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Specificities identification of value management of companies providing transport services

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Abstract

Value management belongs to relatively new fields of general management. Companies increasingly place emphasis on activities oriented on competitiveness improvement also through providing value. In application in company conditions, value management belongs to fields of management which subjects to some specificities in dependence on orientation of companies' sector of activity. In companies providing services there exist differences of generally applicable elements or tools of value management application. Transport services providers belong to companies in which it is even necessary to adjust generally applicable components of value management. Such need is caused in particular by difference of stakeholders since the customer isn't at the same time the final consumer. Importance of provided values for these two specific stakeholders is evident in particular from benefit for transport companies' point of view. Output of article which is part of research works is to create model oriented on value management for companies providing transport services.

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1. Introduction

Market economy basis is production of such goods and services, which will provide maximum rate of satisfaction for customer or consumer. After achieving such defined aim of company, company will achieve maximization of

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provided value for stakeholders as well as their higher loyalty and competitiveness. Complexity of fulfilment of majority of requirements, which individual stakeholders demand, lies especially in that each representative of stakeholders is different and its expectations is possible to be fulfilled by different means or different attributes of offered products and services.

If businesses want to achieve higher market value, which is connected with higher profit, it is necessary to deal with provided value. Value can be under controlled system or intuitive steps of top management. Controlled system of value creation, known as value management, is one of the fields of general management. Value management is often in practice used only from the consumer point of view and other stakeholders are omitted. This one-sided view on value is often sufficient since in short-term horizon is even this approach positively presented. In case of application of provided value for more or even all stakeholders positive effects will be evident even with given time delay, so result will have long-term positive character.

Specific sector is tertiary sector which focuses on companies providing services. Companies providing transport services (road freight transport) belong to company categories which have insofar different object of activities that value management structure is partly different. The biggest change is in differences of stakeholders of company focused this way. Its customer and consumer are different market subjects and it is necessary to approach them by different way. This difference is even shown in creation of values for other stakeholders.

2. Theoretical base of value management

American engineer Lawrence D. Miles, in that time manager of purchase in Locke Insulator, is considered to be founder of value management. According to Vlček, value management is defined as “special type of management, expressly concentrated on creation and value increasing for customer in parallel growth of company value.” (2008, p. 53) European standard ČSN EN 12 973, valid even in Czech Republic defines value management “as a style of management concentrated mainly on people motivation, knowledge development, support of collaboration and innovations with aim to maximize overall organization efficiency.” (Dostál, Loubal, Bartes, 2009, p. 22)

Value management has got three types of theories (general, constructive and applied). General theories are subdivided into function theory and functional approach and value theory and value approach. *Function theory* is based on relation between need and object, like its characteristics, which satisfy need itself. *Functional approach theory* is the second part. This kind of approach creates base for realization of value approach on the basis of which value management is based. This theory perceives objects as basis for determining of characteristics on needs fulfilment and so its aim is to maximize value for customer. *Value theory* is based mainly on general benefit of an object. *Value approach theory* is the way of realization of value for customer. One of the tools of this theory are innovations through which it is possible to achieve positive changes of value for customer.

Constructive theory is based on general theory and includes concrete tools of value management. Application disciplines constitute system of methods and tools for value management theories. There belong four essential disciplines, which are mainly oriented on innovations. These disciplines are value analysis, inverse value analysis, value projecting and value product strategy. Through value analysis there are defined more procedures which offer procedures for achieving better oriented functions of product fulfilling needs of customer. This method consists from principles, like product knowledge, its functions and even value identification for customers, which is difference between satisfaction rate and invested costs. (Vlček, 1992) In case of value analysis oriented on companies providing transport services, product is defines as transport of goods to customer through road transport. It is service and therefore it is more difficult to define its parts. In case of transport services there are loading, transport, distribution to customer and in some companies even storage. Another significant element of value analysis are requirements placed on product. In case of companies providing road freight transport these can be generalized on speed request, quality, rate of errors and communication. There exist specific cases of activities connected with goods transport, which these general elements of value analysis differentiate. On the basis of such defined parts of product and requirements placed on it, it is possible to apply value analysis. Inverse value analysis holds reversed way of value analysis. This procedure looks for usage of existing product. Value projecting or value engineering consists of using of value approach in creating of a new object – innovation. Value product strategy is concentrated on production programme. Such way helps to development of sustainable competitive strength of products. Its main task is forecasting and design of proceedings at given objects. Object can be both existing, so introduced in market, and completely new one.

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