

Assessment of Personnel and Consumer Orientation in the Realization of Value Development of Services

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Abstract— Assessment of personnel and consumer orientation in the realization of value development of services

In the context of realization of value service development for network-based enterprises, which include retail chains, corporate standards are necessary. The article justifies that a clear regulation of labour processes will ensure staff and consumer orientation through the allocation of functions and responsibilities among officials based on value management.

Interviews with key employees and completion of questionnaires of consultant sellers and cooks in supermarkets were used as methods of conducting the study. The proposed methodology of evaluation of efficiency of organization of labor processes of retail chains using three factors (types of works performed, complexity of works, time of works performance) compiled in accordance with UTQD (Unified tariff-qualification directory of works and professions of workers), and interviews with managers.

The analysis on the developed method of labor peculiarities in terms of positions of working professions on the example of the three largest trading chains in Moscow and Kazan allowed to determine the performance of the system of motivation and loyalty.

The results of the analysis are presented taking into account various factors and main groups of works performed, labor operations are identified in accordance with UTQD, clarified and agreed with the administrators of the market and questionnaires and working instructions of sales consultants are prepared. The results of the organization of labour processes formed the basis of

the constituent elements of corporate service standards for the studied trade chains, which develop a strategy of client-oriented development.

Keywords: *client orientation of consumers, value-based development, retail chains*

I. INTRODUCTION

Trade, as a separate market area, operates in specific market conditions. As an important link in the value chain, traders are directly involved in the process of goods movement from producer to consumer. The competition of trading companies for market share, sales volumes and eventually for the buyer, forces trading organizations to look for new innovative ways of business development. Innovation provides retailers not only with additional profit by reducing the cost of circulation, improving the quality of trading services, but also allows to increase the competitiveness of trading companies, forming a building away from competitors, increasing loyalty of buyers [1-5]

Networking of trade space leads to expansion of local markets, the modern borders of which do not coincide with the boundaries of administrative-territorial entities. Globalization processes lead to the formation of supranational networks, to the expansion of the constituent composition of national trade networks and to the intensification of cross-cultural interactions, which in turn implies the need to study the peculiarities of their functioning.

The study of self-motivation of employees of the retail trading network of the person seems relevant for solving scientific-theoretical and practical problems, as it can allow to approach the understanding of the causes and directions of development of the adult person, opportunities for management of personal-sense relations. When developing a new technique we used the principle of indirect scaling (G.T. Fekhnner and L. Terstoun [6]) and the ideas put in a basis of multidimensional scaling (K. Koomb [7], N.S. Torgerson [8], R.N. Shepard [9]) At interpretation of the received results the ideas and the principles of New Look school were used (J. Brunner [9], E.T. Sokolova [10])

This determined the choice of the topic of the study, theoretical and practical significance. The hypothesis of the study is that the decrease in the speed of service of the retail chain is due to internal contradictions, which are caused by uneven and situational distribution of the load among the personnel, lack of procedures for functional interaction between units. Reengineering of labor processes and application of the process management model will allow the retail chain to ensure efficiency of its trading service. Improving the efficiency of the retail chain service, manageability and efficiency of the organization can be achieved through a clear division of functions and responsibilities among officials based on process management. [11-13].

II. METHODS

Retail activities are divided into business processes and specific trading transactions. One of the important stages of evaluation is analysis of labor processes and customer orientation of personnel. Among the identified criteria for assessing the effectiveness of retail services are "human resources" and "consumer-related processes", which will be analysed in detail in this paragraph. [14]

In the course of this study, during the practical testing of the methodology, we have found that by the criterion "Human resources", loyalty and motivation systems are not effective enough for the retail networks under study. Corporate motivational policy does not work, there is no periodic training of personnel working on specialized equipment. Some trained employees have expired the validity period of the issue certificates, data of completion of training are not reflected in their personal cards.

According to the criterion "Processes related to consumers", it was revealed that the work of the organization as a whole is oriented towards interaction with consumers, which was also noted when considering the criterion "Client orientation". A study of the initial buyer contact transaction in organization found that this business process has weaknesses.

During the process, considerable time is spent on negotiation of contracts, excessive subordination among sales management leads to loss of time, queues, loss of loyalty of clients. We are asked to evaluate the work of competitors with consumers; To reengineering all processes organized worse than in competing organizations, to direct the work of own personnel to the client and his needs.

The study carried out by the authors revealed that in order to estimate the level of client orientation in the human resources management system, it is necessary to use three indicators for analysis: types of works performed, complexity of works, time of work performance. Application of these indicators, in our opinion, will allow to form a reasonable functionality of employees taking into account a single tariff and qualification guide of works and professions, peculiarities of development of trade organization services and labor intensity, as well as to develop rules of interaction of employees. It is possible to achieve increased efficiency of retail network service through implementation of principles of process approach, clear distribution of functions and responsibility among officials [15-16].

In 2017-2018, the author of the dissertation study analyzed the peculiarities of work in terms of positions and working professions, as well as the effectiveness of the motivation and loyalty system in few of trading chains in Moscow and Kazan.

The aim of the study was to assess the severity of labor costs and client orientation, to analyze the labor operations performed by professions seller-consultant and cook of culinary production in the trading networks "Bahetle", "Edelweiss", "Carousel", Magnet", located in Kazan and Moscow ("Taste ABC"), to determine the correction factor for the labor intensity of the analyzed professions and the average labor market.

Interviews with key staff and the completion of questionnaires of consultants and cooks in "Bahetle" supermarkets and retail chains were used as methods of conducting the study. The analysis of the performed labor operations by professions of the seller-consultant and cook of culinary production was carried out on the basis of the analysis of questionnaires prepared in accordance with UTQD (Unified tariff-qualification directory of works and professions of workers), and interviews with managers.

The calculation method for the "Types of work performed" criterion was that the questionnaire of a particular seller was compared to the questionnaire of the seller selected as the sample (reference), the number of types of work performed by the seller according to a particular grade in the sample was determined, and the percentage of work performed for each grade was calculated. [17]

III. RESULTS

The results of the analysis of labor operations performed by profession are presented by the consultant seller of the supermarket "Bahetle" taking into account various factors and the main groups of work performed. Main groups of works performed by sales consultants at the "Bahetle" supermarket:

- Service of buyers;

- Sales promotion;
- Prepare goods for sale;
- Preparing the workplace.

Within each group of works, labor operations are allocated in accordance with UTQD, clarified and agreed with the administrators of the market and questionnaires and working instructions of the consultant seller are prepared. [18-20]

Sellers of "Bahetle" supermarket spend 27.6% of working time on customer service; work on sales stimulation takes 17.4% of working time, preparation of goods for sale - 36.4% of working time, preparation of work place - 16.7% of working time. According to the tariff and qualification directory, customer service works correspond mainly to 2,3 categories. Among these types of work, the largest amount of time is spent on cutting, weighing and packing of products, which corresponds to the qualification of sellers of 2 categories. This type of work is occupied by a large part of the time sellers of vegetable department and employees of the market.

According to UTQD, sales promotion works correspond to 2 and 3 categories. Works on preparation of goods for sale correspond to 2,3,4 categories of the seller and 2 grade of the kitchen worker. Work on workplace preparation corresponds to 2 level of seller.

The types of works performed by the vendors of 2,3,4 categories, as well as the employees of the market, have no statistically significant differences. The greatest variety in the types of works performed in all ranks is observed in the work of the seller of the 4, who simultaneously performs the functions of a brigadier. In the work of sellers, the largest percentage is the types of work corresponding to the 2 category.

This percentage varies from 50% for a delicacies employee to 87.5% for a 3 category vegetable seller and a alcohols seller. On average, the types of work corresponding to the qualifications of the 2 category seller are 67.2%. Types of work of 3 and 4 category have values lower, compared to works of 2 category (64.3 and 46.44%. respectively). The "Bahetle" supermarket sellers also perform the types of work appropriate to the kitchen worker, an average of 56.3%.

The method of calculation of the "Work complexity" criterion was to determine the average value of work complexity for each grade (non-replenished works were not taken into account). According to the sellers, all types of works performed by them are not perceived as complex and on a 10-point scale are rated from 2,1 points (types of works of the kitchen worker) to 5.2 points (types of works of the sellers of 2 categories). As the most difficult seller - brigadier of the 4 category allocates additional types of works and estimates in 8.5 points. For the seller of the 2 category of the freezing department, the most difficult works are those corresponding to the 3 and 4 category.

The calculation method for the factor "Time spent on work execution" consists in calculation of the amount of time spent on work performance of a certain grade (time in %) The

largest amount of time is devoted to the types of work corresponding to the qualification of the seller of the 2 category (67% working time).

In the structure of working time of the seller of the 4 category freezing department, acting as a brigadier, the senior seller of the alcohols department, the most time is spent on performance of works of the seller of the 2 category (57.2% and 77.8% respectively). The 3 category vegetable department sellers also spend most of their time (82.5 and 91% respectively) performing the 2 category seller's work.

The study made it possible to draw the following conclusions.

1. The assigned grade to sellers is conditional, as in fact sellers of different departments perform works of different qualifications, including types of works corresponding to the qualifications of the kitchen worker of the 2 category.

2. In the structure of working time expenses, the largest share of time is occupied by works corresponding to the qualification of the 2 category seller.

3. The types of jobs of the seller of the 2 category are perceived by the survey participants as the most complex (more than 5 points on the 10-point scale), although in general the seller's work is not perceived by the survey participants as complex (the average value of 3.72 points on the 10-point scale).

The results of the survey of "Bahetle" cooks are presented below.

TABLE I. COMPARATIVE ASSESSMENT OF THE LEVEL OF WORK PERFORMED BY THE "SELLER-CONSULTANT" PROFESSION.

Retail chain / factors	Types of works	Complexity of works	Time Spent for performance of works	Correction factor
"Bahetle"/ "Carousel"	1.53	0.58	0.91	1.01
"Bahetle"/ "Edelweiss"	0.83	1.02	1.17	1.01
"Bahetle"/ «Magnit»	0.95	1.01	1.08	1.02
"Bahetle" «Essen»	1	0.80	1.23	1.01
"Bahetle"/ «Taste ABC»	1.64	0.81	1.04	1.17
Total coefficient				1.06

The results of the survey of sellers of the network "Taste ABC" show that the system of motivation, is represented by two parameters:

1. Quantitative indicators: implementation of the plan for a trade turnover of the organization and for personal, personal sellings (countertop trade of network makes 70% of a turnover of supermarket).

2. Qualitative indicators: implementation of customer service standards, including maintaining the quality of the sold

product, accurate execution of all technologies, maintaining a high level of service, continuous holding of promotions, use of the system of active sales.

The time spent is indicated as a percentage and is established with a harmonious distribution of functionality among employees, which indicates a high level of service efficiency realized by the standard of the trading service of the network.

The high standard of service allows to attract and provide requests and expectations for high-income consumers for whom price is not an important factor. The priority factors of selection of this trading network are freshness, assortment, location.

The calculation of the correction coefficient of estimation of the level of labour functions performed will be carried out by means of the arithmetic mean point method.

The comparative analysis led to the following conclusions:

1. "Bahetle" consultant sellers, compared to "Carousel" trading chain sellers, perform more labor operations by 53%, compared to "Edelweiss" trading chain sellers, less labor operations by 17pp. Compared to the "Essen" trading network, the same number of transactions, compared to the "Taste ABC" trading network, perform more work transactions by 64 pp.

2. Sales consultants at the "Bahetle" supermarket rate the work as less complex, compared to sales chain sellers "Carousel"(at 42 pp.), compared to the "Edelweiss", as more complex (at 2 pp.), compared to "Magnet" (at 1pp.), compared to the "Essen", less complex (at 20 pp.), compared to "Taste ABC" as less complex (at 19pp.).

3. "Bahetle's" consultant sellers estimate the time spent on the works to be 9 pp. less than those of "Carousel's" trading network. At the same time, more time is spent on works, compared to sellers of "Edelweiss" network, by 17 pp., compared to sellers of "Magnet" chain, by 8 pp., compared to sellers of "Essen" chain, by 23 pp., compared to sellers of "Taste ABC" chain, by 4 pp.

The study found that an effective staff motivation system is an innovative tool to ensure customer orientation, the use of which is a prerequisite for improving the efficiency of trade services.

IV. DISCUSSION

In modern market conditions it is relevant and significantly need for system construction of the relations with buyers that increases efficiency of providing trade services, service and creates loyal buyers as one of necessary factors of competitiveness of the retail chain functioning in the market.

As part of the study, labour processes in the "Bahetle" trading chain were regulated through the formation and introduction of job instructions, wage increases of 15% for sellers and 10% for cooks, and the motivation system was partially revised.

The factor analysis determined that productivity growth is directly related to increased customer orientation. In addition

indicators in 2014, the profitability of personnel increases annually: during the analyzed period from 2014 to 2018 it increased from 4.46 p.p. Positive is the increase of return of expenses by 2.07 points, which also testifies to the efficiency of the trade process. However, productivity indicators should be monitored. In retail, in retail chains, it's an average check per merchant. Productivity growth can be achieved through emerging and rapidly evolving new trade formats. Today, they already account for 35% of retail sales, with 11% of the sector's involvement.

To this end, we will calculate the profitability of the wage fund, trade activities and quality of work in table II.

TABLE II. "BAHETLE" TRADE CHAIN PERFORMANCE ESTIMATES

Name of indicator	2012	2013	2014	2015	2016	2017	Average value
Level of salary fund profitability,%	18	19	21	22	22	22	22.31
Level of profitability of trade organization activity.%	2	2.5	2.6	2.4	2.3	1.3	2.14
Quality of work (p.2/p.1*100)	8	7.8	8.4	9.1	9.8	16	10.4

From the table of calculations of labor quality of sales personnel we can understand that it does not meet modern requirements of the labor market. Professional requirements for the qualification of employees and their quality of work are being tightened. It follows from the analysis that on average only one in 8 to 9 employees increases the profitability of the trading activities of the retail chains.

The system of standardization of labor processes and material motivation proposed by us for implementation in "Bahetle", first, forms a sufficient level of wages, assesses personal and professional qualities of personnel. Second, it forms a new level of development of labor relations. Third, reduces the typical turnover of sales personnel. Therefore, as a result, it was proposed and introduced an increase in the average salary of sellers and cooks, defined a clear functionality of employees, which allows to adhere to a certain standard of service.

As a result of the implementation of the system of standardization of labor processes and material motivation, the connection of incentive measures with the economic stability of trading enterprises of the retail chains under study is increased. The projected average wage will increase by 15.9% and profit by 4%. The profitability of retail chains will increase by 1.96 p.p.

V. CONCLUSIONS

In 2018, as a proposal, a staff motivation system linked also to the employee's personal contribution was introduced into the activities of the "Bahetle" trading chain. Modern technologies allow you to record the level of sales of each department daily with the help of the modernized SAB program and expert way of senior managers. Accordingly, the more goods from this department were sold, the higher the premium part of the salary of the employees of the

department. The following features of the motivation system are proposed:

1. Abandon the penalty system;

2. The work of each employee in the store and office is evaluated. He is assessed for the quality of his work. This assessment can be seen by the employee in his/her personal Internet office on the enterprise portal (service site). For this purpose it is proposed to create an Internet portal;

3. Employees will receive additional bonuses for quality service;

4. It is proposed to create a special "better service site" to which each employee can go and see the results of his/her service quality activities.

Employee's salary in the trading chain will depend on:

- Tariff rate provided by the occupied position;
- categories of the employee;
- Number of hours worked during the design period.

The variable part of the salary is accrued and paid according to the personal contribution of each employee and depends on the results of the supermarket, the type of labor participation of the employee in the trade process, the evaluation of the performance directly by the manager.

The variable part should consist of two parts: the first part is paid for the implementation of the established plan for trade turnover, the second part - for quality service and fair performance of official duties. Surcharge established:

1. 5% additional payment for each year of work in the enterprise;

2. Supplement for work on holidays and pre-holidays;

3. Surcharge for night work;

4. For operating conditions (e.g. working with dairy products at below zero temperature);

5. Additional payment for reconciliation of duties, positions; For the availability of higher education.

The peculiarities of the organization of trade activities of this chain are the absence of night surcharge on products. The "Bahetle" trade chain contains its own training center, which, along with direct classroom training, provides distance education. These are lectures, educational seminars in non-training format. Computer classrooms for training are installed in the head Kazan training center and regional branches. In remote format, personnel certification is also carried out. Thus, a staff member can complete more training programs per year.

Similar proposals were made on the "Edelweiss" and "Essen" trading chains. At the same time, the wages of employees are not limited to the limits.

It is justified that the effectiveness of the retail chain service depends on client orientation, which is considered from two positions: consumer and personnel. This is a

distinctive point of the presented work compared to other approaches to organization of retail chains efficiency.

The work highlighted three types of motivation, including material motivation, self-motivation and direct material motivation or intangible motivation. It has been established that a feature of resource labor processes in retail is their dependence on efficiency and loyalty.

We offer the following activities to improve the efficiency of retail services.

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