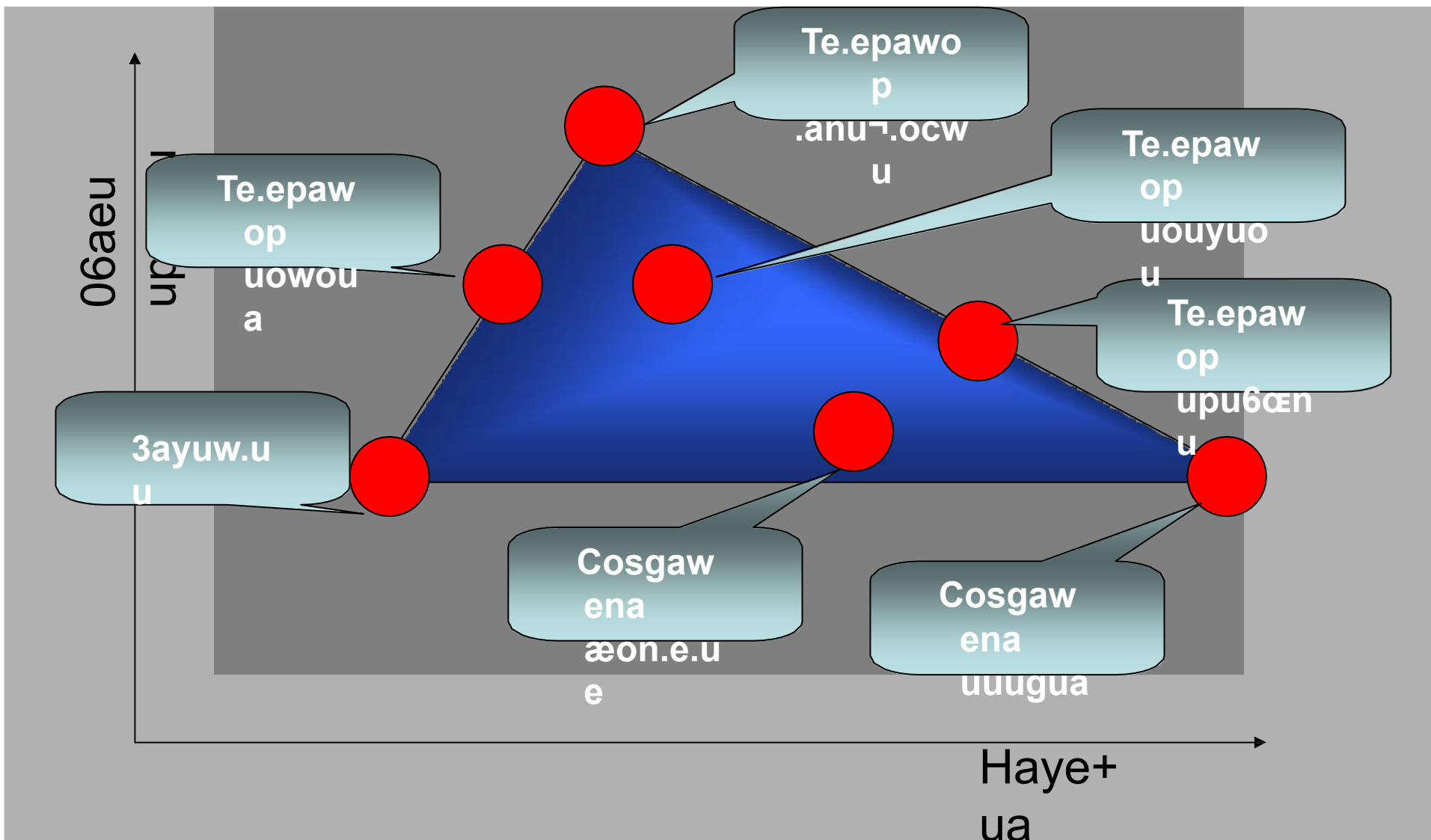
Cosgawena æon+e+ue

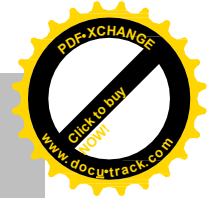
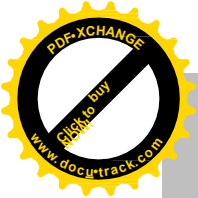
Cosgawena uuugua



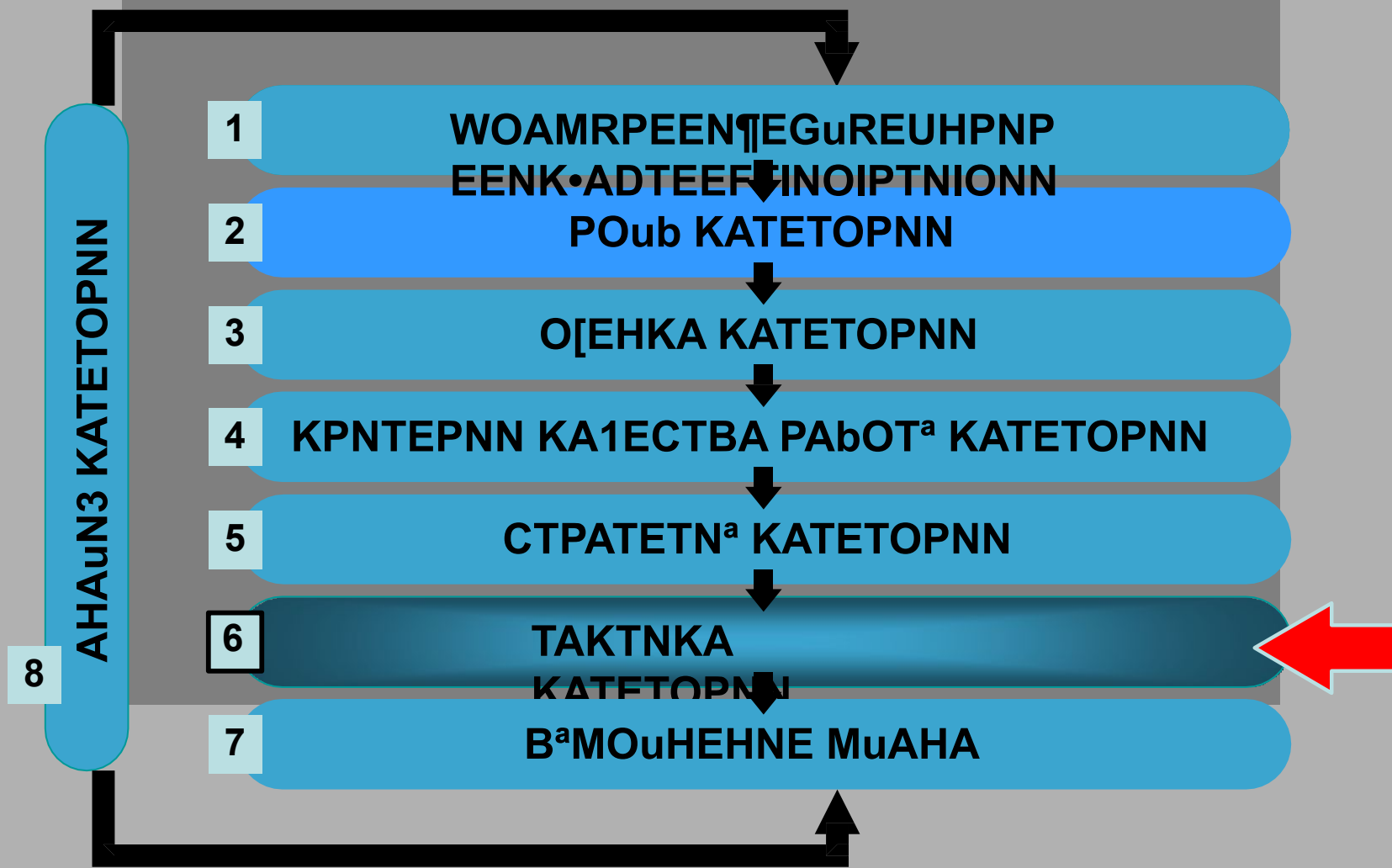


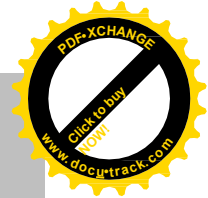
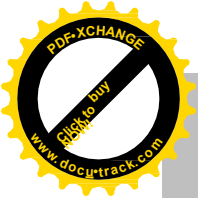
Cwpaeruu uaweropun





Anropuwu





Тавууа тавероуу

Рона тавероуу +
Сурпаверуе
тавероуу

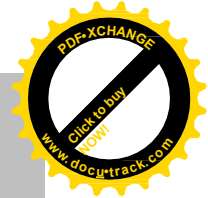
СМЕ[NAubHO МуAHNPYEM:

ACCOPTNMEHT

[EHOOбPA3OBAHNE

MEP1AH¶AN3NHT

MPO¶BNMEHNE



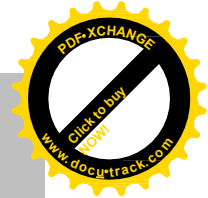
Ассоциатив

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



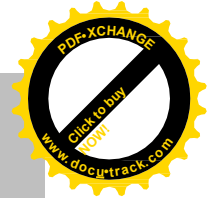
[e+oo6pasoa+ue

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



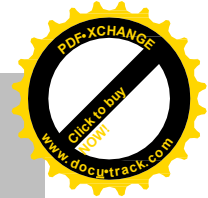
Мерґа+gansu+r

- 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
- Мpouo-uecwa



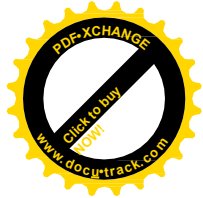
Мрoгæууе+уе

- Мрoгyуw
- Туу мрoгæууе+уе
- [e+a
- уacwowa
- Coæуecw+ən уep+a+gansu+r
- Мрoгонууwena+ocwa



Карва uaweropuu

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