

ских часов;

- выявить тенденции развития рынка посредством сравнения и корректировки реальной и моделируемой ситуации рыночного равновесия, учета фактора конкурентного взаимодействия рыночных субъектов в перманентном процессе инновации-имитации.

Таким образом, для отечественных товаропроизводителей важным становится осуществление процедуры бенчмаркинга, позволяющей не только формировать и использовать наиболее удачный предпринимательский опыт, но и более полно учитывать запросы общества в целом.

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## **PRODUCT SUPPLY' ORGANIZATIONAL STRUCTURE**

**Customer Service & Logistics.** The Customer Service organization is responsible for impeccable supply to our customers and consumers, by ensuring that the product is available and delivered as requested. To achieve this, the Customer Service Organization has to establish and maintain clear processes and procedures, liaising with supplying plants and customers as well as with internal departments, primarily Customers Business Development (CBD) and Brand Management. The Function continually seeks to improve service, through advanced planning techniques embracing new technology, optimizing inventory, distribution and warehouse costs, helping customers grow through support, training and innovative trade terms. At P&G, we have established superior Customer Service as a clear opportunity to gain a business advantage over our competitors. There are four main areas in Customer Service: Ordering, Shipping, Billing (OSB), Category Planning, Distribution/Logistics and Customer Logistics Development as a member of a Customer Business Development Team.

In Ordering, Shipping, Billing (OSB) we work closely with our major customers and distributors generating and processing orders. We also actively manage customer stocks, using new technology and your own creativity and innovation, to optimize customers' cash flow. We ensure that the Company keeps agreed contracts and trade terms with the customer. We are also required, in conjunction with CBD, to help design and improve these contracts and trade terms, leading to excellent execution of orders, clarity of our terms and conditions and prompt payment by our customers.

In Category Planning we are in charge of maintaining product supply to our customers while minimizing inventory and maximizing service levels. We work closely with CBD, Brand Management and supplying plants to guarantee the continuous supply of existing products and ensure new initiatives are introduced and delivered on time. We work with other Product Supply teams to optimize production cycles and batch size to enable the efficient management of the inventory. We develop the ability to influence our colleagues as we build a sound data-base to support our views, using the most advanced systems available.

In Distribution/Logistics our role is to ensure we have timely and cost effective product delivery to our customers through our transport partners. We are responsible for the integrity of our inventory in our warehouse, as well as the quality and operating standard of the warehouse. We have extensive experience in the area of managing and leading diverse groups of people. We deal extensively with representatives of outside agencies such as customs officers, hauliers and warehouse contractors, helping negotiate contracts that build and sustain our competitive advantage. Our innovation and creativity is required to continually improve our systems, processes and services as we build long-term relationships with all our partners.

In Customer Logistics Development we are working directly with our largest customers, helping them improve their systems and operations. We are the part of a multi-functional team, helping train and educate the customer in a variety of sophisticated techniques. We are involved in logistics, order and inventory management, replenishment techniques designed to optimize the customer's inventory, and the assortment of products and cash flow, allowing our customers to provide high levels of service to their customers and eventually our consumers.

**Manufacturing.** The Manufacturing organization is responsible for bringing together the materials and services provided by the other Product Supply Functions and converting them into the distinctive Procter & Gamble products preferred by consumers around the world. This is achieved by integrating and optimizing the manufacturing process, organizational systems and information technology. In Manufacturing, we strive constantly to improve our production results and are recognized as industry leaders for our ability to produce innovative products of exceptional quality and value reliably and cost effectively. Usually we start in Manufacturing as a Process Manager. This gives the opportunity to use our technical education immediately across the full range of Manufacturing operations, including the start up of new equipment, processes and technologies as well as the production of new products for the market.

*Typical Career Path in  
Manufacturing:*



Engineering. The Engineering team is responsible for developing, installing, maintaining and improving the manufacturing technologies and systems needed to produce our innovative products and protect the environment. Our work is guided by the use of Total Quality principles and is focused on manufacturing technologies of the future. In Engineering there are several disciplines where we may start your career.

In Process Engineering we design and specify both chemical and mechanical processing systems. P&G uses a wide range of processes from mixing and spray drying the highly viscous detergent formula with complex technological behavior to the production of disposable diapers on a high speed converting machine. As a Process Engineer we apply our knowledge of heat transfer, fluid dynamics, thermodynamics, strength of materials, system kinetics and dynamics.

In Packing Engineering we are concerned with the design, development and sizing of mechanical equipment to handle, form, fill, measure and seal individual product containers automatically and at high speed. This requires the application of machine design theory including machine mechanism, vibration, elastic analysis, electromechanical and hydraulic systems and dynamic simulation techniques.

In Process Control Engineering we work on the design of automatic control systems for process, packing and materials handling facilities. We are also concerned with the design and development of instruments, measuring systems, electronics and control theory. We have the opportunity to combine design logic, control of varied rotary and linear motions and electronic inspection devices to produce integrated process and machine control systems. Increasingly, control computers are a key part of our applications.

Engineers of many disciplines are involved in the planning and supervision of an ongoing capital construction program. Using the most modern resources and management techniques, our Project Managers are always seeking improvements in estimating and managing capital, preparing and monitoring project schedules, coordinating engineering design and procurement, and managing construction contractors.

Purchasing. Purchasing supports upstream material development and sourcing materials across countries and currencies while managing individual supplier relationships. As P&G is dedicated to delivering quality products, buying the right materials, equipment and services at the right price plays a key role in our competitiveness. The Purchasing Function links our contract suppliers with production sites and has responsibility for the supply of materials worth tens of millions of dollars per year. Purchasing starts with a Purchasing Manager. We manage our area of responsibility as a business. We analyze markets and work with suppliers to develop innovative sourcing strategies that enhance P&G's competitive position in the marketplace. We are the masters of the strategic sourcing of materials and services needed to produce our broad range of products.