

- систематичне програмування використовування конкурентного потенціалу підприємства для реалізації конкурентних стратегій;
- концентрація головних зусиль у потрібному місці і в потрібний час;
- гнучкість стратегічної поведінки, що забезпечує використовування мінімуму ресурсів для досягнення максимального результату;
- скординований порядок дій керівництва.

Оптимальне функціонування і розвиток конкурентного потенціалу підприємства залежать від оптимізації управлінських рішень і організаційної структури управління. Тому створення на кожному підприємстві ефективної системи управління конкурентним потенціалом, яка дозволить забезпечити конкурентоспроможність підприємства є нагальною необхідністю.

Література

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E-CUSTOMER COOPERATION ORIENTED STRATEGY

**Дорота Елонек
Ориентированная
на сотрудничество с e-клиентом
стратегия**

**Дорота Єлонек
Орієнтована на співпрацю
з e-клієнтом стратегія**

e-Customer oriented strategy means such an approach to the business in which the basic determinant of the organization's success

is possessed by it relational capital of customers. Customers are treated as assets of the enterprise into which it is necessary to invest and for which one should take care, if they have to make a profit.

The Internet not only changed models of the business from traditional to the electronic ones but also changed the business environment and particularly customers behaviors. More and more customers, thanks to facilitations which are offered by the Internet abandon the roles of passive customer and become e-customer, who shops on-line, who creates reviews via social forums. E-customers usually become opinion leaders for certain products.

In the empirical part of the article the results of research carried out in the Polish food processing industry enterprise were presented. In the studies attempted to verify the hypothesis of a significant impact of e-customer cooperation oriented strategy on the results of surveyed enterprises.

e-Customers could play three important roles: as consultants, e-customers as promoters of products and the brand and e-customers as innovators.

This study presents a characterization of each of the above roles with particular stress on innovation potential of the e-customers.

e-Customers as consultants. Customers are very important source of information for the firm. Ideas for creating new products or improving existing ones are among the important information that could be provided by customers. Firm relies partially on customers' feedback, complaints and suggestions in order to improve its current offerings or introduce new products or services to the market. Pini (2009) showed that the role of consultant could be acted by customers in the form of a direct relationship with the firm or by supporting and assisting other customers or users in using or accessing products or services in ways that might not be under the direct control of the company (i.e. blogs; expert web sites; etc.).

e-Customers as promoters. One manifestation of e-customer behaviour is describing and commenting on products in discussion boards and forums and also in their own specialized blogs. E-customers are also a group of potential customers who, before purchasing goods in either conventional or on-line shops, seek other customers' opinions about the products. Active e-customers participate in contests and promotions when they often take part in the process of co-creation of a new product and they can also express their own opinion about products. When promoting brands, products or services, customers create new contents and meanings very important for other customers. Recommendations of products and services from customers can increase sales figures.

e-Customers as innovators. Successful innovation requires attention to users' needs, that users' knowledge is central to the development of established firm's new products, and that the central content of innovations in some cases comes from users. More and more frequently users of product and service are innovation's co-authors. Innovation process is based on an understanding of true user needs and a more systematic involvement of e-customers.

Case study. The enterprise of fruit and vegetable processing X (the name changed) was the subject of case study. A method of guided interview was used in the survey. The interviews were carried out with the 11 managers of the strategic and tactical levels. The interview scenario contained the questions which were supposed to elicit answer to the following research questions:

1. Does the enterprise cooperate with e-customers?
2. Do e-customers co-create innovations and, if they do, in which areas of enterprise's activity?

In order to work in close cooperation with e-customers, the enterprise X uses their own website. The website is optimized in the most popular search engines. The menu in the website contains the following tabs: «Our products», «Special offers», «Cooking tips» — including cooking etiquette, «Cookbook» with the «Find a recipe» search option and a link to the e-mail address («Add a recipe»), the contest of «Become a designer in X» — information about the contest for a design of the packaging of products and «Recommend us».

All the managers interviewed agreed that the enterprise cooperates with e-customers very well. The role of e-customers as consultants and the role of e-customers as promoters were evaluated as important (median = 4,0). (Scale: 1—unimportant and 5—very important). The role of e-customers as innovators was evaluated in the following fields: product (median = 5,0), packaging (median = 4,0), marketing (median = 4,0), technologies (median = 2,0), processes (median = 1,0) and organization innovations (median = 1,0). Managers were very confident about the plans of intensification of cooperation with the group of e-customers, because their activity has positive influence on the results of surveyed enterprises.

References

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