

## **THE CONTENT OF THE SPECIAL ATTESTATION-EVALUATION AND STIMULATION FUNCTIONS OF THE COMPLEX MANAGEMENT SYSTEM OF THE COMMERCIAL ASSORTMENT OF COMMODITIES**

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### *Abstract*

*Management (conducting) of the commercial assortment of consumer goods, like the management of other activities (objects) is carried out efficiently and resultantly by performing a series of special functions. This series of special functions includes several functions of attestation-evaluation and stimulation, from the achievement of which depends essentially the success and effectiveness of any management (conducting). In the case of the management of the consumer goods commercial assortment, the following functions are assigned to the special functions of attestation-evaluation and stimulation: systematic internal and periodical external attestation of the optimality of the commercial assortment of consumer commodities of the trade enterprise; periodical internal attestation of the functioning and efficiency of the complex system of management of the commercial assortment of consumer commodities; periodical external certification of the complex system of management of the commercial assortment of consumer commodities; stimulating the formation and ensurance of the maintenance of optimal commercial assortment of consumer commodities in the retail trade network.*

*Elaboration of the complex management system of the commercial assortment of consumer commodities (CMSCACC) requires, first of all, the formulation of the definition and determination of the content (the goal, objectives or tasks and elements) of each of the special and specific functions of the system.*

*In this work we present for the first time the definitions and content of the special functions of attestation-evaluation and stimulation of the complex system of management of the consumer goods commercial assortment. The accomplishment of the listed functions will increase the responsibility of the decision-makers and the motivation of the respective staff to assure the quality of the management of the consumer commodities assortment in the retail trade network, in compliance with the requirements of the methodology, technology and technical-normative acts approved in the established way.*

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**Keywords:** *commercial (trade) assortment of consumer goods; the management of the commercial assortment of consumer commodities; special functions of attestation-evaluation and stimulation of the complex system of management of the commercial assortment of consumer commodities; the contents of the special functions of attestation-evaluation and stimulation of the complex management system of the commercial assortment of consumer goods; the goals, tasks (objectives) and elements of special functions of attestation-evaluation and stimulation of complex management system of the commercial assortment of consumer goods.*

### **1. Introduction**

Every day, each of us consumes (uses, exploits, etc.) a range of goods, which, being procured through the act of buying-selling, are commodities. The degree of satisfaction of consumers' needs and solvency demand of buyers in consumer goods depends essentially on both the volume and the diversity of the range of goods offered in the retail network. Obviously, the structure of the commercial assortment of goods offered by the retail trade network has to be fully correlated with the structure of consumer needs and the solvency demand of buyers, which 'a priori' presupposes

the permanent alignment of the structure of the consumer goods commercial assortment to the solvency demand structure of the buyers of consumer goods [17, p. 7; 19, pp. 56-57; 21, p. 5, p. 9]. Ensuring the permanent concordance on the consumer market of the structure of consumer goods supply and the structure of buyers' demand can only be achieved, in our vision, within the complex management system of the commercial assortment of consumer commodities (CMSCACC). The objective and acute need to manage the assortment of commodities (goods) in the retail trade network is demonstrated in a number of publications of scholars and specialists in the field [5, p. 17; 6, p. 77; 14, p. 51, p. 59; 15, p. 21; 17, p. 8; 21, p. 5, p. 9]. The objective of the commercial goods management is to create and maintain permanently the optimal assortment of goods in the retail trade network, and the purpose is to satisfy as much as possible the needs of the consumers and the demand of the buyers, at the same time, to achieve the interests of the sellers (manufacturers), taking into account the protection of the environment.

It is established that, like any other, the management of the commercial goods range is accomplished by performing a complex set of special and specific functions [14, pp. 52-53, pp. 60-61; 15, p. 23; 19, pp. 56-57] which also includes some evaluation - attestation and stimulation functions, the realization of which contributes substantially to increasing the responsibility of the decision-makers and the motivation of the respective staff to assure the quality of the management of the consumer goods commercial assortment in the retail network, meeting the requirements of the methodology, normative and technical acts approved in the established manner. At the same time, it is obvious that in order to adequately perform the functions of the complex system of management of the commercial goods range it is important for each of the special and specific functions to clearly define the definition, determine the specific content (scope, tasks and elements) and delimit its area of application [4, p. 15; 15, p. 23].

## **2. The degree of investigation of the problem at the moment, the purpose of the research**

In scientific, didactic and practical literature [1-8; 17; 20-23; 25.2; 27-31], in particular in the last few decades, the issue of the management of consumer goods in both the wholesale and retail networks has been widely approached, when the assortment of commodities has become extremely large and complicated in structure. Studying these available bibliographic sources [1-6; 8; 18; 20-23; 25.2-31], we find that, currently, research in the field and its results [2-8; 18; 20-23; 25.2-31] are more focused on the processes and methods of rational (effective) product formation oriented more to the interests of sellers and do not include the complex of measures and actions that would ensure the formation and systematic improvement, the continuous maintenance of the optimal goods assortment, focused on the maximum satisfaction of the consumers' needs and the solvable demand of the buyers, taking into account the possibilities and interests of the manufacturers (suppliers), sellers and companies, and the requirements of environmental protection [14-15; 17; 25.2].

In our opinion it is possible to ensure permanent development and maintainance of the optimal assortment of consumer goods in the retail network [14-17; 19], based only on a complex management system of the commercial assortment of consumer commodities (CMSCACC), the development and structuring of which is currently only at the initial stages. Firstly, in our view, it is necessary to develop the nomenclature and the contents of the special and specific functions of this complex system. In the previous papers [12-15] we presented of the first time the

nomenclature of the special and specific functions of the complex management system for commercial assortment of consumer commodities (CMSCACC), as well as the definitions, content and areas of application of the special norming-planning, assurance, organization and control functions of CMSCACC. The purpose of this paper is to formulate and present the definitions, for the first time, and to develop and present the content (purpose, tasks and elements), as well as to outline the area of application of the special functions of attestation-evaluation and stimulation [14, p. 53; p. 61] of the complex management system of the commercial consumer goods assortment.

### **3. Applied methods and materials**

The study and critical analysis of the bibliography in the field, the investigations and analysis of the obtained results, are carried out using the following scientific methods: observation, comparative analysis, correlation analysis, group analysis, synthesis, analogy, induction and deduction, forecast, extrapolation, generalization, expertise, as well as practical and teaching experience, etc. The nominations, definitions and contents of the special attestation-evaluation and stimulation functions of the complex system of management of the commercial assortment of consumer commodities [14, pp. 52-53, pp. 60-61; 15, p. 23] have been formulated and proposed by us focusing on the the standards of production quality management in the spheres of production and circulation [22-23] and in the specialty literature [8; 12-14; 19-23; 28-31].

### **4. Results and discussion. The content of the special attestation-evaluation functions and the complex management system of the commercial goods assortment**

Continuous study and development in the field of goods management [2-4; 14-15; 17; 19] demonstrate that the management is carried out by performing the complex of functions, including the special functions of *attestation-evaluation and stimulation*, the nomenclature of which has been extended [14-15], and their nominations have been specified [14-15] and presented as follows. The special functions of *attestation-evaluation and stimulation*, in our vision, can be assigned the following functions:

- systematic internal and periodical external attestation of the optimality of the commercial assortment of consumer commodities of the trade enterprise;
- periodical internal attestation of the functioning and efficiency of the complex system of management of the commercial assortment of consumer commodities;
- periodical external certification of the complex system of management of the commercial assortment of consumer commodities [14, p. 53, p. 61];
- stimulating the formation and ensurance of the maintenance of optimal commercial assortment of consumer commodities in the retail trade network.

Each of the listed functions must have its definition and its content, including the purpose, the objectives (tasks) and the elements of the function, which has not yet been developed and is the purpose of this paper.

Based on the study and critical analysis of the normative documentation [24-25] and specialized literature [1-8; 12-13; 19-23; 27-31] in the field of development of consumer goods commercial

assortment and the production quality management, including in the sphere of circulation, there were formulated *the definitions* and elaborated *the content of the special functions of attestation-evaluation and stimulation* of the complex management system of the commercial assortment of consumer commodities (CMSCACC), as follows.

**The function “Systematic internal and periodical external attestation of the optimality of the commercial assortment of consumer commodities of the trade enterprise” is the activity of development and accomplishment of the set of organizational, methodological, investigative, technical, economic, ideological and other measures and actions, using the appropriate methods and means, which have the mission to systematically estimate through internal attestation and periodically by external attestation the degree of conformity of the approved structure of the consumption goods commercial assortment of the retail business enterprise (network) controlled to the structure of consumers ‘needs and buyers’ demand at the time of attestation, with the development of the respective conclusions and proposals.**

**The purpose of the function** - systematic assessment and estimation of the degree of optimality (corresponds to) of the consumer goods commodity assortment structure of the monitored trading enterprise, approved in the optimal way, the actual structure of the consumers ‘needs and buyers’ demand, the profile and type of the monitored enterprise, as well as the improvement, the timely correction and bringing of the structure of the analysed assortment in accordance with the structure of consumers’ needs and the structure of buyers’ demand, taking into account the profile, type and interests of the undertaking concerned, the possibilities and imbalances of suppliers (producers) and society.

**The tasks of the function** are:

- a) implementation of systematic internal and periodic external control of permanent optimality (corresponds to) of the components and structure of the retail consumer goods commodity assortment of the trade enterprise monitored by the buyers’ demand structure, consumer needs and national consumer goods and commodity policy, including new goods, approved in the established way;
- b) estimation and assessment of the objectivity of the argumentation of the components and structure, the values of the indices of the characteristics of the consumer goods commercial assortment, approved in the way set as optimal for the respective trade undertaking, as well as the degree of their correspondence with the respective values of the real demand of the buyers, the needs of consumers, the profile, type and interests of the undertaking concerned, the possibilities and interests of suppliers (producers) and society;
- c) revealing the deviations of their components and structure, the values of the indicators of the characteristics of the consumer goods commercial assortment, approved in the manner best suited to the respective trade undertaking, from the respective values of the buyers’ real demand and the needs of the consumers;
- d) revealing the causes of the deviations of the components and the structure, the values of the indicators of the characteristics of the commercial goods commercial assortment of the monitored enterprise, ascertained as a result of the estimates made, from the respective values of the real demand of the buyers and of the consumers’ needs, indicating the guilty persons (factors) and formulating the proposals for winding up of deviations;
- e) timely familiarization of the respective staff with the goals and methodologies of the internal and external attestations of the enterprise’s consumer goods assortment, the

verified and estimated indices and the submitted requirements, the consequences of the attestations, as well as the timely and appropriate preparation for the forecasted or planned attestations of all of the CMSCACC participants by increasing and customizing responsibility, enhancing and increasing the quality of their professional activity and timely and qualitative preparation of the respective documentation and materials;

- f) generating the appropriate improvement of the components and structure of the consumer goods assortment of the trade undertaking concerned in order to optimize and match it with the composition and structure of the demand for the goods, taking into account the composition and structure of the consumer's needs, the profile, type and interests of the undertaking concerned, the possibilities and interests of their suppliers (producers) and society, the national consumer goods insurance policy and the promotion of goods, including new ones, approved in the established manner;
- g) to increase the permanently optimal degree of the consumer goods assortment of the retail trade company monitored through the elaboration and realization of the complex of measures in the liquidation of deviations revealed in the attestations of the consumer goods commercial assortment of the commerce enterprises concerned, as well as to make the proposals formulated as a result of their attestations.

The accomplishment of the tasks of this function consists in the execution of the following **elements:**

- development and approval, in the established manner, of the concept, strategy and program (plan) of the internal attestations of the consumer goods commercial assortment of the enterprise;
- selection from the general nomenclature, elaboration, argumentation and approval in the established manner of the nomenclature of the characteristics of the consumer goods and their indices [10-11; 16], characterizing the degree of optimality (conformity) of the components and the structure of the consumer goods assortment analysed to the components and the structure of buyers' demand and the needs of consumers, susceptible to verification, estimation and analysis, as well as their order, methodology, methods of research and estimation;
- establishing and legalizing in the established manner the internal team (commission) of expert professionals (auditors) empowered to perform internal attestations of the optimality (conformity) of the components and structure of the commercial consumer goods assortment of the trade undertaking concerned, approved in the set way as optimal;
- the elaboration and approval in the established way of the Internal Certification Regulations and the activity of the internal auditing team (professionals-experts) (hereinafter the "internal commission of attestation") of the optimality of the consumer goods commercial assortment of the retail trade enterprise concerned;
- elaboration and approval, in the established way, of the order, methodology, methods and guide for performing internal attestations of the optimality of the consumer goods commercial assortment of the respective trade enterprise;
- development and approval, in the established manner, of the nomenclature of documentation (materials) subject to mandatory submission to the appropriate commission for study and analysis;
- familiarization with the Internal Certification Regulations and the activity of the internal commission of attestation for the optimality of the consumer goods commercial assortment

of the given enterprise engaged in retail trade, with the order, methodology, methods and guide for conducting internal attestations and relevant training of the members of this commission;

- familiarization of all the employees of the enterprise with the goals and the program (the plan), the order, the methodology, the methods and the guide for the internal attestations of the optimality of the consumer goods commercial assortment and their consequences, the nomenclature, the methods, the requirements (qualitative-descriptive and quantitative-value) and the scale of estimation of the indices of optimal characteristics of the consumer goods commercial assortment [10-11; 16] of the retail trade enterprise, with the nomenclature of the documentation (materials) subject to control (study, analysis), as well as organizing and conducting training in the matter of the respective employees of the given enterprise;
- planning and carrying out the activity of the nominated internal commission of attestation;
- organizing and conducting the works to prepare the enterprise, including the respective documentation, for the forecasted or planned internal attestations of the optimality of consumer goods assortment of the enterprise concerned;
- collection and accumulation of information (data) by the nominated internal commission by studying diverse documents (orders, information notes, reports, papers, studies, etc.) and by conducting surveys, interviews and conversations with the CMSCACC stakeholders of the enterprise concerned on: **a)** the requirements for the optimal trade of consumer goods of the trade enterprise, prescribed in normative and technical documents (standards, guidance documents: instructions, guidelines, recommendations, methodologies, prescriptions, etc.); **b)** the composition and structure, values of the indices of the characteristics of the optimality of consumer goods commercial assortment, approved in the established way as optimal for the trade company concerned; **c)** the composition and structure, real values of the characteristics of the optimality of certified consumer goods commercial assortment; **d)** the composition and structure of actual buyers' demand and consumer needs; **e)** the profile and type of the trade company and the nomenclature of goods, approved by the normative acts, for the profile and type of the given enterprises of commerce; **f)** the possibilities of the suppliers (producers) and the directions of the national policy for population supply with consumer goods and the promotion of consumer goods, including new ones;
- processing the data and information gathered as a result of each attestation carried out by the nominated commission;
- comparing the composition and structure, the values of the indices of the characteristics of the consumer goods assortment, approved in the manner established as optimal for the monitored trade enterprise, with the requirements prescribed in the respective normative and technical documents (standards, guidance documents: instructions, methodologies, prescriptions, etc.), approved and legalized in the established way, regarding the optimal consumer goods commercial assortment of the retail trade enterprise, with the actual composition and structure of the buyers' demand and consumer needs, as well as with the directions of the national consumer goods insurance policy and the promotion of consumer goods, including new ones;
- the comparison of the real composition and structure, of the real values of the indices of the characteristics of the commercial goods assortment shall meet the requirements stipulated

in the respective normative and technical acts regarding the optimal range of consumption goods of the retail trade enterprise with the composition and structure, characteristics of the consumer goods commodity assortment, approved in the manner established as optimal for the monitored trade enterprise, with the actual composition and structure of the buyers' demand and consumer needs, as well as with the directions of the national consumer goods insurance policy and the promotion of the commodities consumption, including new ones;

- determining and estimating the real degree of correspondence (optimality) of the composition and structure, the real values of the indices of the characteristics of the attested consumer goods assortment, the composition and structure of the real demand of buyers and the needs of consumers, the requirements prescribed in normative and technical documents (standards, guidance documents: instructions, guidelines, indications, recommendations, methodologies, prescriptions, etc.) regulated in the established way, on the optimal trade of consumer goods of the retail trade enterprise, the directions of the national consumer goods insurance policy and the promotion of consumer goods, including the new ones, such as the composition and structure of the indices of characteristics of the consumer goods assortment, approved in the established way as optimal for the trade company concerned;
- defining (establishing) the deviations of the components, structures and values of the characteristics of the commercial assortment of consumer goods [10-11; 16] both real and those approved in the way set as optimal for the trade company concerned, from the composition, structure and values of the real demand of buyers and the needs of consumers, from the requirements of the respective normative and technical acts and the directions of the national policy on ensuring the population with consumer goods and consumer goods promotion, including new ones, approved in the established way, as well as revealing the deviations of the components, the structure and the real values of the indices of the characteristics of the commercial assortment of consumer goods from those approved in the way set as optimal for the monitored trade company;
- analysing and generalizing the accumulated information and the results of each internal attestation of the optimality of the consumer goods assortment of the monitored retail trade company, with the following, when determining: **a)** the deviations of the components, the structures and the values of the characteristics of the consumer goods commercial assortment [10-11; 16] both real and approved in the established manner as well as from the requirements of normative and technical acts (standards, guidance documents: instructions, guidance, indications, recommendations, methodologies, guidelines, prescriptions etc.) and the directions of the national consumer goods insurance policy and the promotion of consumer goods, including new ones, approved in the established manner, indicating the causes and the guilty persons (factors); **b)** deviations of their components, structures and real values of the characteristics of the consumer goods commercial assortment from those approved in the way set as optimal for the monitored trade company, indicating the causes and the guilty persons (factors);
- drawing reasoned and objective conclusions regarding the optimality of the certified assortment of consumer goods of the controlled retail business and the formulation of the substantiated and real proposals on the liquidation, if any, of deviations and non-conformities established;
- analysis and approval, as established, of the results of the internal attestations, the conclusions and proposals of the nominated internal commission of attestation;

- elaboration and approval of the program in the established way, organizing and conducting the works, measures and actions in order to draw the conclusions and proposals of the internal commission of attestation formulated as a result of the attestation of the optimality of the commercial goods assortment of the controlled trading enterprise;
- broad information and familiarization of all employees of the relevant trading company and interested CSMCACC stakeholders with the results of internal attestations of the optimality of the consumer goods commercial assortment of the retail trade enterprise and the measures for the implementation of the proposals formulated in these attestations;
- obtaining information on the bodies, order of initiation, program, methodology, methods and guide for the external attestations of the optimality of consumer goods commercial assortment of the retail trade company, as well as the approval of the results;
- initiating, in the established manner, the external attestation of the optimality of the consumer goods commercial assortment of the company concerned;
- familiarizing all employees of the enterprise with the goals and program (plan), methodology, methods, regulations and guidelines for performing external attestations of the optimality of the consumer goods commodity assortment and their consequences, the nomenclature, methods, requirements (qualitative-descriptive and quantitative-value) and scale of estimation of index optimality of the consumer goods commercial assortment, with the nomenclature of the documentation (materials) that are subject to control (study, analysis), as well as organizing and conducting training in the matter of the employees of the given company;
- developing and approving the program, organizing and conducting the company's preparatory work, measures and actions, including the respective documentation, for external attestations of the optimality of forecasted or planned assortment of consumer goods;
- appropriate preparing and submitting of all materials and information provided by the regulation and the guide for external attestations of the optimality of the consumer goods commercial assortment, approved in the manner established by the competent bodies, and requested by the members of the external committee empowered with the respective powers;
- organizing and ensuring the active and productive participation of all employees of the company in the carrying out the work of the committee concerned;
- examining in an established way the results of the external certification of the optimality of consumer goods commercial assortment of the controlled company, the conclusions and proposals of the external commission nominated with the elaboration and approval of the respective decisions and the plan of measures for the implementation of the proposals of the respective external commission of attestation;
- organizing and conducting work, measures and actions for the implementation of the proposals formulated as a result of the external attestations of the optimality of assortment, and the plan of measures to ensure the optimality of the commercial assortment of consumer goods of the respective company;
- wide information and familiarization of all employees of the controlled trade company and CSMCACC stakeholders with the results of external attestation of the optimality of consumer goods commercial assortment of the company concerned and measures for the implementation of proposals made within these attestations;

- obtaining of the relevant act, issued as a result of the attestation by the authorized body, etc.

**Area of application of the function:** all subdivisions and units of the respective trade enterprise, as well as all components (factors) of the micro-marketing environment of the retail trade enterprise [9, pp. 125-136].

**The function "Periodic internal attestation of the functioning and efficiency of the complex system of management of the commercial assortment of consumer commodities" is the activity of elaboration and realization of the set of organizational, methodological, investigative, technical, economic, ideological and other measures and actions, using the appropriate methods and means, which have the mission to appreciate the operation and periodically estimate the efficiency of the complex management system of the commercial assortment of consumer commodities, with the elaboration of the respective conclusions and proposals.**

**Purpose of the function** - appreciation and improvement of operation, estimation and increase of efficiency of the complex management system of the consumer goods commercial assortment, the identification of problems and ways to improve the functioning and increase the efficiency of the complex management system concerned, as well as the development and implementation of measures aimed at achieving the determined goal (fixed, targeted).

**Tasks of the function** are to:

- a) ensure control and timely attestation of compliance with the methodology and rules prescribed in the normative and technical acts (standards, guidance documents: instructions, guidelines, indications, recommendations, methodologies, prescriptions etc.) approved and legalized in the established manner, in the process of organization (creation, certification-law-making) and operation of the complex management system of the commercial assortment of consumer commodities (CMSCACC) of the supervised trading enterprise;
- b) reveal deviations from the requirements of the methodology and normative and technical acts, as well as non-conformities in the functioning of CMSCACC within the given business;
- c) determine and assess the efficiency of CMSCACC in the monitored trade company and reveal the problems of this activity;
- d) reveal the causes of the deviations from the requirements of the normative-technical methodology and norms, as well as the non-conformities and problems in the functioning of CMSCACC within the monitored trade company, ascertained as a result of the attestations, indicating the guilty persons (factors) and formulating the proposals regarding the elimination of deviations and non-conformities as well as the indication of the ways to solve the established problems;
- e) timely familiarize the respective personnel with the purposes and methodologies of the attestation of CMSCACC functioning and the efficiency, the verified and estimated indices and the submitted requirements, the consequences of the attestation;
- f) prepare timely and appropriately for the forecasted or planned attestation of all CMSCACC stakeholders by enhancing and personifying responsibility, enhancing and increasing the quality of their professional activity, and preparing timely and qualitative documentation, and materials;

- g) improve the functioning and increase the efficiency of CMSCACC of the respective trading company by elaborating and implementing the complex of measures in order to eliminate deviations and non-conformities of the functioning of CMSCACC of the monitored trade company and to make the proposals formulated as a result of the attestations performed.

The fulfilment of the listed tasks of the function under consideration consists in the following series of **elements**:

- the elaboration and approval in the established manner of the concept, strategy and program (plan) of the internal attestations of the functioning of the complex management system of the commercial assortment of consumer commodities (CMSCACC) of the trade company concerned;
- elaboration, argumentation and approval in the established manner of the nomenclature of functional and indices characteristics, which characterize the efficiency of the management of the commercial assortment of consumer goods, subject to verification, estimation and analysis, as well as of their methodology, methods of research and estimation;
- establishing and legalizing in the established manner the internal team of professionals (auditors)-experts empowered to perform internal certifications of operation and the efficiency of CMSCACC of the enterprise concerned;
- development and approval in the established manner of the Internal Certification Regulations and the work of the internal team of professionals (auditors)-experts of the functioning and efficiency of CMSCACC of the aforementioned business enterprise;
- elaboration and approval in the established manner of the methodology, methods and guide for performing the internal certification of the functioning and the efficiency of CMSCACC of the respective trade company;
- development and approval in the established manner of the nomenclature of documentation (materials) subject to mandatory presentation to the internal team (committee) of professionals (auditors)-experts concerned for study and analysis;
- familiarization with the Internal Certification Regulations and the work of the internal team of professionals (auditors)-experts of the functioning and efficiency of CMSCACC of the given retail trade company, with the methodology, the methods and the guide for performing the internal attestations and the respective training in the field of the members of the internal team of professionals (auditors) - nominated experts;
- familiarization of all the employees of the enterprise with the goals and program (the plan), the methodology, the methods and the guide for performing the internal attestations and their consequences, the nomenclature, the methods, the requirements (qualitative descriptive and quantitative-value ones) and the scale of the estimation of the functioning characteristics and efficiency indicators of CMSCACC of the trade company, with the nomenclature of the documentation (materials) susceptible to control (study, analysis), as well as the organization and conduct of training in the matter of the respective employees of the given enterprise;
- planning and conducting the work of the internal committee (team) of professionals (auditors) - nominated experts;
- organizing and conducting the work to prepare the enterprise, including its documentation, for the forecasted or planned internal attestations;
- collection and accumulation by the internal team of professionals (auditors)-experts of the information (data) about the requirements of the methodology and rules prescribed in the

normative and technical acts (standards, guidance documents: instructions, guidance, guidelines, recommendations, methodologies, prescriptions, etc.) on the functioning and efficiency of CMSCACC of the controlled enterprise;

- collection and accumulation by the internal team of professionals (auditors)-experts of information on the functioning and efficiency of the company CSMCACC both by studying different documents (orders, information, reports, papers, studies, etc.) and by conducting surveys, interviews and conversations with participants in the system concerned;
- processing the data and information gathered as a result of each attestation made by the nominated commission;
- comparison of the content of the working documentation and the actual actions carried out within the CMSCACC functioning of the monitored trade company, with the requirements of the methodology and rules prescribed in the respective normative-technical documents (standards, guiding documents, etc.), as well as critical analysis of the actual efficiency of CMSCACC functioning of the trade company concerned;
- establishing and estimating the degree of compliance with the requirements of the methodology and rules prescribed in the respective normative and technical acts (standards, guiding documents, etc.), the creation (organization) and the functioning of CMSCACC of the monitored trading enterprise as well as the level of efficiency of this system functioning within the retail trade company;
- to reveal the non-conformities and deviations from the requirements of the methodology and respective normative and technical acts in the functioning of CMSCACC of the monitored trade company, as well as to establish the non-conformities regarding the efficiency of this system functioning within the retail trade company;
- analysing and generalizing the results of each internal attestation of the CMSCACC's functioning of the aforesaid trade company, with the identification, in case of establishing:  
**a)** non-conformities and deviations from the requirements of the methodology and technical normative acts at the creation (organization) and in the functioning of CMSCACC of the monitored retail company, indicating the causes and guilty persons (factors); **b)** non-conformities regarding the efficiency of CMSCACC functioning within the retail trade enterprise, indicating the causes and the guilty persons (factors);
- to draw up reasoned and objective conclusions on the functioning and efficiency of CMSCACC of the controlled trade enterprise and to formulate substantiated and actual proposals for improving the functioning and efficiency of the system in question and for liquidating, if any, deviations and non-conformities established;
- examination and approval in the established manner of the internal results, the conclusions and proposals of the internal commission of nominated experts;
- elaboration and approval in the established manner of the program, organizing and conducting the work, measures and actions to conclude their conclusions and the proposals of the internal commission of expert professionals, formulated as a result of attestation of CMSCACC functioning and efficiency of the respective trade enterprise;
- broad information and familiarization of all employees of the relevant trade enterprise and interested parties of CMSCACC with the results of the internal certification of the CMSCACC functioning and efficiency of the retail trade company given and with the measures for the implementation of the proposals formulated in these attestations etc.

**Area of application of the function:** all subdivisions and units of the trade enterprise in question, as well as all components (factors) of the micro-marketing environment of the retail trade enterprise [9, pp. 125-136].

**The function** "Periodical external certification of the complex system of management of the commercial assortment of consumer commodities" is the activity of elaboration and realization of the ensemble of organizational, methodological, investigative, technical, economic, ideological and other measures and actions, using the related means and methods, which are intended to ensure the periodic external certification of the complex management system of the commercial assortment of consumer commodities of the retail trade enterprise.

**Purpose of the function** – appropriate certification, appreciation and external recognition at the initiation stage, as well as the periodic external reconfirmation of the fairness and efficiency of the complex management system of the commercial assortment of consumer commodities of the aforementioned retail trade enterprise.

**The tasks of the function** are:

- a) to ensure timely initiation and creation of conditions for carrying out, in the established way, the external certification and recertification measures of the complex management system of the consumer goods commercial assortment;
- b) legalization, appreciation and external recognition at the stage of creation and initiation of operation, as well as regular external reconfirmation of the correctness (compliance with the methodology and requirements prescribed in the normative and technical acts in force) and efficiency of the functioning of the complex management system of the commercial consumer goods assortment of retail trade company concerned;
- c) external objective estimation and appreciation of creation's credibility and efficiency of CMSCACC operation of the retail trade company concerned;
- d) to reveal the possible, even nonessential non-conformities and deviations from the requirements of the normative and technical normative norms in the creation and functioning of CMSCACC within the monitored trade enterprise, as well as to identify the causes of non-conformities and deviations, identifying the guilty persons (factors) and the formulation of proposals for the elimination of non-compliances and deviations established;
- e) to reveal the possibilities to improve and increase the efficiency of CMSCACC's functioning in the monitored trading enterprise;
- f) timely familiarization of the respective personnel with the goals and methodologies of the external certification of the enterprise CMSCACC, the verified and estimated indices and submitted requirements, the consequences of the external certification (recertification), as well as the timely and adequate preparation for the forecasted or planned external certification (recertification) of all CMSCACC by enhancing and personalizing responsibility, enhancing the quality of their professional work, and preparing timely and qualitatively the documentation and materials;
- g) examining in a determined way the results of the external certification, elaborating and executing the measures for the implementation of the proposals made in the framework of the external certification, as well as informing all the employees of the company and the CMSCACC interested participants with the results of the external certification (recertification) of the complex management system of the commercial consumer goods

assortment of the company in question and with the measures for the implementation of the proposals, formulated in the framework of the external recertification.

The listed tasks of the given function will be accomplished by performing the following **elements**:

- obtaining the information about the bodies, the order of initiation, the program, the methodology, the methods and the guide for carrying out the external certification (recertification) of the complex management system of the commercial consumer goods assortment of the retail trade company, as well as on how to approve their results;
- initiation in the established manner the external certification (recertification) of the complex management system of the commercial assortment of consumer commodities (CMSCACC) of the company concerned;
- familiarization of all the employees of the enterprise with the goals and program (plan), the methodology, methods, regulations and guidelines for performing the external certification and its consequences, the nomenclature, the methods, the requirements (qualitative descriptive and quantitative-value) and the scale of the estimation of the organizational measures and actions, methodological, investigative, technical, economic, ideological and other measures and actions undertaken or fulfilled during the creation and operation of CMSCACC within the monitored retail trade company, as well as organizing and conducting training in the field of the employees of the given company;
- program development and approval, organizing and conducting the company's preparatory work, measures and actions, including the respective documentation, for the planned external certification (recertification);
- adequate preparation and presentation of all materials and information required by the regulations and external certification guide, approved in the manner established by the competent bodies, and requested by the members of the external audit committee empowered to do so;
- organizing and ensuring the active and productive participation of all employees of the enterprise in carrying out the work of the committee concerned;
- examining the results of external certification (recertification) of the complex management system of the commercial consumer goods assortment of the controlled enterprise, their conclusions and proposals of the nominated external commission, with the elaboration and approval of the respective decisions and the plan of measures and actions for the realization of proposals made by the external committee of auditors-experts;
- organizing and carrying out the work, measures and actions for the implementation of proposals, as a result of external certification (recertification), and the plan of measures to ensure the efficient functioning of CMSCACC of the respective enterprise;
- wide information and familiarization of all employees of the controlled trading enterprise and CMSCACC interested parties with the results of the external certification (recertification) of the complex management system of the commercial consumer goods assortment of the company concerned and the measures for the implementation of the proposals made in the certification (recertification) carried out;
- obtaining the respective act approved, issued as a result of the certification (recertification) carried out by the authorized body, etc.

**Area of application of the function:** all subdivisions and units of the trade enterprise in question, as well as all components (factors) of the marketing micro-environment of the retail trade enterprise [9, pp. 125-136].

**The function** "Stimulating the formation and ensurance of the maintenance of optimal commercial assortment of consumer commodities in the retail trade network" is the activity of elaboration and realization of the ensemble of organizational, methodological, investigative, technical, economic, ideological and other measures and actions, using the related means and methods, which have the mission to organize and stimulate the creative, productive and efficient activity of all the participants (managers, developers, executors, etc.) in the formation, opportune improvement (correction) and assurance of the maintenance of optimal commercial assortment of consumer commodities of the trade enterprise [14, p. 51, p. 59; 17, p. 8; 25.2, pp. 46-48].

**Purpose of the function** - encouraging the initiative and creative, productive and efficient activity of each participant in the development and provision of timely improvement and maintenance of the optimal commercial assortment of consumer commodities of the retail company through appropriate material and moral stimulation.

**The tasks of the function** are:

- a) to create and ensure the efficient functioning of the appropriate incentive system for the productive and efficient management of the consumer goods commodity range of the retail enterprise, including training, timely improvement and maintenance of the optimal commercial product range of consumer goods of the retail trade company;
- b) supporting and contributing to the economic stimulation of partner enterprises and subdivisions, to material and moral stimulation, and to increase the responsibility of collectives and workers to ensure the development, improvement and maintenance of the optimal trade of consumer goods of the retail enterprise concerned, as well as sanctioning the persons responsible for non-compliance with contractual obligations or the requirements of technical normative documents (TND) regarding development, improvement and maintenance of the optimal commercial goods assortment of the given enterprise;
- c) ensuring the objective and appropriate material and moral stimulation of all the beneficiaries of the complex management system of the consumer goods commercial assortment according to the efforts made and the results obtained;
- d) ensuring the complete transparency of the measures and stimulation actions of management activity of commercial goods assortment of the retail trade enterprise (network);
- e) systematic improvement and enhancement of the efficiency of the system to stimulate the management activity of the commercial goods of the retail trade enterprise (network).

Accomplishment of the listed tasks of the given function consists of the following **elements**:

- organizing the work of developing the system of material and moral stimulation of all participants in the management of the commercial consumer goods assortment of the trade company concerned;
- elaboration and approval in the established manner of the concept, strategies and stimulation program of CMSCACC participants;
- development and approval in the established manner of the indices (criteria) and the methodology of assessing the contribution of the participants of complex management

system of the commercial consumer goods assortment in the results of the management of the consumer goods trade assortment;

- the elaboration and approval in the established manner of the requirements towards the indices (criteria) of the contribution estimation in the results of the management of the consumer goods merchandise assortment of CMSCACC participants;
- elaboration and approval of the periodicity(s), order, forms, types, norms, conditions, methods, modes and levels (their sizes, dimensions) to stimulate CMSCACC participants, as well as objective sanctioning of the factors (persons), because of which were committed (appeared) and determined (stated) violations and deviations of the real values from the approved values of the indices of characteristics of the optimal commercial goods assortment [10-11; 16] of the company concerned;
- establishing and approving in an established manner the body of the company concerned, empowered to organize and carry out the program to stimulate development and ensurance of the maintenance of the optimal commercial assortment of consumer goods in the retail trade network;
- elaboration and approval of the Regulation of activity of the body organizing and conducting the stimulation of the CMSCACC participants within the enterprise;
- determining the order, norms and conditions of developing funds to stimulate the formation, improvement and maintenance of the optimal trade of consumer goods in the trade company concerned;
- elaboration and approval in the established manner of the forms, the order of collection and the methods of processing the information regarding the contribution in the management results of the consumer goods commodity assortment of CMSCACC participants by formulating objective conclusions and proposals;
- conducting the activity of the body stimulating the management of the commercial assortment of consumer commodities (BSMCACC) in accordance with its Regulation;
- broad information of the CMSCACC participants about the incentives concerned;
- organizing and conducting the activity of collecting and processing the information by the BSMCACC regarding the contribution of the CMSCACC participants to the results of management of consumer goods commercial assortment with the formulation of conclusions and appropriate objective proposals;
- approval in the established manner of BSMCACC conclusions and proposals regarding the stimulation (sanctioning) of CMSCACC participants and effective stimulation of each CMSCACC participant in accordance with its contribution to the results of the management of the consumer goods commercial product assortment obtained during the reporting period, as well as the objective sanctioning of the factors (person), due to which the (established) deviations of the real values from the approved values of the indices of the characteristics of the optimal consumer goods commercial assortment [10-11; 16] of the retail business concerned;
- wide information of all CMSCACC participants regarding the course and results of the accomplishment of the CMSCACC participants stimulation programme, measures and actions to encourage the creative, productive and efficient initiative and activity of each participant in developing and ensuring the timely improvement and maintenance of the

commercial assortment of consumer goods of the retail unit through appropriate material and moral stimulation;

- elaborating the order and methodology, and performing the systematic evaluation of the efficiency of the system of adequate stimulation of the productive and efficient activity of management of the consumer goods commodity assortment of the retail trade network with the formulation of their conclusions and the respective objective proposals;
- the elaboration and realization of measures and actions for systematic improvement and increase of the efficiency of the system for stimulating the management activity of the consumer goods commodity assortment of the retail enterprise (network) concerned.

**Area of application of the function:** all subdivisions and units of the trade enterprise in question, as well as all the participants in the development of the consumer goods commercial assortment - partners for delivery - sale of consumer goods of the retail trade enterprise.

## 5. Conclusions

At present, researches in the field of management (conducting) of consumer commodities assortment in retail trade network and their results are focused more on the processes and methods of development of the efficient commercial assortment, geared more to the interests of sellers and do not include complex measures and actions which would ensure systematic development and improvement, permanent maintenance of the optimal assortment of commodities in the commercial network en-detail, which is focused on the maximum satisfaction of consumers' needs of and the solvency demand of buyers, taking into account the possibilities and interests of the producers (suppliers), sellers and society, and the requirements regarding environmental protection, what is a complex problem.

The continuous development and maintenance of the optimal consumer goods assortment in the retail network can be ensured based only on the complex management system of the consumer commodities commercial assortment (CMSCACC), which, in turn, can be productive and efficiently done only through the achievement of the complex set of functions, including the special functions of attestation-evaluation and stimulation, the nomenclature and nominations of which [14-15] require clarification, and the definitions and content (scopes, tasks or objectives and elements) are not yet elaborated.

At the current stage, we have enlarged the nomenclature and specified the nominations. For the first time, we present the definitions, areas of application and specific content (purpose, tasks or objectives and specific elements) of the special functions of attestation-evaluation and stimulation of the complex management system of the consumer commodities commercial assortment (CMSCACC), concluding the development of the content of the entire complex of CMSCACC special functions proposed by us, following the investigations to complete the nomenclature, nominations and develop the definitions, areas of application and content of CMSCACC specific functions.

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### Rezumat

*Managementul (dirijarea) sortimentului comercial de mărfuri de consum, ca și managementul altor activități (obiecte) este efectuată eficient și rezultativ prin realizarea unui șir de funcții speciale. Acest șir de funcții speciale include și câteva funcții de atestare-evaluare și stimulare, de realizarea cărora depinde esențial succesul și eficiența oricărui management (dirijări). În cazul managementului sortimentului comercial de mărfuri de consum, la funcțiile speciale de atestare-evaluare și stimulare sunt atribuite funcțiile: atestarea sistematică internă și periodică externă a optimalității sortimentului comercial de mărfuri de consum al întreprinderii de comerț; atestarea periodică internă a funcționării și eficienței sistemului complex de management al sortimentului comercial de mărfuri de consum; certificarea periodică externă a sistemului complex de management al sortimentului comercial de mărfuri de consum; stimularea formării și asigurării menținerii sortimentului comercial optimal de mărfuri de consum în rețeaua de comerț en-detail.*

*Elaborarea sistemului complex de management al sortimentului comercial de mărfuri de consum (SCMSCMC) presupune, înainte de toate, formularea definiției și determinarea conținutului specific (scopul, obiectivele sau sarcinile și elementele) al fiecărei din funcțiile speciale și specifice ale sistemului.*

*În această lucrare prezentăm în premieră definițiile și conținuturile funcțiilor speciale de atestare-evaluare și stimulare ale sistemului complex de management al sortimentului comercial de mărfuri de consum. Realizarea funcțiilor enumerate va spori responsabilitatea factorilor de decizie și motivația personalului respectiv de asigurare a calității managementului sortimentului comercial de mărfuri de consum în rețeaua de comerț cu amănuntul, cu respectarea cerințelor metodologiei, tehnologiei și actelor normativ-tehnice, aprobate în modul stabilit.*

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**Cuvinte-cheie:** sortimentul comercial de mărfuri de consum; management al sortimentului comercial de mărfuri de consum; funcțiile speciale de atestare-evaluare și stimulare ale sistemului complex de management al sortimentului comercial de mărfuri de consum; conținutul funcțiilor speciale de atestare-evaluare și stimulare ale sistemului complex de management al sortimentului comercial de mărfuri de consum; scopurile, sarcinile (obiectivele) și elementele funcțiilor speciale de atestare-evaluare și stimulare ale sistemului complex de management al sortimentului comercial de mărfuri de consum

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#### **Аннотация**

Менеджмент (управление) торговым ассортиментом потребительских товаров, как и менеджмент другими деятельностью (объектами), осуществляется эффективно и результативно через реализацию ряда специальных функций. Этот ряд специальных функций включает и несколько функций аттестации-оценки и стимулирования, от реализации которых зависит значительно успех и эффективность любого менеджмента (управления). В случае управления торговым ассортиментом товаров народного потребления, к специальным функциям аттестации-оценки и стимулирования относятся функции: систематическая внутренняя и периодическая внешняя аттестация оптимальности торгового ассортимента потребительских товаров предприятия торговли; периодическая внутренняя аттестация функционирования и эффективности комплексной системы менеджмента торговым ассортиментом потребительских товаров; периодическая внешняя сертификация комплексной системы менеджмента торговым ассортиментом потребительских товаров; стимулирование формирования и обеспечения поддержания оптимального торгового ассортимента потребительских товаров в розничной торговой сети.

Разработка комплексной системы менеджмента торговым ассортиментом потребительских товаров (КСМТАПТ) предполагает, прежде всего, формулирование определения и установление содержания (цели, задачи или объективы и специфические элементы) каждой из специальных и специфических функций системы.

В данной работе представляем впервые определения и содержания специальных аттестационно-оценочных и стимулирующих функций комплексной системы менеджмента торговым ассортиментом потребительских товаров. Реализация перечисленных функций повысит ответственность лиц, принимающих решений, и мотивацию соответствующего персонала за обеспечение качественного менеджмента торговым ассортиментом потребительских товаров в розничной торговой сети, с соблюдением требований методологии, технологии и нормативно-технических актов, утверждёнными в установленном порядке.

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**Ключевые слова:** торговый ассортимент потребительских товаров; менеджмент торговым ассортиментом потребительских товаров; специальные аттестационно - оценочные и стимулирующие функции комплексной системы менеджмента торговым ассортиментом потребительских товаров; содержание специальных аттестационно - оценочных и стимулирующих функций комплексной системы менеджмента торговым ассортиментом потребительских товаров; цели, задачи (объективы) и элементы специальных аттестационно - оценочных и стимулирующих функций комплексной системы менеджмента торговым ассортиментом потребительских товаров

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