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Title	Developing customer-responsiveness of outbound supply chain. Atria Group Plc in St. Petersburg and Leningrad Oblast - customer interview analysis		
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Abstract

This study aims to answer the research question: how to develop a customer-responsive HoReCa sector supply chain in St. Petersburg and Leningrad oblast? It was divided into further questions intended to reveal the customers' requirements for the supply chain and which elements are considered the most important, and where are the possible gaps in expectation and performance so far. Accordingly, there must some procedures on gathering such information and analyzing it.

There are two distinct characteristics that define the external environment of this study; food industry as an operating field and the area of St. Petersburg as a geographical field. As these two fields are combined, we are lead to the internationalization of the Finnish food industry and its companies' individual efforts to find new markets in the search of profitable business opportunities. Russian business environment is however highly and this study intended to offer some tools for development of those operations, to help Atria better understand the requirements posed by the customers directly in the context of challenging Russian business environment.

Understanding the requirements of customers and fulfilling those requirements offers keys to new and improved business potential and operations for both parties. Term service policy planning relates to this process; it means discovering important service elements and measuring the performance so far. It should be succeeded with a development plan according to the findings about specific service attributes. The supplier needs to realize the key attributes that offer the best possible solution for a maximum number of customers with an optimum level of resources.

The material produced from the interviews revealed aspects where development must be made and resources invested on elements that are essential for the customers. It equally discovered some aspects where Atria has faired very well in the eyes of its customers. Generally it was stressed that such issues as reliability, dependability, punctuality and timeliness are utmost important when planning and executing operations in Russia.

Key words	SCM, supply chain, responsiveness, customer service, service policy, food industry, Russia, St. Petersburg
Further information	

