

1. Незанятый период воспринимается как более долгий, чем занятый. Терминалы могут организовать такую систему обслуживания, при которой клиенты смогут использовать время ожидания с выгодой и пользой для себя. Для этого на самом терминале и на подъездах к нему должна быть организована развитая инфраструктура дополнительных услуг (информационные услуги, услуги по техническому обслуживанию и мойке автомобилей, услуги общепита и т.п.).
2. Ожидание вне процесса обслуживания кажется дольше, чем ожидание в процессе обслуживания. Ожидание кажется более коротким, когда обслуживание уже началось. Возможно, есть резон предоставить возможность, находясь в очереди, заполнить необходимую документацию и совершить требуемые для прохождения терминала платежи.
3. Неопределённое ожидание дольше известного, имеющего определённый срок. Ожидание кажется более длинным, если клиент не знает, когда его начнут обслуживать. Организация обслуживания на терминале таким образом, чтобы очередь двигалась равномерно с одинаковыми промежутками времени, а также упорядоченность самой очереди, позволит произвести необходимые расчёты времени ожидания. Стандарты обслуживания, принятые и применяемые на терминалах, позволят снизить степень беспокойства клиентов.
4. Непонятность причин ожидания хуже, чем его объяснимость. Когда клиентам объясняют причину ожидания (дополнительная проверка сопроводительных документов, сбой в компьютерных сетях терминала и т.п.), они лучше его понимают и чувствуют себя комфортнее.
5. Неправедливое ожидание длится дольше объективного. Большинство людей посчитают несправедливым, если кого-то обслужили вне очереди. У клиентов создаётся иллюзия более долгого ожидания.
6. Чем ценнее услуга, тем дольше потребитель готов ждать. Высокая покупательская ценность услуг терминала может гарантировать, что клиент согласен пойти на определённые временные издержки, чтобы получить услугу. То есть время, потраченное на ожидание, включается в стоимость услуги, оцененную самим потребителем.

Таким образом, трансграничные терминалы должны стремиться к достижению двойственной цели: поставка клиентам постоянно растущей ценности, что приводит к успеху на рынке, и улучшение всех внутренних организационных показателей и возможностей.

Anna Brzozowska, Ph.D.

The Management Faculty Czestochowa University of Technology

THE IMPORTANCE OF LOGISTICS PROVIDER IN THE MARKET PROCESS

Abstract: In order to boost efficiency of operation in the individual business units - participants of the logistic chain and also to increase efficiency of operation within whole logistic chain, the individual phases of logistic process implementation are outsourced to specialized business entities i.e. logistics providers. It seems to be difficult to search for the concise and apt definition of a logistics provider. The business practice points to broad scope and discrepancy of the services which could be the subject of logistics provider's activity.

Key words: logistics provider, services of logistics provider

A logistics provider is an entity which organizes, stimulates and supervises the flow of goods and information and it operates on request of an entity for whose existence a "logistic stream" is crucial. The operator's duties and activities depend on the decision made by the customer. Relationship between the customer and logistics provider sometimes is so advanced that the concepts of

superiority or duty fade away while some other appear e.g. cooperation or partnership. The most important arguments which justify rationality of orders for performing some parts of logistic processes include:

- Lack of specialized staff, equipment and tendency to invest capital in this equipment,
- better exploitation of resources (of material, human, financial or information nature),
- more efficient flow of logistic streams realized by specialized companies,
- synergy of operation,
- customers' opportunity to focus on their fundamental activity.

Idea of existence of logistics providers on the market is closely associated with the strategies of outsourcing, lean production or lean management. These strategies highlight new directions for formation of new logistic relations, they are based on advanced ordering of logistic services to outside bidders-logistics providers and they diminish the role and importance of their own structure and comprehensive logistic service in the company and therefore they significantly reduce the costs of operation. The difference should be made between contracting and contract in which the customer concentrates on the determination of final form of a product which they are going to purchase. The methods how to reach a particular result is up to the logistics provider.

Logistics providers can be divided into universal operators and specialized operators.

The universal operator for a logistic process is an operator which is in control over the whole activity of domestic and international trade of property, both outside a business unit and within its internal structure. Such units, named "third party logistics" operator are the bidders of logistic services packages. A characteristic of logistic services packages is compilation of different partial services associated with broadly understood transport management and products storage for an integrated logistic offer which is prepared, sold and settled as one unit. The types of partial services which can be found within one package depend on the one hand on customer's request and on the other hand on the range of the services provided by the enterprise and its readiness to provide other additional services.

The specialized operators are the units with fragmentary area of activity and they perform particular part of a logistic process e.g.:

- carriers of different transport branches,
- warehousing,
- portioning and package companies,
- insurance companies,
- customs institutions,
- loading companies (etc.)

More and more often though the logistics provider is associated with the business unit of broad, universal range of operation and capability of providing logistic services. Such a unit is frequently perceived as a partner or even as a leader for the organization and execution of a logistic goals.

Logistics providers, in order to boost the quality of its services, make use of their international presence, concern's know-how and their experience in numerous markets, therefore ensuring streamlining of the whole supply chain¹. While working on an international scale, they gain measurable benefits for their customers not only on a domestic scale but also on a global one². Large added value from a customer's point of view is also the time, which was perceived before as one of the significant factors of competition. Flow logistics, as a product offered by some logistics providers, is a response to such customer's expectations. The operators within such a system control the goods

¹ www.wnp.pl

² „Logistyka”, Czasopismo dla profesjonalistów 3/2004 maj - czerwiec, s. 21

so that they are still on the move. If the stop happens, it happens for a short time and generally it is not connected with adding the value to the product e.g. cross-docking.



Figure 1. The role of logistics provider

Source: Own study

Main roles of logistics provider include (see Figure 1):

1. organization of warehouse circulation of finished goods
2. organizing the supply of goods to recipients
3. giving comprehensive information before, in progress and after performing of particular tasks
4. dealing with all the documentation
5. organization of raw material supply to the place of processing

Such a synthetically determined tasks show how big is the meaning of time for the logistics provider and especially: time of giving information, reception of raw materials, delivering raw materials to the manufacturer, reception of finished goods and time of delivery of finished goods to the recipients. It concerns not only the organization of transportation within a country or its region but also within international exchange.

The services provided by logistics providers include:

1. Insurance

- Preparation of logistic solutions
- Business insurance

2. Transport

- Inland transport
- Maritime transport
- Air transport
- Rail transport

3. Customs

- Tax services
- Customs counselling
- INTRASTAT customs entries
- Handling goods in terms of warehousing
- Full service on deliveries within all customs procedures
- Full service before/after customs clearance

4. Warehousing

- Short-term and long-term storage
- Partitioning and commissioning of supply orders
- Distribution
- Specialized warehousing services
- Value Added Services (VAS) – these are added services which operator can provide additionally; they may be understood as the services increasing the value of supply chain. They may include:
- Re-packing
- Creating the sets
- Pre-assembly
- Assembly
- Labelling
- Quality control
- Adding guarantee certificates and instruction manuals,

5. Organization

- Creation of the vision of supply chain
- Supply chain – whole process required to prepare, manufacture and deliver the goods and services to the customers. Usually it consists of the flow of goods from suppliers to producers, distributors, retail shops and eventually, the customer. During such a process, on the basis of customer's order, the raw materials and components are transformed into the final products which then reach the customer.
- Project management
- IT systems integration
- Continuous improvement of the results
- Know-how

6. Dedicated operations

- Vendor Managed Inventory (VMI), means streamlined functioning of a supply chain as a result of resource management performed by the supplier which decides on timing and content of supply that guarantees full availability of the products.
 - Co-manufacturing consists in assembly of parts sent from different manufacturers on the customer's requests.
 - E-commerce – generally, it includes all the transactions connected with forwarding the financial resources, goods, information done by the Internet, starting from searching for a product, negotiating the business conditions, purchase and delivery to the given recipient.
 - E-fulfillment – includes only the activities connected with the execution of an order, from price calculation and preparation of an individual delivery plan for the given logistic service, reserved for the given means of transport and possible places of storage, tracking the delivery, customs clearance, and preparation of necessary documentation as well as exchange without paper documentation, payments and added services in case of warehousing: goods management, preparation of individualized deliveries (according to the order specification) sorting and assembly.
- Logistic providers enable:
- shortening the global time when customer's cash invested in raw materials is exchanged into cash paid for finished goods
 - current information on the place of a delivery

- reduction in amount of stock thanks to quick and regular supplies, focus on their own operational activity thanks to giving up their own warehouse of trains and other services in aid of logistics provider.

Range of services of logistics provider is subject to systematic development. In addition to traditional warehousing services, enriched by the value of "value added" and distribution services, logistics companies are more and more involved in financing and streamlining of production supply and production assembly¹. Thanks to a comprehensive service, the costs incurred by a customer are reduced while the utility of services increases. The real prospect is the globalisation understood as a comprehensive service provided to a customer, which consists in securing the services within the whole chain of product circulation. These no longer mean "door to door" sale but much more i.e. "one stop shopping" – the customer wants to cooperate with one operator who offers the highest value added to them².

Added value, i.e. this what is created during performing the activities that are useful to customer, is the basis of logistics provider's operation. When the manufactured goods or services gain the added value, the customer is willing to pay a particular price for them. The logistics providers can improve the added value of the services offered thanks to such factors as quality, time and cost. The benefit to the customer is an added value and for the operator the price which the customer pays for the utility. In practice, it can not be unambiguously stated where the added value of services offered by the operator starts and where it ends. Professional logistics provider ensures the customers comprehensive services on flow of goods and information, from appearance of goods on a production line to the delivery to final consumer. Logistic outsourcing is of bigger and bigger importance on the global market; moreover, logistics providers overtake the activities which were understood as their customer's core business so far.

Logistics providers are distinguished mostly by information systems and logistic centres. The structure of a logistic centre facilitates flow of goods and information. Thanks to that the reduction of costs of customers activity is possible. The centres enable broad range of logistic services such as: warehousing, reloading, distribution and delivery to the destination place, portioning, as well as customs, financial and banking services.

The characteristic of a model of operator is the focus on chosen fragment of value chain. Each units of transnational corporation which operate in the market as business units perform a predefined range of tasks which is their key competence. In a corporation structure, the manufacturers of subassemblies and final products work as production operators, information brokers work as information operators, carriers and forwarders as logistics providers and branch offices perform functions of marketing operators which develop sales networks on individual markets³.

Conclusions

Logistics providers and their customers enter into the era of total logistics. Nowadays, global manufacturers perceive the key role of logistics, understood as Supply Chain Management, in striving to market success. Efficient cost reduction is not possible without streamlining of logistic processes in a company.

Logistics providers perform a number of complex functions within their operation. First of all, they coordinate the transport and supply. These tasks also include warehouse management including complementation, repackaging and labelling. The comprehensive services also include package management understood not only as a circulation but also as a design. The functions may also

¹ „Gospodarka materiałowa & Logistyka”, 3/2005 Polskie Wydawnictwo Ekonomiczne, s. 31

² www.operatorlogistyczny.pl

³ Prace Habilitacyjne. M. Szymczak, Logistyka w procesie internacjonalizacji przedsiębiorstw. Poznań 2004, s. 173.

include Supply Chain Management, controlling and pre - assembly. Supply of goods to the assembly line and services provided to end customers are also of great importance.

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Marta Starostka-Patyk, Marcin Kozak
Politechnika Częstochowska

MAIN MATTERS OF REVERSE LOGISTICS

Abstract: Reverse logistics is a very useful tool for enterprises which have to deal with production wastes and commercial returns. Forward logistics is not able to manage them, because they show up on the beginning of reverse supply chain. That is the reason for growing importance of reverse flows. Reverse logistics is quite new logistics system and the most common is using in developed countries. The reasons of this are high costs of such system and some organizational problems. This paper presents the idea of reverse logistics, main differences between forward and reverse logistics, its costs and major problems.

Key words: forward logistics, reverse logistics, wastes, returns

Logistics should be treating not only as a theoretical discipline, but also as a practical one. The reason for that are a strong connections between logistics and many others areas of knowledge and economy activities. Logistics might be consider as a discipline and also as an activity which is supporting management of materials, transport, production, distribution or all infrastructure. Also, it can be an important factor for effectiveness assessment or determinant of competitive position¹.

As a main point of formulating forward logistics definitions is "7R" rule, which specify that fundamental of logistics is to provide the right products, at the right time, at the right place, to the right customer, with the right volume, right quality and right cost².

The most common logistics definition says that it is the part of the supply chain which is connected with planning, implementing, and controlling flows and storage of products, services and related information from the point of origin to the point of consumption in order to meet requirements of customers³.

The forward logistics processes are characterized by activities concerning flows of goods, their physical movements, materials and products storage and flows of information needed in each economical process and its successful realization⁴. So in very short way traditional logistics consist in delivery the final product to the end consumer.

For past decades enterprises have been using forward logistics processes in their economic performance and their management was fully successful. But since few years forward logistics become insufficient for some parts of management. A lot of companies faced of problems concerning high costs of materials to production, high costs of waste final disposal or problems with return

¹ Kościelniak H. „Effectiveness Evaluation of Enterprise Logistic Systems.” Prace Wydz. Zarządzania Politechniki Częstochowskiej nr 7, Częstochowa 2002.

² Abt S. „Logistyka w teorii i praktyce” AE w Poznaniu Poznań 2001, s.16

³ Council of Logistics Management (CLM), Oak Brook, Illinois, 1999

⁴ Skowronek C., Sarjusz-Wolski Z. „Logistyka w przedsiębiorstwie” PWE Warszawa 1995.